

Proposal for the Marion Iowa Police Department Staffing Analysis*

University of Cincinnati – Institute of Crime Sciences Submission

June 2017

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Introduction and Purpose of Study

There are several important dynamics that our team consider when conducting a staffing analysis. According to the International Association of Chiefs of Police (2017) the following factors are critical when considering staffing needs for police agencies: policing philosophy, the context of the community, policing priorities, and citizen demands. Staffing analyses of police departments must take into account the demands placed on local law enforcement officials as well as the broader community that the agency is policing.

The relationship between police force size and crime has been extensively studied by criminologists and economists for the past 30 plus years. There is a clear body of evidence that shows police can impact crime through increased force size and specific strategies. Regarding the police force size-crime relationship, the size of federal Community Oriented Policing Services (COPS) grants awarded to cities to promote police hiring, as well as changes in police manpower (by states) consistently indicated that these police force size approaches do correspond with reduced crime (Evans and Owens, 2007; Lin, 2009). Related to police force size, Chalfin and McCrary (2013) found that, in general, a larger effect of police on violent crime exists, even when controlling for a variety of confounding factors over time.

In terms of specific police strategies, a number of promising practices have emerged. More specifically, the National Academy of Sciences (see NRC, 2004; NRC, 2005) have illustrated that the police can impact criminal offending in consistent and meaningful ways, which include hot spots policing (geographically concentrated enforcement at crime or disorder hot spots) and problem-oriented policing (a strategic policing approach that places high value on prevention of root causes of crime problems). Weisburd et al. (2015: p. 368) suggest that the use of unallocated patrol time (i.e., time in which patrol officers are not committed to responding to calls for service) offer substantial opportunities for police to engage in proactive, hot spots patrol in targeted neighborhoods to reduce crime and disorder. Indeed, in their Dallas experimental design Weisburd and colleagues found that a sizeable number of crimes were significantly lower in the experimental areas than the control areas simply based on an allocation of 1.7% of unallocated patrol officer time to the experimental group. These findings illustrate that police agencies need to have (and sustain) a reasonable portion of unallocated patrol time to patrol operations in order to engage in proactive (rather than responsive) crime prevention efforts. Thus, the majority of crime control staffing consideration will examine law enforcement patrol

operations. Supplemental analyses of organizational structure and analysis of detective data will also be assessed.

The Institute of Crime Science (ICS) at the University of Cincinnati proposes to provide a comprehensive staffing and organizational review of the Marion Police Department. The purpose of the ICS review is to provide a comprehensive analysis of MPD calls for police assistance, crime, staffing, policies, and practices related to community safety as they work to maximize operational efficiency (and potentially capacity, if necessary).

The objective of the current investigation is to examine, analyze, and present our findings regarding the current staffing levels of the MPD to invested city stakeholders. The detailed examination, conducted by the Institute of Crime Science at the University of Cincinnati will examine the following:

- Law enforcement allocated patrol time. The amount of allocated as well as unallocated patrol time currently used to MPD Patrol will be used to better understand whether the police department is operating within or under operational capacity needs, accounting for work shift relief considerations.
- A review of organizational allocation and structure for the MPD. We will examine the capacity of supervisors and administrators to handle requests for services, as well as current administration to supervise current levels of police and staff members (if needed). These analyses, drawn from both quantitative and qualitative sources, will also be comparative in scope (e.g., the administrative/patrol officer ratio in the city where comparative data can be drawn).
 - Within this component of the review, we will also assess the citizen-to-sworn officer ratio in MPD, compare it to similar sized police departments, and provide a general descriptive analysis of the role of citizens in the MPD. We do note that there is no general benchmark or preferred frame of reference to comparatively assess the role of citizen services in law enforcement.
- A budgetary analysis and review. This will assess which staffing practices can improve staffing efficiency. These analyses will include both overall size as well as within shift analyses.

Review of Comparative Analysis for Police Force Size and Crime Levels

In order to provide a comparative analysis, we will examine two trend analyses for MPD: staffing levels (i.e., uniformed police officers) and uniform crime reports violent and property crime levels. The purpose of this analysis will be to assess whether staffing at MPD is consistent with agencies that have similar crime levels, and whether similar staffing levels consistent with MPD and other jurisdictions have comparable crime levels.

It will also be important to examine the supervisor-to-patrol office ratio. For our comparative analyses will draw upon the 2013 Law Enforcement Management and Administrative Statistics (LEMAS) survey of all urban police departments to examine if the supervisor-to-patrol officer ratio in Marion is consistent with other county urban police agencies. Additionally, if the patrol-level staffing analyses indicates that the police force is not operating at necessary capacity, our recommendations will also include a discussion of operational management by MPD.

Review of Police Staffing Analysis Plan

For the patrol staffing analysis, we plan to draw from staffing publications disseminated by the International City/County Management Association (ICMA – see McCabe, 2012) and the U.S. Department of Justice Community Oriented Policing Services (COPS) staffing guide (see Wilson and Weiss, 2012).

Standard performance measures focus on two important dimensions: 1) percentage of patrol time allocated to *citizen generated CFS*, and 2) percentage of patrol time allocated to *both citizen + police generated CFS*.

In terms of the former (citizen-only CFS), the COPS office cites the 33% to 50% allocation rule (i.e., that roughly 33% to 50% of patrol time should be used to address citizen-generated CFS). For both citizen and police generated CFS combined, the IMCA (as well as Shane, 2007) cites a 60% rule for both citizen and police generated CFS (i.e., that roughly 60% of patrol time should be used to address both citizen and police generated CFS). Thus, our staffing models will draw from both of these guiding frameworks, and the results from both sets of analyses will be presented in the final report.

For this analysis, we will assess staffing levels within the following format:

- 1) Examine the distribution of total calls for service by hour of day, day of week, and month

- 2) Examine the nature of calls for service
- 3) Estimate the time consumed on calls for service
- 4) Provide staffing estimates commensurate with citizen and local business demands
(requests for assistance)
- 5) Estimating the agency shift relief factor
- 6) Establish performance objectives (for the entire department as well as district-by-district patrol operations)

We will conclude our examination by generating a written report as well as presenting key study findings, and offering a number of overall staffing and organizational objectives as well as recommendations to address any manpower problems identified. All formulas for these findings will be presented within the report. The analyses will be used to provide a road-map of potential solutions to recurring crime and staffing concerns. Our recommendations will be based upon the scholarly literature as well as the best practices available related to staffing considerations. Any recommended changes to staffing levels will be accompanied with budgetary recommendations and outlines for potential growth.

Scope of Services

The Institute of Crime Science (ICS) at the University of Cincinnati will provide workload and organizational analysis reporting to the MPD as detailed in the research activities section. This scope of service includes staffing analysis, crime analysis, and written reports supplemented with budgetary and efficiency recommendations.

Staffing reviews, calls for police services, and crime incident data for these analyses will be received directly from the Emergency Operations Center and Police Department as part of the relationship with the ICS. These data will be reviewed for consistency and any errors will be corrected prior to developing reports issued to Marion. In addition, ICS researchers will attempt to supplement calls for police services and crime reports with other data sources (as available).

Research Activities

1. Collect national trend data to determine the number of police officers in MPD relative to other U.S. Metropolitan cities of similar size (30,000 population and greater), and provide

a national comparison of the MPD crime rate by police force size with comparable cities.

2. Collect data on citizen generated calls for police services by months, days, and time and estimate the number of police officers that are currently available to respond to CFS (relative to national ‘estimates of best practice’) at MPD.
3. Analyze calls for service and patrol operations by police district to assess whether internal staffing levels maximize efficiency and operate within the boundaries of the various staffing parameters set by the COPS Office as well as the ICMA
4. Provide programmatic detail and feedback to Marion Police Department.
5. Write a final report that documents: 1) the level of police services, 2) the current allocation of workforce resources, and 3) develop a series of recommendations to Marion PD based on our results of the findings from the workforce assessment, staffing, overtime, and problem analysis.
6. A presentation of the final report will be given in Marion at the conclusion of the project period.

Deliverables

The following deliverables will be provided by the ICS research team:

1. **Monthly Progress Reports** – Detailed summaries regarding the progress of our staffing, problem, and crime analyses will be submitted to Marion PD (July, August, and September 2017).
2. **Presentations** – Research findings and presentations will be delivered by Dr. Nicholas Corsaro to MPD and various invited stakeholders (if applicable). These presentations will occur at the conclusion of the contract and will detail findings from the strategic planning process.
3. **Final Report** – A detailed written report describing the staffing analysis, problem analysis, and crime trend analysis will be submitted to Marion PD by the end of October 2017. A general narrative will be added that documents the strengths and limitations of the study design, and will document the recommendations made by the ICS.

Proposed Timeline

1. **Acquire MPD data:** Access to MPD data, including the number and type of report crimes, arrests, citations, calls for service, clearance rates, field interrogation reports, and activities of specialized units
[July/August]
2. **Meet with MPD:** Discuss issues & priorities, review current proposal for more officers
[July/August]
3. **Conduct Problem and Workload Analysis:** Analyze data to identify crime and calls for service patterns and trends over time; provide context to workload analysis; identify MPD priorities for crime reduction; relate priorities to staffing needs
[July/August]
4. **Review:** Share preliminary findings of Workload and Problem Analyses with MPD – make continual adjustments based on feedback
[August/September]
5. **Present:** Share identified MPD priorities and funding needs with designated team members; gather feedback
[August/September]
6. **Develop Preliminary Strategic Plan:** Generate shared priority list –create strategic plan to address identified priorities, receive feedback on strategic plan
[August/September]
7. **Final Presentation:** Final strategic plan/final report presented to council and shared with constituents
[August/September]

Contract Period and Budget

4-month contract: July 21, 2017 to October 31, 2017

Total costs: \$18, 590 (Fixed Price Contract).

This fixed price contract includes University of Cincinnati personnel and associated costs for all co-principal investigators (Nicholas Corsaro, PhD and Halil Akbas, PhD); travel (two trips from Cincinnati to Marion Iowa through Cedar Rapids).

Capabilities and Competencies

University of Cincinnati (UC) Institute of Crime Science (ICS). The ICS is housed in the Center for Criminal Justice Research (CCJR), within the University of Cincinnati's (UC), School of Criminal Justice. Founded in 1996, the CCJR has managed over \$42 million dollars in grants and contracts, including numerous studies involving partnerships between faculty and public agencies. The School of Criminal Justice is ranked by *U.S. News and World Report* as the #3 graduate program in the country, and other sources have ranked the UC faculty as #1 in the country based on scholarly research. The research project will be directed by Dr. Nicholas Corsaro, Associate Professor in the School of Criminal Justice. Dr. Halil Akbas, Postdoc at the University Of Cincinnati Institute Of Crime Science, will be responsible for organizing and cleaning the data, creating usable data formats for analysis, and writing data code. Drs. Corsaro and Akbas will be responsible for managing the scope of services and deliverables outlined above, overall research oversight, and writing the final staffing and problem analysis report and Dr. Corsaro will be responsible for disseminating study findings to City of Marion officials.

Project Personnel

Nicholas Corsaro, Ph.D., will serve as the Principal Investigator. Dr. Corsaro is Associate Professor of Criminal Justice at the University of Cincinnati, the current Research Director of the Institute of Crime Science (at the University of Cincinnati), and is the former Research Director at the Police Foundation in Washington, DC. Dr. Corsaro is an expert in collaborative crime control efforts with police agencies to identify and target crime problems, research methods, analyses, and evaluation designs to examine the potential changes in gun, gang, and drug market violence. He has served as an external evaluation researcher on a number of local and national strategic policing initiatives, including his evaluative work on the Indianapolis (Indiana) Violence Reduction Partnership (IVRP), the national Project Safe Neighborhoods (PSN) gun violence reduction (and evaluation) strategy, the Cincinnati (Ohio) Initiative to Reduce Violence (CIRV), and the New Orleans One Vision One Life focused deterrence strategy. He has previously served as a Co-Principal Investigator and lead author of the Tulsa (Oklahoma) Police Department Staffing Analysis, and is currently completing a final report to the National Institute

of Justice regarding the most promising and effective approaches related to police consolidation of services, which includes analyses of York (Pennsylvania) Police Department and Los Angeles County (California) Sherriff's Department.

Halil Akbas, Ph.D., will serve as Co-Principal Investigator. He is a Postdoc at the Institute of Crime Science in the University of Cincinnati's School of Criminal Justice. Dr. Akbas is an expert in data analytics and has worked with a number of police agencies to improve operational and crime control efficiency and effectiveness. He previously served as a Co-Principal Investigator for the Colerain Police Department Staffing Analysis.

References

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- Evans, W., & Owens, E. (2007). "COPS and Crime." *Journal of Public Economics*, 91: 181-201.
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- Worrall, J., & Kovandzic, T.V. (2010). "Police levels and crime rates: An instrumental variables approach." *Social Science Research*, 39: 506-516.

Appendix – Curriculum Vitas of Principal Investigators and Consultants

CURRICULUMVITA

Nicholas Corsaro, Ph.D.
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EDUCATION

2007 Doctor of Philosophy
 School of Criminal Justice Michigan State University

2003 Master of Arts
 Department of Criminal Justice Indiana University - Bloomington

2001 Bachelor of Arts
 Department of Criminal Justice Indiana University - Bloomington

PROFESSIONAL EXPERIENCE

Current Positions

8/2016 - present Associate Professor, School of Criminal Justice, University of Cincinnati

7/2016 - present Director, Institute of Crime Science, University of Cincinnati

Current Affiliations

10/2015 - present Research Associate, Police Foundation, Washington D.C.

Previous Positions and Affiliations

8/2011 - 7/2016 Assistant Professor, School of Criminal Justice, University of Cincinnati

12/2014 - 9/2015 Research Director, Police Foundation, Washington D.C.

1/2008 - 7/2011 Assistant Professor, Department of Criminology and Criminal Justice Southern Illinois University - Carbondale

PUBLICATIONS

Journal Articles

- Forthcoming Corsaro, Nicholas, Jesenia M. Pizaaro, and Jillian Shafer. The influence of planned aggression on the journey to homicide: An examination across typology classifications. Homicide Studies.
- 2017 Engel, Robin S., Nicholas Corsaro, M. Murat Ozer. Changing how police view arrest: The critical role of police in criminal justice reform. Criminology and Public Policy, 16, 2, 375-402.
- 2016 Lee, Yongjei, John E. Eck, and Nicholas Corsaro. "Conclusions from the history of research in the effects of police force size on crime - 1968 through 2013: An historical systematic review." Journal of Experimental Criminology, 12, 3, 431-451.
- 2015 Corsaro, Nicholas and Robin S. Engel. "Most challenging of contexts: Assessing the impact of focused deterrence on serious violence in New Orleans." Criminology and Public Policy, 14, 3, 471-505.
- 2015 Corsaro, Nicholas, James Frank, and Murat Ozer. "Perceptions of police practice, cynicism of police performance, and persistent neighborhood violence: An intersecting relationship." Journal of Criminal Justice, 43, 1, 1-11.
- 2014 Gau, Jacinta M., Nicholas Corsaro, and Rod K. Brunson. "Revisiting broken windows theory: A test of the mediation impact of social mechanisms on the disorder-fear relationship." Journal of Criminal Justice, 42, 6, 579-588.
- 2013 Corsaro, Nicholas, Rod K. Brunson, and Edmund F. McGarrell. "Problem-oriented policing and open-air drug markets: Examining the Rockford pulling levers deterrence strategy." Crime and Delinquency, 59, 7: 1085-1107.
* Reprinted in David Mackey and Kristine Levan (Editors), *Crime Prevention*, pp. 119 - 136, Boston, MA: Jones and Bartlett (2012).
- 2013 Corsaro, Nicholas. "The High Point drug market intervention: Examining impact across target areas and offense types." Victims and Offenders, 8, 4: 1-31.
- 2013 Engel, Robin S., Marie Skubak Tillyer, and Nicholas Corsaro. "Reducing gang violence using focused deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV)." Justice Quarterly, 30, 3: 403-439.
- 2013 Corsaro, Nicholas, and Rod K. Brunson. "Are suppression and deterrence mechanisms enough? Examining the "pulling levers" drug market intervention strategy in Peoria, Illinois, USA." International Journal of Drug Policy, 24, 2: 115-121.
- 2013 McGarrell, Edmund F., Nicholas Corsaro, Chris Melde, Natalie K. Hipple, Timothy S. Bynum, and Jennifer E. Cobbina. "Attempting to reduce violence through a comprehensive anti-gang initiative (CAGI): An evaluation of process and impact." Journal of Criminal Justice, 41, 1: 33-43.

- 2012 Corsaro, Nicholas, Eleizer D. Hunt, Natalie K. Hipple, and Edmund F. McGarrell. "The impact of drug market pulling levers policing on neighborhood violence: An evaluation of the High Point drug market intervention." Criminology and Public Policy, 11, 2: 165-199.
- 2012 Gau, Jactina M., Nicholas Corsaro, Eric A. Stewart, and Rod K. Brunson. "Examining macro-level impacts on procedural justice and police legitimacy." Journal of Criminal Justice, 40, 4: 333-343.
- 2012 Giblin, Matthew J., George W. Burruss, Nicholas Corsaro, and Joseph A. Schafer. "Self-protection in rural America: A risk interpretation model of household protective measures." Criminal Justice Policy Review, 23, 4: 493-517.
- 2012 Corsaro, Nicholas, Daniel W. Gerard, Robin S. Engel, and John E. Eck. "Not by accident: An analytical approach to traffic crash harm reduction." Journal of Criminal Justice, 40, 6: 502-514.
- 2010 McGarrell, Edmund F., Nicholas Corsaro, Natalie K. Hipple, and Timothy S. Bynum. "Project Safe Neighborhoods and violent crime trends in U.S. cities: Assessing violent crime impact." Journal of Quantitative Criminology, 26, 2: 165-190.
- 2010 Corsaro, Nicholas, and Edmund F. McGarrell. "Reducing homicide risk in Indianapolis between 1997 and 2000." Journal of Urban Health: Bulletin of the New York Academy of Medicine, 87, 5: 851-864.
- 2010 McGarrell, Edmund F., Nicholas Corsaro, Rod K. Brunson. "The drug market intervention approach to overt drug markets." Journal of Criminal Justice and Security, 12, 4: 397-407.
- 2010 Corsaro, Nicholas, Rod K. Brunson, and Edmund F. McGarrell. "Evaluating a policing strategy intended to disrupt an illicit street-level drug market." Evaluation Review, 34, 6: 513-548.
- 2009 Corsaro, Nicholas, and Edmund F. McGarrell. "Testing a promising homicide reduction strategy: Re-assessing the impact of the Indianapolis "pulling levers" intervention." Journal of Experimental Criminology, 5, 1: 63-82.
- 2007 Pizarro, Jesenia M., Nicholas Corsaro, and Sung-suk Yu. "Journey to crime: An application of routine activities and crime pattern theory to homicide victimization and perpetration." Victims and Offenders, 2, 4: 375-394.
- 2006 McGarrell, Edmund F., Steven Chermak, Jeremy M. Wilson, and Nicholas Corsaro. "Reducing homicide through a 'lever-pulling' strategy." Justice Quarterly, 23, 2: 214-231.
 *Reprinted in Stan Stojkovic, John Klofas, and David Kalinich (Editors), *The Administration and Management of Criminal Justice Organizations: A Book of*

Readings (Fifth Edition), pp. 529 - 546, Prospect Heights, IL: Waveland Press (2011).

2005 McGarrell, Edmund F., Carol R. Zimmerman, Natalie K. Hipple, Nicholas Corsaro, and Heather Perez. "The roles of the police in the offender reentry process." International Journal of Comparative and Applied Criminal Justice, 29, 1: 53-78.

2002 Selke, William, Nicholas Corsaro, and Henry Selke. "A working class critique of criminological theory." Critical Criminology, 11, 2: 93-112.

Series Publications

Forthcoming Corsaro, Nicholas, and David Weisburd. "Police Interventions." In Daniel S. Nagin, Francis T. Cullen, and Cheryl Lero Jonson (Editors), *Deterrence, Choice, and Crime Contemporary Problems. Advances in Criminological Theory*, Volume 20. New Brunswick, NJ: Transaction.

Book Chapters

2016 Corsaro, Nicholas. "Violent Crime." In Beth M. Huebner and Timothy S. Bynum (Editors) *The Handbook of Measurement in Criminology and Criminal Justice* (pp.9-28). New York, NY: John Wiley Publishing.

2014 Corsaro, Nicholas, Sandra Lee Browning, and Jesenia M. Pizarro. "Gender and Criminal Justice Processing." In Francis T. Cullen, Pamela Wilcox, Jennifer L. Lux, and Cheryl Lero Jonson (Editors), *Sisters in Crime Revisited: Bringing Gender Into Criminology - In Honor of Freda Adler* (pp. 325-350). New York, NY: Oxford University Press.

2013 Corsaro, Nicholas. "Drug Enforcement." In Gerben Bruinsma and David Weisburd (Editors), *Encyclopedia of Criminology and Criminal Justice*. New York, NY: Springer Publishing, pp. 1179-1186.

2011 Corsaro, Nicholas, and Edmund F. McGarrell. "Reducing homicide risk: A review of the Indianapolis violence reduction partnership." In Leslie W. Kennedy and Edmund F. McGarrell (Editors), *Crime and Terrorism Risk: Studies in Criminology and Criminal Justice*. New York, NY: Routledge Publishing, pp. 17-28.

2010 Corsaro, Nicholas, and Edmund F. McGarrell. "The Rockford drug market intervention: Design, process, and impact assessment of a pulling levers strategy in Illinois." In John M. Klofas, Natalie K. Hipple, and Edmund F. McGarrell (Editors), *The New Criminal Justice: American Communities and the Changing World of Crime Control*. New York, NY: Routledge Publishing, pp. 83-94.

2010 Hipple, Natalie K., Edmund F. McGarrell, John M. Klofas, Nicholas Corsaro, and Heather Perez. "Identifying effective policing strategies for reducing crime." In John M. Klofas, Natalie K. Hipple, and Edmund F. McGarrell (Editors), *The New Criminal Justice: American Communities and the Changing World of Crime*

Control. New York, NY: Routledge Publishing. pp. 69-82.

Book Reviews

- 2003 Corsaro, Nicholas. "A book review on Armed Robbery by Roger Mathews." International Journal of Comparative and Applied Criminal Justice, 27, 2: 245-247.

Professional Research Reports

- 2015 Corsaro, Nicholas, Robin S. Engel, Murat Ozer, Sam Henderson, and Jillian Shafer. "Crime and Staffing Analysis for the Tulsa Police Department." City of Tulsa and George Kaiser Family Foundation.
- 2011 McGarrell, Edmund F., Nicholas Corsaro, Chris Melde, Natalie K. Hipple, Jennifer Cobbina, Timothy S. Bynum, and Heather Perez. *An Assessment of the Comprehensive Anti-Gang Initiative: Final Project Report*. National Institute of Justice: Washington, D.C.
- 2011 Corsaro, Nicholas, Rod K. Brunson, Jacinta M. Gau, and Christna Oldham. "The Peoria Pulling Levers Drug Market Intervention: A Review of Program Process, Changes in Perceptions, and Crime Impact." Illinois Criminal Justice Information Authority, Chicago, IL.
- 2011 Schafer, Joseph A., Nicholas Corsaro, and Matthew J. Giblin. "Victimization and Perceptions of Crime and Justice in Small Towns and Rural Areas: Final Project Report." Bureau of Justice Assistance, Washington D.C.
- 2010 Engel, Robin S., Nicholas Corsaro, and Marie Skubak Tillyer. "Evaluation of the Cincinnati Initiative to Reduce Violence (CIRV)." University of Cincinnati Policing Institute: Cincinnati, OH.
- 2010 Hipple, Natalie K., Nicholas Corsaro, and Edmund F. McGarrell. "The High Point Drug Market Initiative: A Process and Impact Assessment." Project Safe Neighborhoods Case Study #12. Office of Justice Programs: Washington D.C.
- 2009 McGarrell, Edmund F., Natalie K. Hipple, Nicholas Corsaro, Timothy S. Bynum, Heather Perez, Carol R. Zimmerman, and Melissa Garmo. "Project Safe Neighborhoods - A national program to reduce gun crime: Final Project Report." National Institute of Justice: Washington, D.C.
- 2008 Hipple, Natalie K., Edmund F. McGarrell, John M. Klofas, Nicholas Corsaro, and Heather Perez. "Identifying effective policing strategies for reducing crime." Sagamore Institute for Policy Research: Indianapolis, IN.
- 2007 McGarrell, Edmund F., Natalie K. Hipple, Nicholas Corsaro, Ed Pappanastos, Ed Stevens, and James Albritton. "Project Safe Neighborhoods case study report: Middle District of Alabama." Office of Justice Programs: Washington, D.C.

Non-Refereed Publications

- 2012 Gerard, Daniel W., Nicholas Corsaro, Robin S. Engel, and John E. Eck.

“Cincinnati CARS: A Crash Analysis Reduction Strategy.” The Police Chief, 79 (July): 24-31.

RESEARCH EXPERIENCE

Grants (Principal or Co-Principal Investigator)

- 10/16 - 12/19 Principal Investigator
Byrne Criminal Justice Initiative Grant for 61st and Peoria. Funded by the Bureau of Justice Assistance, City of Tulsa, Oklahoma
Amount Awarded: \$113,671 (University of Cincinnati)
- 07/14 - 12/17 Co-Principal Investigator
(PI: Edward Latessa, Co-PI Robin S. Engel). Ohio Consortium of Crime Science. Years 3-4 funding. Funded by the Ohio Office of Criminal Justice Services.
Amount Awarded: \$361,748 (University of Cincinnati)
- 03/15 - 08/17 Principal Investigator
(Co-PI: Robin S. Engel). Evaluation of CITI Camp Program for the Cincinnati Police Department. Funded by the City of Cincinnati, Ohio.
Amount Awarded: \$133,469 (University of Cincinnati)
- 04/15 - 06/15 Co-Principal Investigator
(PI: Robin S. Engel, Co-PI Murat Ozer). Developing a Strategic Plan for Public Safety for the Tulsa, Oklahoma Police Department. Funded by the George Kaiser Family Foundation.
Amount Awarded: \$87,351 (University of Cincinnati)
- 03/14 - 04/15 Co-Principal Investigator
(PI: Robin S. Engel, Co-PI Arelys Madero). Byrne Criminal Justice Initiative Grant for 61st and Peoria. Funded by the Bureau of Justice Assistance, City of Tulsa, Oklahoma.
Amount Awarded: \$46,389 (University of Cincinnati)
- 06/13 - 05/14 Principal Investigator
(Co-PIs - Edward Latessa and Robin S. Engel). Ohio Consortium of Crime Science Year 2 funding. Funded by the Ohio Office of Criminal Justice Services
Amount Awarded: \$100,000 (University of Cincinnati)
- 05/12 - 12/13 Co-Principal Investigator
(PI - Robin S. Engel). Reducing Violence in New Orleans, Louisiana. Funded by New Orleans Community Support Foundation.
Amount Awarded: \$223,480 (University of Cincinnati)
- 03/12 - 12/12 Co-Principal Investigator
(PI - Robin S. Engel and Co-PI - Edward J. Latessa). Ohio Consortium for Crime Science: Pilot Test. Funded by the Ohio Office of Criminal Justice Services
Amount Awarded: \$50,081 (University of Cincinnati)
- 12/09 - 11/10 Principal Investigator

(Co-PI – Rod K. Brunson). “A systematic evaluation of pulling levers: Examining the Peoria drug market intervention.” Funded by the Illinois Criminal Justice Information Authority.
Amount Awarded: \$109,658 (Southern Illinois University)

09/08 – 12/10 Co-Principal Investigator
(Co-PI’s – Joseph Schafer, Krissi Miller, Yu-Wei Wang). “Victimization and perceptions of crime and justice in small towns and rural areas.” Funded by the Bureau of Justice Assistance.
Amount Awarded: \$89,435 (Southern Illinois University)

PROFESSIONAL PRESENTATIONS

Conference Presentations

- 2015 Schafer, Joseph, Julie Hibdon, and Nicholas Corsaro. “The impact of victimization on perceptions of social cohesion and informal social control in rural communities.” Paper presented at the American Society of Criminology meeting, Washington, DC.
- 2014 Corsaro, Nicholas, Robin S. Engel, and Murat Ozer. “Reducing murders in New Orleans.” Paper presented at the American Society of Criminology annual meeting, San Francisco, CA.
- 2014 Corsaro, Nicholas, James Frank, and Murat Ozer. “Negative experiences with police, legal cynicism, and the persistence of neighborhood violence.” Paper presented at the American Society of Criminology annual meeting, San Francisco, CA.
- 2014 Engel, Robin S., Marie S. Tillyer, and Nicholas Corsaro. “Reducing gang violence using focused deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV)” Justice Quarterly Showcase. Paper presented at the Academy of Criminal Justice Sciences annual meeting, Philadelphia, PA.
- 2013 Lee, YongJei, Nicholas Corsaro, and John E. Eck. “Police force size and crime: A systematic review of research from 1968 to 2013.” Paper presented at the American Society of Criminology meeting, Atlanta, GA.
- 2013 Corsaro, Nicholas, Jesenia M. Pizarro, and Sandra Lee Browning. “Gender and criminal justice processing.” Paper presented at the American Society of Criminology meeting, Atlanta, GA.
- 2012 Corsaro, Nicholas, and Edmund F. McGarrell. “Deterring gun homicide: Testing the impact of project safe neighborhoods” Paper presented at the American Society of Criminology meeting, Chicago, IL.
- 2012 Engel, Robin S., Marie S. Tillyer, Christopher J. Sullivan, Nicholas Corsaro. And Murat Ozer. “Opening the focusing deterrence black box: Further examination of the Cincinnati Initiative to Reduce Violence. Paper presented at the American Society of Criminology meeting, Chicago, IL.

- 2011 Gau, Jacinta M., Nicholas Corsaro, Eric A. Stewart, and Rod K. Brunson. "The effects of neighborhood structural and social conditions on perceived police legitimacy." Paper presented at the American Society of Criminology meeting, Washington, D.C.
- 2010 Engel, Robin S., Marie S. Tillyer, and Nicholas Corsaro. "Cincinnati initiative to reduce violence: Evaluating the impact on gang-related homicides and gun violence." Paper presented at the American Society of Criminology meeting, San Francisco, CA.
- 2010 Hipple, Natalie K., Nicholas Corsaro, and Edmund F. McGarrell. "The High Point drug market intervention: Assessing program impact." Paper presented at the American Society of Criminology meeting, San Francisco, CA.
- 2010 Corsaro, Nicholas, Edmund F. McGarrell, Rod K. Brunson, Natalie K. Hipple. "Disrupting open-air drug markets: The use of pulling levers to reduce neighborhood crime. Paper presented at the Academy of Criminal Justice Sciences meeting, San Diego, CA (Session Chair).
- 2009 Schafer, Joseph A., Matthew J. Giblin, Krissi L. Miller, and Nicholas Corsaro. "Victimization, risk, and fear of crime in rural areas and small towns. Paper presented at the American Society of Criminology meeting, Philadelphia, PA.
- 2009 Corsaro, Nicholas. "Patterns of violent crime." Paper presented at the American Society of Criminology meeting, Philadelphia, PA.
- 2008 Corsaro, Nicholas, and Edmund F. McGarrell. "Patterns of homicide risk." Paper presented at the American Society of Criminology meeting, St. Louis, MO.
- 2008 Corsaro, Nicholas, and Jesenia Pizarro. "Journey to homicide: Traveling patterns for victims and suspects." Paper presented at the American Society of Criminology meeting, St. Louis, MO.
- 2005 Corsaro, Nicholas, and Edmund F. McGarrell. "The geographic distribution of homicides in the Indianapolis Violence Reduction Partnership (IVRP) study." Paper presented at the American Society of Criminology annual meeting, Toronto, Canada (Session Chair).
- 2004 Luskin, Mary Lee., and Nicholas Corsaro. "The influence of neighborhood context on the arrest of former mental patients." Paper presented at the American Society of Criminology annual meeting, Nashville, TN.
- 2004 McGarrell, Edmund F., Carol R. Zimmerman, Natalie K. Hipple, Nicholas Corsaro, and Heather Perez. "The roles of the police in the offender reentry process." Paper presented for the offender reentry roundtable on prisoner reentry and community policing sponsored by the Urban Institute and COPS, Washington, D.C.

- 2004 Corsaro, Nicholas, and Arvind Verma. "Analyzing hot spots at Indiana University: A geographical, spatial and temporal analysis." Paper presented at the Academy of Criminal Justice Sciences annual meeting, Las Vegas, NV.
- 2003 Corsaro, Nicholas. "Disorganized neighborhoods and Restorative Justice: An examination of social characteristics and the Indianapolis juvenile justice experiment." Paper presented at the American Society of Criminology annual meeting, Denver, CO.
- 2002 Corsaro, Nicholas. "Spatial patterns of Re-offending in the Indianapolis restorative justice experiment" Paper presented at the American Society of Criminology annual meeting, Chicago, IL.
- 2002 Selke, William, and Nicholas Corsaro. "Sentencing, overcrowding and prison violence." Paper presented at the Academy of Criminal Justice Sciences annual meeting, Anaheim, CA (Session Chair).
- 2001 Selke, William, and Nicholas Corsaro. "The effects of punishment in diverse settings." Paper presented at the Academy of Criminal Justice Sciences annual meeting, Washington, D.C.

Invited Presentations

- 2015 Corsaro, Nicholas. "Strategies to Enhance Relationships with Diverse Communities." Presented at National Association for the Advancement of Colored People (NAACP) Police Training Seminar, Covington, KY (September 25, 2015).
- 2015 Corsaro, Nicholas. "Engaged Scholarship: Insights into Researcher and Police-Practitioner Partnerships." Presented at the Evidence Based Policing Meeting, Hangzhou Police Department, Hangzhou, China (February 10, 2015).
- 2011 Corsaro, Nicholas. "Problem Solving Across Agencies and Communities: A Review of Project Safe Neighborhoods (PSN) and Drug Market Intervention (DMI) Strategies." Presented at the Center for Evidence-Based Crime Policy (CEBCP) Campbell Collaboration Joint Symposium, George Mason University, Fairfax, VA (August 16, 2011).
- 2010 Brunson, Rod K., Nicholas Corsaro, Chet Epperson, and Steven Settingsgaard. "Rockford and Peoria Drug Market Intervention Initiatives." Presented at the Smarter Solutions for Crime Reduction conference, the Illinois Criminal Justice Information Authority Strategic Planning Initiative, Chicago, IL (September 22, 2010).
- 2010 Corsaro, Nicholas. "Disrupting open air drug markets: Preliminary research findings." The National Network for Safe Communities Researchers' Meeting, John Jay College of Criminal Justice, New York, NY (March 8, 2010).

TEACHING

Undergraduate Courses

American Violence, Criminal Justice Statistics, Crime Prevention, Criminological Theory, Introduction to Criminal Justice, Juvenile Justice, Methods of Criminal Justice Research, Police Effectiveness

Graduate Courses

Applied Statistics, Basic Research Methods, Theory and Practice of Law Enforcement

GRADUATE STUDENT ADVISORY COMMITTEES

Doctoral Dissertations

Lesli Blair (Committee Member), University of Cincinnati (Completed 9/2014)

Master's Theses

Christina Oldham (Chair), SIUC (Completed 6/2011)

Grant Dwarve (Committee Member), SIUC (Completed 6/2011)

Jameson Parker (Committee Member), SIUC (Completed 4/2010)

HONORS AND AWARDS

Golden Apple Award for Excellence in Teaching, University of Cincinnati, College of Education, Criminal Justice, and Human Services: 2014

Graduate Research Fellowship, Michigan State University, School of Criminal Justice: 2004, 2005, 2007

PROFESSIONAL SERVICE

UNIVERSITY OF CINCINNATI

College

Research and Development Board - Member (2015-present)

Technology Practice Board - Member (2012-2013)

Department

Doctoral Comprehensive Exam Committee - CJ Systems - Member (2012-present)

Doctoral Comprehensive Exam Committee - Policing - Chair (2013-present); Member (2011-present)

Doctoral Proficiency Exam Committee - Statistics - Member (2012-present)

Faculty Search Committee (2014-2015); Chair (2014-2015)

Graduate Curriculum Committee - Member (2013-present) Masters

Proficiency Exam Committee - Member (2012-present) Retention, Promotion, and Tenure Committee (2011-present)

Retention, Promotion, and Tenure Emeritus Committee (2011-present) Undergraduate Curriculum Committee (2012-2013)

SOUTHERN ILLINOIS UNIVERSITY - CARBONDALE

Graduate Admissions Committee (2010-2011) Graduate

Curriculum Committee (2009-2010) Undergraduate
Curriculum Committee (2008-2009)

Discipline

Reviewer – Funding Institutions Bureau
of Justice Assistance
National Science Foundation (Law and Social Sciences Program)

Reviewer – Professional Journals

Aggression and Violent Behavior, American Journal of Community Psychology, Crime and Delinquency, Criminal Justice and Behavior, Criminal Justice Policy Review, Criminal Justice Review, Criminology, Criminology and Public Policy, Evaluation Review, International Journal of Comparative and Applied Criminal Justice, Journal of Criminal Justice, Journal of Research in Crime and Delinquency, Journal of Police and Criminal Psychology, Journal of Quantitative Criminology, Journal of Urban Health, Justice Quarterly, Police Practice and Research, Police Quarterly, Policing: An International Journal, Policing: A Journal of Policy and Practice, Security Journal, Social Problems, Victims and Offenders

Reviewer – Research Centers

Development Research Group, Washington, DC.

PROFESSIONAL DEVELOPMENT

Quantitative Analysis Training

2014 – Statistical Horizons (Allison), Structural Equation Modeling (Boston, MA)
2013 – Statistical Horizons (Hayes), Mediation and Moderation Analysis (Philadelphia, PA)
2012 – Statistical Horizons (Guo), Propensity Score Analysis (Philadelphia, PA)
2012 – Statistical Horizons (Allison), Longitudinal Data Analysis (Columbus, OH)
2010 – ICPSR (Nagin), University of Michigan. Analyzing Developmental Trajectories
2008 – SSI (Raudenbush and Bryk), Chicago, Illinois. Hierarchical Linear Models
2007 – ISR, University of Michigan. Hierarchical Linear Modeling
2006 – ISR, University of Michigan. Event History Analysis
2005 – ICPSR (Long), University of Michigan. Categorical Data Analysis
2004 – ICPSR, University of Michigan. Time-Series Analysis

PROFESSIONAL ASSOCIATIONS

Academy of Criminal Justice Sciences
Academy of Experimental Criminology
American Society of Criminology (including the Division of Experimental Criminology and Division of Policing subsections)

Vita

Halil Akbas, PhD
Institute of Crime Science
University of Cincinnati

Publications

Books

- Akbas, Halil (2017). *Application of Situational Crime Prevention to Female Trafficking*. Germany: Scholars' Press.²
- Guclu, Idris & Akbas, Halil.(2016). *Suç Sosyolojisi [Sociology of Crime]*. Ankara, Turkey: Seckin Yayınevi.³

Peer Revived Articles

- Seyhan, Osman & Akbas, Halil. (2015). Does female trafficking interact with regular and irregular migration: Evidence from Turkey. *Journal of Security and Community*, 1, 33-47.⁴
- Akbas, Halil & Ozer, Murat. (2012). European Union common asylum system: To what extent has the uniformity in positive and rejection decisions been obtained? *Turkish Journal of Police Studies*, 14, (3), 103-121.⁵
- Akbas, Halil. (2011). Türkiye'de iltica ve sığınma amaçlı insan hareketlerinin yasadışı göç boyutu [The illegal migration dimension of the refuge and asylum seeking related human movements into Turkey]. *Turkish Journal of Criminology and Criminal Justice*. 3, (1), 1-22.⁶
- Akbas, Halil, & Ozer, Murat, & Guclu, Idris (2011). Control theories and crime over life course. *Turkish Journal of Criminology and Criminal Justice*, 3, (1), 1-12.⁷
- Ozer, Murat & Akbas, Halil. (2011). Application of Situational Crime Prevention to Terrorism. *Turkish Journal of Polis Studies*, 13, 179-194.⁸
- Ozer, Murat & Akbas, Halil. (2010). The predictive value of IQ on delinquency: A test of competing explanations, *Turkish Journal of Criminology and Criminal Justice*, 2(2), 59-82.⁹
- Akbas, Halil & Ozer, Murat. (2010). The evolution of social disorganization theory: From systematic model to collective efficacy theory. *Turkish Journal of Criminology and Criminal Justice*. 2(2), 83-94.¹⁰

² Appendix A/Page: 3

³ Appendix A/Page: 4

⁴ Appendix A/page: 6-7

⁵ Appendix A/page: 8

⁶ Appendix A/Page: 9-10(Turkish); 11-12(Translated into English)

⁷ Appendix A /13-14

⁸ Appendix A/Page: 15

⁹ Appendix A/Page: 16,17, and 19

¹⁰ Appendix A/Page: 16, 17, and 18

- Akbas, Halil and Ozer, Murat. (2010). Feasibility of place management in stopping the exploitation of trafficked females. *Turkish Journal of Security and Terrorism*. 1, (1), 33-47.¹¹
- Akbas Halil & Gozubenli, Murat. (2007). Guney Afrika Polis Teskilati [South Africa Police Organization], *Journal Police Studies*, 9, 1-(4), 151-174.¹²
- Ozer, Murat & Akbas, Halil. (Under Review). Not as simple as it looked: Racial disparity, differential involvement, and implicit racisms in arrest outcomes. *Crime & Delinquency*. [This manuscript was sent to the Journal of Crime and Delinquency, passed the desk review, and however, we are awaiting reviewer scores]¹³

Book Chapters

- Akbas, Halil. (2015). *Strategies to prevent migrant smuggling and illegal migration [Göçmen Kaçakçılığı ve Yasadışı Göçle Mücadele Stratejileri]*. In Fatih Harmancı, Murat Gözübenli & Cevdent Zengin (Eds.), *Fundamental Strategies in Security Sector* (pp. 207-218). Ankara, Turkey: Nobel Yayınevi. ¹⁴
- Akbas, Halil. (2014). *İnsan ticareti mağdurlarının kırılganlıkları ve mağdur tedarikçilerinin kapasitelerindeki bölgesel farklılıklar [Regional differences in vulnerabilities of trafficked victims and capabilities of their traffickers]*. In Osman Seyhan ve Alper Akgül (Eds.). *Türkiye’de insan ticareti mağdurları [Trafficking Victims in Turkey]*. Ankara: Polis Akademisi Yayınevi. ¹⁵
- Akbas, Halil & Kaya, Ahmet. (2014). Migration and border management ethics. In Selcuk Atak & Serdar Kenan Gul (Eds.), *Concepts of Professional Ethics* (pp.191-2014). Ankara, Turkey: Adalet Yayınevi. ¹⁶
- Akbas, Halil. (2011). Migrant Smuggling in the World and Turkey: A General Evaluation from Theory and Practical Perspective. In Oguzhan Omer Demir & Bahadır Küçükuyusal (Eds.), *Transnational Organized Crime*. Ankara: Adalet Yayınevi, pp. 127-164.¹⁷
- Gozubenli, Murat & Akbas, Halil. (2009). The Implementation of community oriented policing as part of establishing democratic policing in Eastern Anatolia: Benefits and challenges. In Recep Gültekin, İzzet Lofça, Cihangir Baycan, Murat Delice & Ferhat Göktepe (Eds.), *Global and Regional Perspectives on Democracy and Security*. Washington, DC, United States of America: TISD. pp. 78-92.¹⁸
- Gozubenli, Murat & Akbas, Halil. (2007). Adaptation of community Policing in Arab and Muslim communities in response to terrorism. In Suleyman Ozeren (Eds.),

¹¹ Appendix A/Page: 20-21

¹² Appendix A/Page: 12-24(Turkish), 23(Translated into English)

¹³ Appendix A/Page: 25 and 26

¹⁴ Appendix A/28-29(Turkish); 29/A(Translated into English)

¹⁵ Appendix A/31,32, 35(Turkish) and 32, 33(Translated into English)

¹⁶ Appendix A/44, 45(Turkish); 46, 47(Translated into English)

¹⁷ Appendix A/40-41(Turkish); 42-43(Translated into English)

¹⁸ Appendix A/35, 36 and 37

Understanding Terrorism: Sociological and Psychological Aspects: IOS Press, pp. 207-220.¹⁹

LIST OF INVITED ORAL PRESENTATIONS

- Akbas, Halil. (2013). *Illegal migration, migrant smuggling and asylum seeking in Turkey*. Budapest Process: 5th Ministerial Conference, April 19, 2013, Istanbul, Turkey.²⁰
- Akbas, Halil (2012). *Regional differences in vulnerability of human trafficking victims and capacities of their recruiters*. Symposium on the protection of human trafficking victims. Polis Academy-TAIEX, April, 2012, Ankara, Turkey.
- Akbas, Halil. (2014). *Border management and security policies in Turkey*. Border Management & technologies Summit 2014, June 10-13, 2014, Istanbul, Turkey.²¹
- Akbas, Halil. (2013). *The readmission negotiations between Turkey and European Union, and its impact on illegal migration*. 1st Thematic workshop of the pilot project 1 on illegal migration Warsaw. Warsaw, Poland.²²
- Akbas, Halil. (2012). *Irregular migration in Turkey*. Irregular migration and its effects on security. Ohrid, Macedonia.²³

LIST OF PRESENTATIONS AT ACADEMIC/INTERNATIONAL CONFERENCES

- Akbas, Halil. (2005). *Human trafficking from Eastern Europe to Turkey*. Academy of Criminal Justice Science, 42th Meeting, March 15-19, Chicago.²⁴
- Akbas, Halil & Gozubenli, Murat. (2010). Türkiye’de insan ticareti mağdurlarının ve onları tedarik edenlerin özellikleri [*The difference in the characteristics of victims trafficked into Turkey and their recruiters*]. 2nd International Symposium on Terrorism and Transnational Organized Crime. Antalya, Turkey.²⁵
- Akbas, Halil. (2009). *Application of situational crime prevention to female trafficking in Turkey*. Annual Spring Research Conference. Louisville, Kentucky.²⁶
- Akbas, H. (2005). *Major challenges for law enforcement agencies in responding to human trafficking*. 57th Meeting of the American Society of Criminology. Toronto, Ontario, Canada.²⁷

¹⁹ Appendix A/38-39

²⁰ Appendix C-1/Page: 102

²¹ Appendix C-1/Page: 105

²² Appendix C-1/Page: 107-108

²³ Appendix C/Page: 103-104

²⁴ Appendix C-2/Page: 111

²⁵ Appendix C-2/Page: 122

²⁶ Appendix F/Page: 187; Appendix J/Page: 266

²⁷ Appendix C-2/Page: 135

- Akbas, Halil & Ozer, Murat (2016). *Spatial concentration of crime and racial disparity in arrest rates*. American Society of Criminology, Annual Meeting, November 2016.²⁸
- Ozer, Murat & Akbas, Halil (2016). *Racial disparity in police arrest decision in the city of Cincinnati*. American Society of Criminology, Annual Meeting, November 2016.²⁹
- Akbas, Halil. (March, 2006). *Effectiveness of random and directed patrolling in preventing crime*. Annual Meeting of Academy of Criminal Justice Science, Baltimore, Maryland, United States.³⁰
- Akbas, Halil., Ozer, Murat & Gozubenli, Murat. (2009). *Limitations of survey designs in measuring the public perceptions of the police: The importance of pre-testing survey questionnaires*. 46th Annual Meeting of Academy of Criminal Justice Sciences. Baston, MA.³¹
- Delice, Murat., & Akbas, Halil. (2007). *Crime analysis practices in police departments and problems*. 2nd Istanbul Conference on Democracy and Global Security. Istanbul, Turkey.
- Gozubenli, Murat., & Akbas, Halil. (March, 2009). *Application of full range of leadership model in the law enforcement environment*. 46th Annual Meeting of Academy of Criminal Justice Sciences, Baston, MA, The United States of America.³²
- Ozer, Murat., Teymur, Sami., & Akbas, Halil. (2009). *Reading terrorism incidents of Turkey over time: Are there really indicators of terrorism or something else?* 46th Annual Meeting of Academy of Criminal Justice Sciences, Baston, MA, The United States of America.³³
- Akbas, Halil. (2009). *Application of situational crime prevention to female trafficking in Turkey*. Annual Spring Research Conference. Louisville, Kentucky.
- Gozubenli, Murat., & Akbas, Halil. (2007). *Community policing in ethnic minority communities*. 44th Annual Meeting of Academy of Criminal Justice Sciences. Seattle, WA.³⁴
- Engel, R., Akbas, H., & Gozubenli, M. (2006). *Community policing and terrorism. Understanding and Responding to Terrorism*. Advanced Research Workshop. NATO & TIPS Terrorism Project. Washington, DC.
- Akbas, Halil & Goktepe, Ferhat. (2010). *Performance evaluation in Turkish National Police*. Turkish National Police New Developments Symposium. Ankara, Turkey, April 2010.
- Akbas, Halil & Eck, John. (2009). Kadınların insan ticareti sömürüsüne maruz kalmasının durdurulmasında mekan yönetimi. [*The Feasibility of place management in the prevention female trafficking*]. 1. *International Terrorism and Transnational Crimes Symposium*. November 2009, Antalya, Turkey.³⁵

²⁸ Appendix C-2/Page: 125

²⁹ Appendix C-2/Page: 126

³⁰ Appendix C/Page: 90

³¹ Appendix C/Page: 95

³² Appendix C/Page: 94

³³ Appendix C/Page: 96

³⁴ Appendix C/Page: 132

³⁵ Appendix C/Page: 129(Turkish), 130 (Translated into English)