Proposal to Serve as Independent Monitor for the Consent Decree regarding the Chicago Police Department

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Submitted to:

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Executive Summary and Overview of Methodology

Thank you for considering Michael Gennaco and OIR Group to serve as the Independent Monitor for the Consent Decree. The agreement between the parties marks a significant step forward in the evolution of policing in Chicago. Importantly, it reflects a shared commitment to devote the time, focus and resources to actualize the goals and particulars of the Consent Decree. OIR Group is uniquely well-suited to work within this paradigm and provide clear and useful assessments to the Court and the Chicago community.

As discussed below, OIR Group brings a wealth of relevant experience to this assignment. It is led by Michael Gennaco, a former federal prosecutor in the Civil Rights Division of the Department of Justice. Since 2001, Mr. Gennaco has worked exclusively as an independent expert in police practices and civilian oversight. He has performed a range of monitoring functions for jurisdictions and police agencies throughout the country – including the Los Angeles County Sheriff’s Department and the New York Police Department, as well as individual past assignments in Chicago.

Mr. Gennaco specializes in strengthening law enforcement’s internal review mechanisms through rigorous external scrutiny. His knowledge of best practices and his longstanding commitments to police accountability are hallmarks of a distinguished career. In keeping with his accomplishments and reputation, he was honored in 2011 by the National Association for the Civilian Oversight of Law Enforcement (“NACOLE”) as recipient of its highest recognition: the Flame award for outstanding contributions to the field.

Mr. Gennaco is joined in this proposal by his longtime colleagues with OIR Group. Core team members Julie Ruhlin, Robert Miller, and Stephen Connolly are lawyers who have worked with Mr. Gennaco for nearly two decades and share his deep familiarity with the work of independent oversight. Moreover, OIR Group’s experience and reputation have allowed it to develop a team of affiliated specialists who contribute to individual projects on an as-needed basis. They are comprised of leading figures from law enforcement, academia, and mental health; their credentials are discussed below. This arrangement gives OIR Group the ability to utilize experts in fulfilling the Consent Decree’s responsibilities while remaining flexible and cost-efficient.

OIR Group understands all aspects of the systems, policies, and investigative practices that make for effective and responsive law enforcement. It knows – and has contributed to – the evolving standards for accountability and public engagement that have animated Chicago’s recent reform efforts. In its years of oversight, OIR Group’s members have reviewed thousands of misconduct investigations, hundreds of officer-involved shootings, and countless other critical incidents.

Moreover, transparency and public reporting have been cornerstones of OIR Group’s work throughout its history. It recognizes the significance of effective communication – not only as a
forum for public awareness, but also as a vehicle to incentivize and ensure the performance of the Chicago Police Department as the reform efforts continue to unfold.

OIR Group also specializes in serving as a liaison between the public and law enforcement. It has wide experience both in soliciting and processing community feedback and in collaborating with police agencies on sustainable reforms, as shaped by that feedback. Accordingly, OIR Group will prioritize the establishment of different forums for relevant public interaction. And it will build on its history of collaborative relationships with the police to help promote a cultural paradigm that will endure beyond the terms of the litigation.

Finally, OIR Group is well-versed in effective communication with other government stakeholders in Chicago’s unfolding process. This includes local elected officials and administrators as well as the federal court – where Mr. Gennaco has served as an appointed expert. OIR Group’s personal familiarity with the elements of successful oversight will also facilitate its productive interactions with Chicago’s existing entities for civilian review.

**Personnel**

OIR Group’s proposed monitoring team is comprised of individuals with varied backgrounds and professional experiences – attorneys, experienced oversight professionals, a former Police Chief, law enforcement officers and trainers, university professors, a mental health professional, community organizer, and data analysts. We are a diverse and experienced group uniquely well-qualified to tackle the concerns addressed in the Consent Decree, which align closely with our own longstanding emphasis on and promotion of progressive and community-oriented policing.

OIR Group’s principal members have each specialized in the civilian oversight of law enforcement for years, and in that context have worked wide range of issues and challenges. For this project, OIR Group will also affiliate with a talented cadre of police and subject matter experts skilled in evaluating and reforming police practices, identifying training needs, developing innovative approaches to mental health and substance abuse issues, reviewing force and suggesting alternate approaches, addressing racially disparate impacts in policing, building bridges with diverse communities, and using data analysis to shape reform.

We recognize that the scope of work in Chicago is broad and far-reaching and that our team will need to grow in certain areas to meet the needs of the City, the CPD, and the Court. We are confident in the ability of our core team members to identify additional needs and adjust the size and focus of our team as necessary.

Our team-based approach will include the following individuals:

**Michael Gennaco** served from 2001 to 2014 as the Chief Attorney of Los Angeles County’s Office of Independent Review and is a founding member of OIR Group. He graduated from
Dartmouth College and Stanford Law School. Before joining OIR, Mr. Gennaco was Chief of the Civil Rights Section at the United States Attorney’s Office for the Central District of California. He also served for ten years as a trial attorney with the Civil Rights Division at the Justice Department in Washington, D.C., first with the Voting Section and then with the Criminal Section.

While at the Civil Rights Division and the United States Attorney’s Office, Mr. Gennaco supervised over 20 federal grand jury investigations into police misconduct, most of them involving force and in-custody death investigations. He also conducted a number of successful civil rights prosecutions against police officers for excessive force, including officers of the Los Angeles Police Department, the Los Angeles Sheriff’s Department, and federal immigration detention officers. In addition, Mr. Gennaco conducted hate crime prosecutions, including the prosecution of Buford Furrow, a white supremacist who killed a Filipino-American postal carrier and grievously shot children at the Jewish Community Center in Los Angeles, and prosecuted human traffickers, such as the eight individuals responsible for enslaving seventy Thai workers for years in El Monte, California. Mr. Gennaco received high recognition for his work including the esteemed Attorney General’s award.

As an oversight practitioner, Mr. Gennaco has performed, with the assistance of OIR Group attorneys, a number of monitoring tasks, audits and reviews for a federal judge, special masters, and other governmental entities. He is a recognized expert in law enforcement reform and accountability systems and regularly teaches Constitutional policing classes sponsored by the State of California’s Peace Officers and Standards Training and recently facilitated an officer-involved shooting symposium for the National Association of Attorneys General. With other OIR Group members, Mr. Gennaco currently monitors the Burbank, Anaheim, Fullerton, and Palo Alto Police Departments’ internal affairs and force investigations. In addition, Mr. Gennaco worked with the monitors of the Oakland Police Department reviewing and determining how best to proceed when scores of uninvestigated complaints were discovered in a file cabinet at Internal Affairs. Mr. Gennaco is currently serving as an expert for the Center for Constitutional Rights as they work with NYPD and the Monitor to improve policies, training, and accountability pursuant to the Court Order entered after the CCR’s successful “stop and frisk” litigation. Under Mr. Gennaco’s leadership, OIR Group has become a valuable resource for numerous California cities grappling with officer-involved shootings and other critical incidents in an effort to bridge the gap between the police and the communities they serve and to utilize those incidents as learning tools. Upon request, Mr. Gennaco submitted testimony to the President’s 21st Century Task Force on Policing.

Stephen Connolly is a Principal of OIR Group and until recently served as the Executive Director of the Orange County Office of Independent Review. From 2001 to 2008, he served as an original member of the Los Angeles County’s Office of Independent Review, overseeing internal investigations and disciplinary determinations. Prior to his work with OIR, Mr.
Connolly was an attorney in private practice and served as pro bono counsel to the Rampart Independent Review Panel, formed to assess misuse of force and corruption at the Los Angeles Police Department. For several years he has also provided training to law enforcement on a variety of subjects related to supervision, risk management, and effective internal review. Certified by California’s Peace Officer Standards and Training, he teaches several mandatory training blocks each year to lieutenant-level police managers from throughout the state. Mr. Connolly has worked on numerous projects as a principal of OIR Group. He graduated from Holy Cross College and Loyola Law School.

Robert Miller is a Principal of OIR Group and until recently served as a supervisor in the Office of Inspector General, responsible for providing oversight of the Los Angeles County Sheriff’s Department. Prior to that assignment, Mr. Miller worked as head of the OIR for the Los Angeles County Probation Department and as Deputy Chief for the OIR for LASD. Mr. Miller has reviewed and weighed in on scores of internal affairs investigations and disciplinary determinations and worked on numerous projects as a principal of OIR Group.

Mr. Miller is a graduate of Stanford University and holds a law degree from University of California at Los Angeles.

Julie Ruhlin is a Principal of OIR Group. From 2011 to 2014, Ms. Ruhlin served as Deputy Chief for the Office of Independent Review in Los Angeles County. In addition to her regular responsibilities monitoring internal affairs and critical incident investigations at the Sheriff’s Department and making independent recommendations regarding disciplinary determinations, she worked closely with the Training Bureau, preparing a special report to the Board on issues surrounding the Department’s Training Academy. She also focused on issues within the County’s jails, including the investigation and review of inmate suicides and other deaths in custody, and worked with Department leaders to develop a mechanism for executive-level review of uses of force within the jails. Ms. Ruhlin recently worked with Mr. Gennaco to prepare a report examining the Internal Affairs functions of the Denver Sheriff’s Department.

Ms. Ruhlin joined OIR in 2006 after working with Merrick Bobb at the Police Assessment Resource Center in Los Angeles, where she was responsible for investigating and drafting special reports to the County Board of Supervisors regarding policy and training deficiencies within the Sheriff’s Department. Prior to working with PARC, her private law practice focused on civil rights and criminal defense. She graduated from American University and the University of Southern California School of Law.

Howard Jordan served as an officer in the Oakland, CA Police Department for more than 20 years, rising to the rank of Chief before his retirement in 2013. Jordan is currently the owner of “Jordan Consulting and Investigations,” a northern California firm that provides a variety of services related to the evaluation of police issues.
Since retiring as Chief, Mr. Jordan has conducted internal affairs investigations and testified as an expert witness regarding police internal operations. His knowledge of effective complaint processes – from intake to resolution – helps him to make meaningful recommendations to enhance accountability and public trust.

**Merrick Bobb** is a senior advisor to the OIR Group team. He is widely recognized as one of the nation’s leading experts on police accountability and civilian oversight, and currently serves as the court-appointed monitor overseeing a federal consent decree addressing the Seattle Police Department. He is the founder and Executive Director of the Police Assessment Resource Center (PARC). Mr. Bobb has consulted for on conducted work in the cities of Detroit, Michigan; Los Angeles, Burbank, Pasadena, Oakland, and San Francisco, California; Wallkill, New York; Albuquerque and Farmington, New Mexico; Mesa, Arizona; Milwaukee, Wisconsin; Portland and Eugene, Oregon; Denver, Colorado; New Orleans, Louisiana; and many others.

For nearly 22 years, Mr. Bobb served as Special Counsel to the Los Angeles County Board of Supervisors for the purpose of monitoring the Los Angeles County Sheriff’s Department. In that position, he functioned as the first long-term, independent monitor of a law enforcement agency. Mr. Bobb served on two blue-ribbon commissions that investigated law enforcement in Los Angeles in the aftermath of the Rodney King incident in the early 1990s. He has served as Special Counsel to the Los Angeles Police Commission for the purposes of establishing the first Office of Inspector General (OIG) within the Los Angeles Police Department (LAPD).

Mr. Bobb is a graduate of the University of California Berkeley School of Law (Boalt Hall) and of Dartmouth College

**Jody Stiger** is a Sergeant with the Los Angeles Police Department who currently serves as an Aide to the Inspector General, advising the IG on Department-related issues and providing recommendations on high profile and serious use of force cases. He monitors and reports extensively on law enforcement training, and has years of experience reviewing use of force investigations and evaluating investigations, adherence to policies, procedures, and training in an effort to identify any potential for improvement or areas of high performance.

In his 25 years of law enforcement experience, Sgt. Stiger has worked numerous assignments, gaining practical experience and developing key skills in both field and administrative assignments. Recently, he has been engaged by the University of California Presidential Task Force on University-wide Policing to conduct a review on the agency’s use of force policy and tactical de-escalation training and to make recommendations on use of force policy best practices, tactical de-escalation, field tactics, use of force investigations, community engagement, procedural justice, complaint intake, and training development.

**Teresa Magula** is former Special Investigator for the Los Angeles Police Department’s Office of Inspector General responsible for investigating of misconduct allegations, including
allegations of harassment, timekeeping, use of force, and unlawful detention. She is an expert on use of force policy and the response to high-profile, large-scale events. She worked with the Monitor of Los Angeles’s federal consent decree to evaluate the LAPD’s compliance with its terms, and helped the Inspector General develop a plan for future monitoring.

Ms. Magula has a broad range of experience, including a position with Deloitte Consulting, LLP where she specialized in data system implementation, audits, and reviews. She was the liaison between policy-makers and the tech teams for the implementation of California’s State-wide food stamps system and audited data systems for government clients in Maricopa County, AZ and Los Angeles County. She received a Master’s Degree in Public Policy from UCLA’s school of Public Affairs, and has expertise in database management and statistical analysis. She also is a native Spanish speaker.

Liesbeth Gerritsen, Ph.D. is the Training and Development Officer for the Portland (Oregon) Police Bureau (PPB). Dr. Gerritsen holds a Ph.D. in Organizational Psychology and has a background in performing clinical risk assessments and developing intervention strategies for individuals in mental health crisis. In her current innovative role with the PPB, she provides mental health and crisis communication consultation on PPB’s Crisis Negotiation Team and responds to concerns of mental health advocacy groups and community members regarding police interactions with individuals in crisis. She developed and delivers crisis intervention training for PPB officers and collaborated in the expansion of PPB’s mobile behavioral response cars, which pair police officers with mental health clinicians to provide follow up and coordinate services for individuals in crisis. She is a key advisor to PPB leadership and the City Attorney on mental health issues and served as a subject matter expert in the Bureau’s work to comply with a 2013 settlement agreement with the U.S. Department of Justice regarding the Bureau’s use of force involving people in behavioral crisis.

Seth Stoughton is an Assistant Professor at the University of South Carolina School of Law. He is a frequent lecturer on policing issues, and has written extensively on issues germane to the RFP. Those include articles on policing’s “warrior culture”, public trust, and use of force issues. Professor Stoughton is a graduate of Florida State University and holds a law degree from the University of Virginia.

Mr. Stoughton served as an officer with the Tallahassee Police Department for five years. In that time, he trained other officers, helped create policies to govern the use of new technologies, earned multiple instructor and operator certifications, and taught personal safety and self-defense courses in the community. After leaving the police department in 2005, Seth spent three years as an Investigator in the Florida Department of Education’s Office of Inspector General, where he handled a variety of criminal and administrative investigations.

As an academic and former police officer, he has experience assessing the effectiveness of officers’ training, particularly with regard to implicit bias, use of force, and de-escalation tactics.
He has assisted agencies with organizational strategies and plans for community-oriented policing, and has worked to develop strategies for community engagement in the recruitment and hiring processes designed to develop a diverse workforce.

**Sam Walker, PH.D.** is Professor Emeritus at the University of Nebraska at Omaha and a leading academic in the areas of police accountability and oversight. His book, *The New World of Police Accountability*, is one of the seminal publications relating to law enforcement oversight. Dr. Walker continues to write on accountability and is a particular luminary in the review and assessment of early identification systems for police and data collection.

Dr. Walker is a graduate of the University of Michigan and holds a PhD from Ohio State University.

**Stephen Moore** is a retired FBI Senior Supervisory Agent whose federal law enforcement career focused on counter-terrorism efforts. He has translated his success in leading complex domestic and international investigations into a post-retirement position with Judges for Justice, where he is the Chief Investigative Officer analyzing potentially wrongful convictions. He also conducts international investigations of police and prosecutor actions in wrongful convictions and/or illegal detentions of America throughout the world, and has testified multiple times before the U.S. House Foreign Relations Committee.

**Stephen Walsh** is a former Assistant Special Agent in Charge and Criminal Investigator for the Treasury Department with experience managing multifaceted investigations that require a firm understanding of complex criminal, tax, and administrative laws.

The OIR Group team is committed to **diversity and inclusion**. Proposed monitor Mr. Gennaco has been certified by the State of California as a Disadvantaged Business Enterprise as a result of his minority status as a Hispanic-American. Apart from Mr. Gennaco, the ten-member team features three women and two persons of color. We also intend to pursue further affiliations with individuals from Chicago and its constituent communities in an effort to ensure a range of representation and a broad base of familiarity with local priorities.

The team is also committed to being **accessible to the City, the CPD, and the Chicago community**. We understand how critical it is that the reforms envisioned by the Consent Decree start on a certain path. For that reason, the monitor and members of his team will have a regular presence in Chicago, particularly at the outset of the project, so that the parties gain a common understanding of the metrics to be used in assessing progress and reform.

Throughout the monitoring period, members of the team will be in Chicago at least 15 days each month. The data analysts and experts will be on-site as necessary, and we anticipate that several
of these team members will spend significant blocks of time working in Chicago at least once each quarter. In addition, we anticipate building a partnership with local community members to create an active, continual and meaningful presence in the Chicago community. We also will have an office manager/community liaison full time in Chicago to coordinate meetings and liaison with community members, CPD personnel, and other stakeholders, as well as to monitor time-keeping and cost accounting.

While OIR Group principals are based in California and Oregon, we will be accessible via phone and email on a daily basis. We currently have ongoing monitoring projects in Anaheim, Burbank, Davis, San Francisco, and Palo Alto, CA, as well as Denver, CO and Portland, OR, but each of these has a limited scope and does not engage any group member on a full-time basis. We anticipate that each OIR Group principal will devote at least 50% of his or her time to the Chicago monitoring project, with Mr. Gennaco being engaged with Chicago on a closer to 75% basis. OIR Group has numerous associates and affiliates it can call on to meet its current obligations while fulfilling a commitment to be fully engaged with terms of the Consent Decree.

The internal organization of the OIR Group team is flexible and adaptable by design. OIR Group’s principal members have extensive experience in working together on large and multifaceted projects. We envision the monitor, Mr. Gennaco, serving as the “clearing house” for all aspects of the process, supported by the three other OIR Group principals with whom he has closely collaborated for almost two decades. The proposed and layered levels of respective involvement by the other team members will provide us with the ability to tailor our efforts as the project unfolds.

As with its other projects, OIR Group will allow the assessment process – and what we learn along the way – to play a role in our resource allocation, points of emphasis, decisions about further inquiry, and ultimate findings. OIR Group’s past experience will allow it to adapt as needed during the pendency of the project, and to provide clear and practical updates throughout the monitoring period.

OIR Group has a long history of success working collaboratively with municipal governments, law enforcement agencies, community groups, and other various stakeholders, and doing so in a cost-effective manner. For example:

- In Madison, Wisconsin we were engaged by the City to complete a comprehensive review of the Madison Police Department. We worked closely with an Ad Hoc Committee of the Common Council, the Department, and numerous community groups and stakeholders to develop a set of concrete recommendations for moving the Department forward in productive ways. We finished that project on time, and under budget.
• In Los Angeles County, we provided independent oversight to all allegations of police misconduct and officer-involved shootings. As part of that responsibility, we interacted frequently with members of the Sheriff’s Department at all ranks and levels, guiding investigations and weighing in on disciplinary outcomes. We regularly reported to the County’s Board of Supervisors, and took direction from its members. We met frequently with community members and other stakeholders to discuss our work and be responsive to their concerns. We also provided annual reports that informed the public of systemic issues and Department reforms.

• The General Counsel of the California State University engaged us to comprehensively review the University Police Department on a given campus following a series of troubling use of force incidents and resulting lawsuits. We met with members of the Department as well as University administrators and attorneys from the General Counsel’s office before making findings and recommendations to address the key issues raised during these collaborative meetings.

Qualifications

The OIR Group team has a wide breadth of experience in each of the areas identified in the Request for Proposals.

A table summarizing the qualifications of members of the proposed monitoring team along with their resumes is attached in Appendix A.

Appendix B is a list of relevant experience for all proposed team members, with contacts and links to work product, where available.

Policing and Law Enforcement Practices

OIR Group principals have been engaging with law enforcement agencies for well over a decade in the capacity of monitors and civilian oversight professionals, providing both formal and informal feedback, technical assistance, training, and guidance on a range of policing issues and law enforcement practices:

Community Policing and Engagement

In all of their work with various agencies, OIR Group members have championed community policing strategies and ways to improve an agency’s level of engagement with the public that is serves as a backdrop to specific recommendations for systemic and philosophic change. Our recent work in Madison, Wisconsin, focused heavily on the Police Department’s specific community policing initiatives and ways to improve those efforts, as
well as the City’s broader goals to have its police engage more meaningfully with all of Madison’s various and diverse communities.

We understand that “community” is a complex term that encompasses people from disparate backgrounds who have experiences with and perceptions of the police that vary widely. Navigating this range of dynamics is a difficult and challenging task. We also appreciate that “engagement” cannot just happen on the Police Department’s terms.

**Use of Force and Force Investigations**

OIR Group has reviewed over 700 officer-involved shootings and in-custody deaths for at least twenty law enforcement agencies. Each OIR Group principal has rolled out to the scene of numerous critical incidents at the inception of the investigation. It is often after a controversial officer-involved shooting or in-custody death that we have been called upon to independently review not only that particular incident but to provide a more global assessment of how the police agency interacts with its community. For example:

- When a homeless man died at the hands of a police officer, the City of Fullerton, California asked us to first conduct the internal affairs investigation into the matter, examining involved-officer conduct and potential violations of the police department’s force policy. We also conducted a separate systemic assessment of the police department that led to a number of recommendations.

- In Portland, Oregon, our working relationship commenced with the City when we were asked to review an in-custody death of a homeless man. Since that time, the City has engaged us to prepare a series of reports examining and critiquing the way in which the Portland Police Bureau investigates and reviews critical incidents, including officer-involved shootings and in-custody deaths. The reports we have prepared have explored issues of bias-based policing, dealing with individuals in mental or drug-influenced crisis, providing prompt medical treatment to persons downed by police bullets, the potential overuse of the term “suicide by cop.”

- After several high profile in-custody deaths and significant uses of force, the City of Denver asked us to review the use of force functions and the internal affairs functions of its Sheriff’s Department. That review culminated in a public report in which we explored the Department’s early identification system, databases, crisis intervention training, supervisory responsibility, and discipline consistency.

- In Los Angeles County, we provided independent oversight to all allegations of police misconduct and officer-involved shootings.

- We have also been involved in the review, audits, and assessments of officer-involved shootings, critical incidents and other uses of force in numerous other law
enforcement agencies, including the San Diego Sheriff’s Department and the Gardena, Lompoc, Torrance, Inglewood, Santa Maria, Oxnard and Pasadena (California) Police Departments.

- We have ongoing monitoring responsibilities for officer-involved shootings and other uses of force in the Burbank, Anaheim, Hermosa Beach, and Palo Alto (California) Police Departments.

As a result of this extensive experience, our members have developed a particular understanding of the activities and commonalities that result in the use of deadly force and have the ability to identify and help remediate contributing factors that lead to unnecessary and excessive force. Our recommendations typically range from improvements in tactical policy and training to improvements in the investigative and review processes.

Crisis Intervention and De-escalation

OIR Group’s prior force review experience has also encompassed numerous incidents involving individuals who are in mental health crises. These projects called for devising strategies, policies, training and tactics designed to provide officers with the optimal framework and orientation for this unique context. We anticipate that our affiliated team member Dr. Gerritsen will play a leading role in our response to these issues. Dr. Gerritsen has been at the forefront of the Portland Police Bureau’s innovative efforts to address significant concerns raised about the Bureau’s interaction with people in crisis. Following a tragic in-custody death, she went to work for the police bureau’s training division, developing and delivering crisis intervention training while collaborating with the City’s mental health agencies to identify ongoing needs and creative ways to address those needs.

De-escalation principles apply beyond the concept of dealing with individuals in mental health crisis and to nearly every conflict an officer encounters, where the officer should be assessing his or her ability to communicate effectively and solve the problem in the safest, most minimally intrusive way possible. We have found that de-escalation training and orientation is most effective when aimed at both front-line officers and supervisors. We have also long advocated the inclusion of de-escalation techniques and their applicability as a regular feature of force review.

Impartial Policing

OIR Group’s work in various agencies has included assessment of allegations of bias-based policing and agencies’ efforts to address these concerns. We understand how specific encounters – even seemingly minor ones – can fuel racial tensions in deleterious ways. We have seen how these issues have particular resonance in the African-American community, given the historical impacts of structural racism and their implications for every element of the justice system. We have evaluated training designed to address unconscious or implicit
bias, and have developed protocols for various law enforcement agencies in order to reduce the likelihood of bias-based practices.

For example, in Madison, Wisconsin, the City engaged us to conduct a comprehensive review of its Police Department following controversial incidents involving use of force on African-American and underrepresented residents. That city had been concerned for years about the well-documented gaps between its progressive reputation and the reality of arrest and force statistics that were stark in their disproportionate effects on minority residents. Our report covered all aspects of police operations, but had a particular focus on community engagement and interactions with diverse neighborhoods.

Complaints of Officer Misconduct

The way in which an agency handles complaints from citizens says much about how it engages with the community it serves. OIR Group has extensive experience reviewing and evaluating agencies’ complaint intake, investigation, and disposition processes. We have seen a wide range of practices and levels of professionalism with which these complaints are handled. We have been effective in convincing agencies to develop standards and expectations for communicating with complainants and taking an inclusive and pro-active approach to assessment and response to complaints.

We often hear from aggrieved citizens who question the validity of their local agency’s complaint process. This mistrust frequently stems from the lack of information that accompanies the notification regarding outcomes. Disappointment in a negative result becomes compounded by uncertainty and skepticism about the rigor and legitimacy of the underlying investigation. For this reason, we have directed numerous recommendations to foster more and better information about investigative process and agency efforts.

Indeed, OIR Group was initially created to ensure that investigations alleging misconduct within the Los Angeles County Sheriff’s Department were thorough and unbiased and that the investigative outcomes were evidence based. Our “cradle to grave” approach ensured that no aspect of a case went unmonitored, from intake to final disposition, and helped offset potential issues of bias or insufficient thoroughness. That foundation continues to inform our wide-ranging practice today.

As a result of years reviewing misconduct cases, OIR Group members can easily distinguish between robust investigations and those that are flawed in some way. We have worked to move individual agencies beyond narrow and perfunctory assessments of misconduct allegations, and toward more holistic consideration of officer accountability, remedial action, meaningful feedback, and systemic reform.

We have assisted agencies in ensuring that investigations have the proper scope, that effective investigative techniques are used, that additional work is undertaken where
appropriate, and that case outcomes are reasonable, fair, and evidence-based. In addition, OIR Group has developed investigative quality control checklists designed to improve the internal review processes within law enforcement agencies.

Further, recognizing that an officer’s conduct in a particular incident may tell only a part of the story, OIR Group regularly looks to supervisory influences to assess their impact on both the underlying event and – potentially – the subsequent evaluation or investigation. We have worked with agencies to better define, through policy and practice, supervisors’ roles in responding to force events, and to promote the inclusion of their individual presence in multiple events as a trend factor worth monitoring.

Finally, OIR Group has worked with numerous agencies in assessing their early identification systems for potentially problematic officers and has offered recommendations designed to improve data collection and retrieval. More importantly, OIR Group has recommended more effective ways in which agencies can make use of the data collected so that supervisors can identify at-risk officers and create meaningful remedial plans.

Civilian Oversight

OIR Group created an oversight mechanism when it began work with Los Angeles County in 2001. At the time, while the broad contours of a new oversight model had been envisioned, the attorneys of OIR Group designed and implemented the working protocols for the entity. OIR Group also helped create an oversight mechanism for the California Department of Corrections and Rehabilitation (CDCR) and the Los Angeles County Probation Department.

The OIR Group attorneys have worked full time in the field of civilian oversight of law enforcement for a decade or more. The group’s commitment to oversight, and its reputation as a leading practitioner, is evident in the work it has done in designing and assisting new oversight entities for the California Department of Corrections and Rehabilitation, the Los Angeles County Probation Department, and most recently, the Anaheim Police Department.

Merrick Bobb – who joins the OIR Group team as a senior advisor – is also pre-eminent voice in the oversight world who paved the way for scores of other professionals in developing the practice of the civilian oversight of law enforcement. Also, we are fortunate to have Dr. Walker as a resource for this aspect of the project. He is a recognized scholar on policing issues and civilian oversight who recently has written a book providing a comprehensive analysis on the history and recent developments of various accountability mechanisms – *The New World of Police Accountability*. In his role as an advisor to the OIR Group team, he will provide additional perspective and expertise in evaluating the independence and efficacy of existing oversight and accountability systems.
Police-Youth Interactions

OIR Group has specifically addressed police interactions with youth in a number of different contexts. OIR Group is experienced with contemporary discussions about the special responsibilities and expectations of school resource officers. We worked in 2017 as a special consultant to the California Department of Justice, which was investigating school police practices in the city of Stockton. We understand concerns about the “school-to-prison pipeline,” as well as the ways progressive districts are working to mitigate it. Our work with various agencies has led us evaluate the effectiveness of those department’s school resource officer programs, addressing the need to ensure that traditional policing strategies are adapted appropriately to the learning environment.

Mr. Stoughton has focused on this issue in his scholarly work, addressing the advantages and disadvantages of school resource officer programs, and suggesting ways to ameliorate the potential negative impact while maintaining the potential benefits of officers’ presence in schools.

Finally, OIR Group Principal Robert Miller has particular experience addressing the concerns of incarcerated youths. As head of the civilian oversight group for the Los Angeles County Probation Department, he monitored all staff misconduct investigations for the Los Angeles County Probation Department, and performed a similar role for the State of Mississippi’s juvenile detention center.

Policy Review and Development

For well over a decade, OIR Group has specialized in recommending and working to implement systemic improvements in law enforcement agencies, including the development of policies and procedures. OIR Group has also been involved in auditing policies and procedures to determine the degree to which current policies are being enforced.

OIR Group’s policy experience includes reforming policies on use of force, internal investigative and review protocols for force and allegations of misconduct, shooting at vehicles, foot pursuits, vehicle pursuits, development of disciplinary matrices, and use of body-worn cameras. Because reviewing policy is an integral part of every project we undertake, OIR Group continually researches, learns, and develops best practices in tactics and accountability and exports those policies to agencies it monitors and reviews.

Training Review and Development

OIR Group principal members are well versed in law enforcement training from a range of perspectives, including evaluation, issue spotting, and recommendations for reform. Most recently, OIR Group has been engaged to evaluate training materials and classes for new and current officers and supervisors regarding new policies designed to curb illegal stops and
searches in New York City. OIR Group members have assisted law enforcement agencies on training designed to reorient officers to use “force prevention” techniques to avoid preventable uses of force. OIR Group members have also developed training intended to improve investigative skill sets for supervisors assigned to conduct force investigations. OIR Group has also provided training to command staff on more holistic and intensive methodologies with regard to review of force incidents.

Dr. Gerritsen worked as a supervisor for a mobile mental health crisis team that created community-police partnerships to improve police response to calls involving individuals in mental health crisis. She currently works for the Portland Police Bureau’s Training Division in an innovative partnership to bring advanced Crisis Intervention Training to officers and improve the Bureau’s relationships with mental health advocacy groups and community members.

Sgt. Stiger has worked as a training coordinator for the Los Angeles Police Department, training over 5000 officers in patrol tactics and use of force policies, and is conducting a holistic review of the University of California Police Department’s use of force and tactical de-escalation training.

Mr. Stoughton, a former police officer, has experience reviewing training curricula and, to assist in that assessment, has performed semi-structured interviews with officers to assess how training – particularly de-escalation training – translates into practice.

Monitoring

OIR Group members have largely devoted their careers to monitoring, auditing, evaluating, or otherwise reviewing the performance of law enforcement agencies. For example:

- OIR Group is the outside police monitor for the City of Anaheim. We roll out to Anaheim Police Department officer-involved shootings, participate in the Department’s Major Incident Review Team meetings following these events, and review the administrative investigations of these critical incidents. We audit the Department’s internal affairs and use of force investigations, as well as its responses to citizen complaints. We work closely with the City’s Police Review Board, including providing extensive training to incoming Board members and to ensure effective communication between the Department and the Board.

- OIR Group has served as the City of Palo Alto’s Independent Police Auditor (IPA) for the past 10 years, auditing and evaluating all internal investigations of misconduct, force investigations, and citizen complaints involving the Palo Alto Police Department (PAPD). As the IPA, OIR Group audited and reviewed allegations of bias-based policing as a result of controversial comments made by the former Chief of Police and produced a
public report and action plan designed to address concerns about bias-based policing. In addition, as the IPA, OIR Group was requested by City Council to chair the Ad Hoc Taser Task Force Committee, which consisted of City Council appointed residents who publicly convened a series of meetings and eventually made recommendations to City Council on whether PAPD officers should employ Tasers. As a result of the recommendations made by the Committee, we also currently audit all Taser deployments and have subsequently recommended changes in policy and training.

- OIR Group regularly audits force, bias-based policing complaints, vehicle pursuits, and misconduct complaints involving the Burbank Police Department. OIR Group was requested to perform regular audits on the heels of a federal investigation into allegations of excessive force.

- For nearly 13 years, OIR Group members monitored the Los Angeles County Sheriff’s Department on behalf of the County’s Board of Supervisors. We reviewed all deputy-involved shootings, significant uses of force, and internal affairs investigations. We advised the Department on policy and procedures, offered guidance on training issues, and responded to Board requests for investigations, reviews, and audits on issues of particular concern.

We also have specific experience monitoring and ensuring compliance with settlement agreements or court orders. For example:

- In 2003, members of OIR Group were appointed by the Honorable Thelton Henderson, Federal District Court, as court experts in Madrid v. Cate, the federal litigation that began with use of force issues in Pelican Bay State Prison and resulted in a state-wide remedial plan designed to correct problems within the California Department of Corrections and Rehabilitation (CDCR), in particular issues regarding uses of force and deficient investigations of those force incidents. OIR Group consulted with the federal court judge, the Special Master, the parties, and other stakeholders in the creation of an entity that monitors and provides quality control for internal CDCR investigations. The State of California’s Bureau of Independent Review (BIR) continues to ensure quality and objective internal investigations into correctional officer misconduct. Additionally, OIR Group worked with the parties to reform CDCR’s use of force policy and regularly made presentations to CDCR academy cadets on Code of Silence issues. In 2007, OIR Group conducted an audit of the BIR in order to inform the federal court about the efficacy and challenges of the new oversight entity. As a result of the success of the remedial plan, and with the support of all of the parties, Judge Henderson dismissed the Madrid case, finding that the unconstitutional force issues that gave rise to the lawsuit had been remedied.
• As a result of a remedial plan developed by a Judicial Special Master resulting from *Farrell v. Cate*, a lawsuit involving systemic allegations of excessive force in California’s juvenile facilities, OIR Group performed an audit into how the State of California’s Department of Juvenile Justice (“DJJ”) investigated and reviewed force incidents involving juvenile detention officers. OIR Group developed recommendations and provided training designed to improve internal investigative and review processes. Per request of the Special Master, OIR Group also reviewed and recommended changes to DJJ’s use of force policies.

• In Denver, Colorado, we are currently engaged in a project to monitor the Denver Sheriff’s Department’s compliance with terms of a settlement agreement stemming from litigation following the death of a mentally ill inmate in the Denver Jail.

In addition, we are fortunate to have Merrick Bobb join our team as a Senior Advisor. Mr. Bobb currently serves as the court-appointed monitor overseeing a federal consent decree addressing the Seattle Police Department.

**Communication**

Public confidence and transparency are important components of improved policing. To that end, OIR Group views issuing reports as a vital part of the work we do. Throughout our history, we have emphasized public reporting that is clear, thorough, meaningful and accessible to all relevant stakeholders, including government leaders, police officers and executives, community stakeholder groups, and residents.

Serving as an independent liaison between the public and the law enforcement agencies we monitor has been a component of virtually every project we have undertaken. Our goal is to use our combination of subject matter expertise and critical distance as a way of bridging gaps in communication and understanding. As a result, we welcome the opportunity to interact with a range of stakeholders during the monitoring process and at the conclusion of our work.

In addition to our written reports, we have logged countless hours speaking to members of the public at community meetings and town halls. Moreover, we regularly speak before City Councils, task forces, and other stakeholders to amplify the messages in our reports. We have been frequent participants at press conferences and regularly make ourselves available to print and electronic media outlets upon completion of our reports or to explain current projects.

On many occasions we have presented our reports, findings and recommendations in public forums and fielded questions and discussion points raised by members of the public, community activists and advocacy groups, elected officials and representatives of law enforcement agencies and police unions. We are experienced and comfortable in these settings. We have also frequently made appearances at community meetings, town hall meetings and radio programs.
explaining our role and discussing matters of civic concern. OIR Group also has a substantial track record dealing with matters of extreme public interest locally or nationally. OIR Group has fostered dialogue and mutual respect by sticking to its standards of meticulous fact-finding and balanced presentation regardless of the level of publicity or acrimony surrounding an incident or issue.

**Collaboration with Government Entities, the City, CPD, and the State**

OIR Group has a long history of effective collaboration with government entities, law enforcement agencies, and community stakeholders. Since 2001, our core team members have worked exclusively in the field of independent oversight and police practices, and have become nationally recognized experts in the outside review of law enforcement. We have gained experience with a range of agencies in jurisdictions throughout California, and have also worked in Oregon, Colorado, Illinois, Wisconsin, New York, Washington, New Jersey and British Columbia.

Importantly, OIR Group has made effective interaction with the involved agencies a consistent element of our work, repeatedly demonstrating an ability to work collaboratively with the agency, recognize its strengths, and address its limitations both constructively and realistically. We espouse meaningful outside scrutiny not as an end in itself, but as a vehicle for strengthening the legitimacy and effectiveness of law enforcement’s own internal policies and review systems – thereby mitigating the defensive impulses that so often undercut reform efforts.

**Law and Civil Rights**

All four OIR Group principals are attorneys with backgrounds in civil rights and criminal law, and that training, experience, and substantive knowledge infuses all of the monitoring and review work we do.

Specifically, Mr. Gennaco previously served as Chief of the Civil Rights Section at the United States Attorney’s Office for the Central District of California. He also served for ten years as a trial attorney with the Civil Rights Division at the Justice Department in Washington, D.C. He is currently serving as an expert for the Center for Constitutional Rights as they worked with the NYPD and the Monitor to improve policies, training, and accountability pursuant to the Court Order entered after the CCR’s successful “stop and frisk” litigation.

Mr. Gennaco and Mr. Connolly regularly teach Constitutional policing classes sponsored by the State of California’s Peace Officers and Standards Training (“POST”). Several times a year, Mr. Connolly also teaches an eight-hour bloc of “Personnel Issues and Risk Management” instruction at POST’s mandatory course for lieutenant-level police managers.

In addition, our core team involves two law professors well-versed in the intersection between policing and constitutional and other legal requirements.
Experience Working with Various Constituencies

OIR Group has vast experience with some of the largest law local law enforcement agencies in the country. These agencies, in turn, serve communities that are some of the nation’s most diverse; they regularly encounter issues that are on the forefront of social change and progressive policing. Inevitably, our work has brought us into contact with, and heightened our understanding of, each of the distinctive communities as detailed below.

African American Communities: OIR Group has a longstanding relationship with African American communities and has received awards and recognition from them for its oversight and independent review work. For example, after a review of a controversial officer-involved shooting of Leroy Barnes, an African-American man, OIR Group’s report was praised publicly by the President of the NAACP Pasadena Chapter. When OIR Group attorneys were overseeing the Los Angeles County Sheriff’s Department, an African American-based OIR Advisory Group was formed by Dr. Sandra Moore (the OIR Citizen’s Advisory Board) to work closely with us and convened regular town halls in South Central Los Angeles. Following controversial shootings in Los Angeles County involving African-Americans, OIR Group would participate in town halls designed to explain the independent review process and provide transparency at the end of the review. OIR Group has a longstanding relationship with the City of Compton and, while serving as the oversight entity for LASD, presented monthly at the National Association for Equal Justice in America on oversight and police accountability issues.

Asian American Communities: OIR Group has worked closely with Asian American communities explaining our role in oversight and police accountability at town halls and community events. With particular regard to the Muslim communities, OIR Group was instrumental in ensuring thorough investigations into allegations of inappropriate treatment and appearing before community representatives to provide the results of internal investigations. For example, when it was alleged that a deputy sheriff had disrespected a Muslim inmate in the County jail by defacing his copy of the Koran, OIR Group ensured that there was a thorough investigation into the matter and relayed the outcome of that investigation to Muslim community organizations. Similarly, when OIR Group learned that there was a lack of Muslim religious services being provided at the jails, it worked with community groups to remedy the situation. After the September 11, 2001 attacks, OIR Group appeared at numerous town halls and meetings with law enforcement leaders to assist with the healing process and ensure that law enforcement reactions did not unfairly target Muslim-Americans in the tense days that ensued.

Mr. Gennaco’s prior work as a federal hate crimes prosecutor also included close ties with the Asian American community. In that role, Mr. Gennaco prosecuted a human slavery operation in which seventy Thai workers were held against their will. He also handled the first internet hate-crime case, the victims of which had been forty Asian American students at the University of California, Irvine. As a result of those cases and others, Mr. Gennaco received recognition and
awards from Asian American groups, including Asian Americans Advancing Justice in celebration of twenty years of freedom for the Thai workers. Mr. Gennaco has also traveled to Thailand to advise government officials and non-governmental stakeholders regarding principles of oversight and “best practices” for its national police.

**Latino Communities:** As with other communities of color, OIR Group regularly presents to Latino advocacy groups at town halls to speak to oversight, constitutional policing, and other outreach. In cases in which Latinos have been shot and killed as a result of officer-involved shootings, OIR Group meets with stakeholder and community representatives to explain the process and to provide transparency when the incident has been fully reviewed.

Our work in Anaheim is instructive in this regard. In the summer of 2012, there was civil unhappiness and demonstrations in the aftermath of controversial shooting cases involving Latinos. As a result, OIR Group worked with the City in developing increased transparency and a larger role for oversight. Anaheim allowed our previously confidential reports to become public and created a Public Safety Board for additional community-based participation. OIR Group also met with the mothers and other family members of those who had died, in an effort to personally explain the results of our review and provide a forum for personal responses.

**Native American Communities:** When working as an attorney for the Voting Section, Civil Rights Division, Mr. Gennaco worked with Native Americans extensively as a result of Voting Rights investigations in northern New Mexico. Mr. Gennaco worked with aggrieved Native Americans of the Navajo and Pueblo tribes and worked to provide convenient polling places and redistricting as a means of empowering the Native electorate.

**Immigrant Communities:** While overseeing the LA County Sheriff’s Department, OIR Group worked with the Mexican consulate to ensure that allegations of misconduct by Mexican nationals were effectively investigated and that notification provisions were provided. Mr. Gennaco has also traveled to Mexico City to counsel the State Police Internal Affairs entity on oversight issues and accountability.

**LGBTQ Community:** While overseeing the LA County Sheriff’s Department, an allegation arose concerning misconduct by deputies of gay inmates housed in the jails. OIR Group met with advocacy groups at both the inception and the conclusion of the internal investigation to sound out their concerns and to explain the process and the results of the investigation.

**Homeless Community:** OIR Group was closely involved in the investigation of an in-custody death of a homeless individual in Fullerton and the review of an in-custody death of a homeless individual in Portland. In both cases, OIR Group met with representatives of the homeless community to learn about concerns, provide transparency on the results of our review, and to help craft recommendations intended to create systems improvements in policing in those cities.

**People under DOC community supervision:** As a result of our oversight work in the jails,
prisons, juvenile facilities, and probation departments, OIR Group has a unique depth of experience observing and evaluating how law enforcement deals with individuals in custody or under court supervision. There is likely no other team that recognizes the special concerns and challenges presented by the dynamic between law enforcement and this population or has devised recommendations and best practices designed to improve that relationship.

**Knowledge of Chicago Communities**

In 1984-1986, Mr. Gennaco was part of the US Department of Justice, Civil Rights Division, Voting Section trial team that filed a voting discrimination lawsuit against the City of Chicago alleging that the aldermanic districts were drawn in such a way to deprive Latinos of their right to representation. As part of the lawsuit, Mr. Gennaco made several on-site trips to Chicago to collect information about how Latino communities were not able to achieve effective representation and conducted several depositions of sitting alders regarding the issues in contention. The lawsuit resulted in a settlement and redrawing of districts that allowed Latinos to effectively participate in the aldermanic selection process.

More recently, in 2016, Mr. Gennaco was asked by the Mayor’s office to travel to Chicago to speak at an Alder Committee meeting regarding best practices in police oversight.

In addition, in 2017 and 2018, on two separate occasions, Mr. Gennaco served on an Advisory Committee to the Inspector General in which he assisted in vetting and making recommendations regarding the selection of the state’s Deputy Attorney General.

OIR Group understands how critically important to the Monitor’s success it will be to establish ties to and credibility with Chicago’s various communities. We recognize the need to have a regular presence in Chicago, and are working with our partners to identify ways to address this.

**Project and Change Management**

OIR Group’s experience with large and small jurisdictions over long periods of time has made us acutely aware of the challenges of creating durable reforms. During the course of many long-term projects – such as the Portland Police Bureau (9 years), Los Angeles Sheriff’s Department (15 years), Los Angeles Probation Department (6 years), the San Diego Sheriff’s Department (3 years), California Department of Corrections (5 years), City of Palo Alto (10 years), Anaheim Police Department (11 years), Burbank Police Department (6 years), and the Mississippi Division of Youth Services (3 years) – we have set out evaluation criteria at specific intervals and performed follow-up evaluations to determine the degree and manner in which our recommended systems reforms have been implemented and are taking hold. The revealing metrics we have focused on have ranged from use of force statistics, disciplinary trends, and training records to citizen complaints, deaths and injuries in custody and completion time for internal affairs investigations.
In several instances, our recommended structural changes – augmenting internal affairs procedures or training regimens, creating internal auditor functions or quality control committees – have been demonstrably effective in maintaining the momentum of change. We have observed that large agencies, in particular, show a tendency to revert to old habits unless structured and documented follow-through processes are implemented.

Observing that front line supervisors such as sergeants are central to effective and lasting changes in field behavior, we have often focused on providing them with new monitoring tools to match their increased responsibilities to manage up and down the chain of command.

We have worked closely with and trained internal affairs departments and the executives that supervise them to make sure that agencies have devoted sufficient resources and unbiased oversight so that administrative discipline becomes a constructive process that officers and supervisors alike perceive as firm, fair and unbiased.

Budgeting

OIR Group recognizes the imperative of working within the limits of municipal budgets and budgeting processes when seeking to implement reforms in police agencies. When discussing issues of concern and possible remedies with law enforcement executives, we frequently confront these practical realities and work with agencies to develop cost-efficient ways to implement change. We always seek to make our recommendations realistic and attainable with the understanding that municipal governments must constantly balance numerous needs and priorities when funding various initiatives. We recognize that the needs of this project will demand a deeper understanding of municipal budget development and budgeting processes, and we are prepared to identify a team member with expertise in this area to assist us should we be selected as Monitor.

Data Analysis and Information Technology

OIR Group is acutely aware of how statistics and trend analysis can comprise powerful tools to change policy and behavior within police agencies. For instance, OIR principals were instrumental in persuading both the Los Angeles County Sheriff’s Department and the Probation Department (each, the largest in the nation) that they had significant off-duty misconduct trends that executive staff were unaware of. These metric based findings resulted in significant changes in the internal investigative and disciplinary processes at these two agencies.

As a member of the Inspector General’s Office, Mr. Miller managed a statistical audit of firearms use to evaluate the new standard hand gun purchased by the Sheriff’s Department. He also developed a system of comparison standards for personnel early warning systems at representative police departments in the western United States to assist the King County Washington Auditor’s Office in advising the Seattle area Sheriff’s Department. And OIR Group
recently completed a project in the Seattle area involving creation of a voluminous matrix to analyze all community complaints regarding use of force over a two-year period.

Ms. Magula specialized in data system implementation, audits, and reviews with Deloitte Consulting, LLP, working with tech teams and policy makers for the implementation and auditing of large data systems for government clients. This experience will be valuable to the monitoring team in evaluating CPD’s current data systems and as it guides the CPD toward creation of a case management system as called for in the Consent Decree.

Understanding the importance of quantitative research and data analysis, we intend to supplement our team with qualified social scientists as needed, and intend to utilize our partners and associates from academia to draw upon their expertise. Professor Geoff Alpert of the University of South Carolina, for example, has expressed a willingness to work on this project in conjunction with OIR Group. He is a noted criminologist and researcher who has published numerous articles on policing and specializes in the analysis of trends in the use of force. He has recent experience with the CPD in policy development and training related to use of force issues, and is currently serving on the monitoring team for the federal consent decree in the City of New Orleans.

Potential Conflicts of Interest or Bias

Earlier in 2018, Michael Gennaco was asked by Corporation Counsel to review two officer-involved shootings to provide an independent expert opinion about whether they were in policy. In one of the shootings, Mr. Gennaco testified accordingly before an administrative hearing. While there is some chance that more may be asked of Mr. Gennaco with regard to the second officer-involved shooting, no final determination has been made by Corporation Counsel regarding next steps at this time. Additionally, proposed affiliate Geoff Alpert has testified as a plaintiff’s expert in cases involving CPD.

Proposed Activities and Methodology

The objectives of the Consent Decree are consistent with our own emphasis on progressive policing, as manifested in our work with a variety of different agencies. As for the various monitoring responsibilities, OIR Group recognizes that many of these – such as the tracking of time limits and ensuring that required investigative tasks are documented – are relatively straightforward. Accordingly, it is prepared to perform those tasks consistent with accepted auditing standards. However, OIR Group also believes it can bring a valuable qualitative component to the auditing responsibilities that the agreement contains. For example, we would design a monitoring component that would assess the quality of the training on identified issues
of concern, and likewise would evaluate investigations for thoroughness and effectiveness. These qualitative assessments require skill sets and experience that OIR Group uniquely possesses.

Regarding methods of obtaining information, we believe an effective monitor should seek other sources of information beyond the written data that is available in police reports. As we have done with other projects, we will look to other sources to learn the degree to which reform is taking hold. These other metrics include regular interactions with the diverse communities of Chicago, interviews and other interactions with the rank and file and executive staff of the Department, regular observations of key operational activities, surveys (through different methodologies) of the community regarding individual perspectives on Department performance, and interviews of other relevant stakeholders.

In addition, OIR Group believes it can enhance the auditing process through its ability to go “beyond the documents” by ensuring that the monitoring plan calls for interaction with trainers, students, investigators and reviewers. These interactions can ensure that the goals of the settlement agreement are actually being realized through adherence to the component parts.

We also see our written reports as a vehicle for promoting, reinforcing, and furthering the individual and collective goals of the Decree. Transparency and public outreach have been central to our work in various jurisdictions since 2001, and we strive to create reports that are substantive and readable. In doing so, we ensure that the involved parties – including ourselves – are accountable for meeting their obligations. And we help to keep the public informed about the particulars of a process that can seem opaque in its complexity – thereby adding to the type of community engagement that can facilitate reform.

At the outset of the monitoring period, it is critical that the reform envisioned by the Consent Decree start on a certain path. For that reason, the monitor will have a regular presence in Chicago during the critical period in which the parties gain a common understanding of the metrics to be used in assessing progress and reform. In the early days of monitoring, we would also work closely with the Department and City to ensure a common understanding regarding how the monitor would coordinate visits, on-site records reviews, and interviews. In order for the monitor to fulfill the responsibilities of the Consent Decree, it is imperative that the monitoring team has unfettered access to documents and people in a way that ensures effective and timely monitoring yet provides the least disruption to the Department’s enforcement duties.

The monitor and/or two deputy monitors would be in Chicago for at least four days each month. The data analysts and experts will be on-site as necessary, but we anticipate that several of these team members will spend significant blocks of time working in Cleveland at least once each quarter. We also will have an office manager/community liaison on-site to coordinate meetings and liaison with community members, CDP personnel, and other stakeholders.
Finally, we are pleased that the Consent Decree is conceptualized as being dynamic in nature, so that the monitor can make recommendations along the way that might assist the Chicago Police Department in better meeting the shared goals of constitutionally-based policing.

Cost Estimates

OIR Group’s detailed cost estimate and proposed budget is set out in Appendix C. OIR Group’s approach to staffing projects – with flexibility and efficiency – allows us to manage projects cost effectively, with a demonstrated history of completing projects within or under budget. While the proposed budget in Exhibit C represents our best estimate of costs, we expect exact expenditures on specific items and tasks to change as the project develops. We are confident, however, that we can thoroughly and comprehensively perform the duties and responsibilities set forth in the agreement within an annual cap of $2.6 million for fees and expenses.

While some of the requirements set out in the Agreement are readily identifiable and we can make good predictions about the resources needed to ensure compliance with the Agreement, others are much more variable and dependent on facts not yet necessarily known to the parties, the Court, and any future monitor. OIR Group recognizes, however, that it is critical to devise a budget in the initial planning stages so that the City can reserve and allocate necessary resources to ensure completion of the tasks required by the Agreement.

Communications

Since the Consent Decree was approved, OIR Group team members have had no communications with the parties, their staffs, experts and agents.

Walter Katz, Deputy Chief of Staff for Public Safety, Office of the Mayor, is a former OIR Group Principal with whom members of the proposed monitoring team have a personal and collegial relationship. We have refrained from communicating with Mr. Katz regarding the Consent Decree or anything having to do with this RFP since the Consent Decree was approved.
# APPENDIX A:

## OIR Group Team Members: Relevant Experience

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<thead>
<tr>
<th>Team Member</th>
<th>Relevant Experience</th>
<th>References and Work Product</th>
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<tbody>
<tr>
<td>Michael Gennaco</td>
<td><strong>Independent Auditor for Palo Alto, Burbank, and Anaheim Police Departments</strong>&lt;br&gt;<strong>Systemic Review of Police Department Programs, Performance, Investigations, Operations, and Accountability:</strong> Clackamas County Sheriff’s Office; Madison, Westminster, Santa Maria, and Fullerton Police Departments&lt;br&gt;<strong>Officer Involved Shooting, Use of Force, and In Custody Death Reviews:</strong> Portland Police Bureau; Oxnard, Alhambra, Fullerton, Torrance, Inglewood, and Pasadena Police Departments; San Diego County Sheriff’s Department.&lt;br&gt;<strong>Audit/Review internal affairs, use of force, and misconduct complaints:</strong> Hermosa Beach and Spokane Police Departments.&lt;br&gt;<strong>Independent Review of Officer Involved Shootings:</strong> Chicago Police Department&lt;br&gt;<strong>Consultant:</strong> California Department of Justice: Investigation into Stockton Unified School Police Department&lt;br&gt;<strong>Independent Review of Use of Force and Internal Affairs Functions:</strong> Denver Sheriff’s Department&lt;br&gt;<strong>Training to Investigators:</strong> Newark Civilian Review Board; Portland Independent Police Monitor; San Francisco Office of Civilian</td>
<td>All public reports can be found at OIRGroup.com.&lt;br&gt; Representative reports:&lt;br&gt; Madison, WI: <a href="https://docs.wixstatic.com/ugd/d85a96_75f806fb3bb74266819b6a9bb6a4b281.pdf">https://docs.wixstatic.com/ugd/d85a96_75f806fb3bb74266819b6a9bb6a4b281.pdf</a>&lt;br&gt; Portland, OR: <a href="https://docs.wixstatic.com/ugd/d85a96_c7f2f5e6d0e543d79df4214feff7f6924.pdf">https://docs.wixstatic.com/ugd/d85a96_c7f2f5e6d0e543d79df4214feff7f6924.pdf</a>&lt;br&gt; Denver, CO: <a href="https://docs.wixstatic.com/ugd/d85a96_d9c8a5c357224183bfa30fc58d9bddab.pdf">https://docs.wixstatic.com/ugd/d85a96_d9c8a5c357224183bfa30fc58d9bddab.pdf</a>&lt;br&gt; Clackamas County, OR: <a href="https://docs.wixstatic.com/ugd/d85a96_31124f76085d49698c92fb5a3c66199a.pdf">https://docs.wixstatic.com/ugd/d85a96_31124f76085d49698c92fb5a3c66199a.pdf</a>&lt;br&gt; Fullerton, CA: <a href="https://docs.wixstatic.com/ugd/d85a96_01b9b398cb524b6f9b72dd73052c0196.pdf">https://docs.wixstatic.com/ugd/d85a96_01b9b398cb524b6f9b72dd73052c0196.pdf</a></td>
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<td>California Department of Juvenile Justice: Audit and develop recommendations for improvement of force policies and review of force incidents in juvenile facilities.</td>
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<td></td>
<td>Chief Attorney, Los Angeles County Office of Independent Review</td>
<td>Representative references:</td>
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<td></td>
<td>Federal Civil Rights Prosecutor, U.S. Department of Justice, Civil Rights Division and Office of the United States Attorney, Central District of California</td>
<td>Stephen Silver</td>
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<td></td>
<td>Trial Attorney, U.S. Department of Justice, Civil Right Division, Voting Section</td>
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<td>Stephen Connolly Principal, OIR Group</td>
<td>Independent Auditor for Palo Alto, Burbank, and Anaheim Police Departments</td>
<td>California State University</td>
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<td>Systemic Review of Madison Police Department</td>
<td>Office of General Counsel</td>
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<td></td>
<td>Officer Involved Shooting, Use of Force, and In Custody Death Reviews: Gardena Police Department and San Diego County Sheriff's Department.</td>
<td>401 Golden Shore, 4th Floor</td>
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<td>Consultant: California Department of Justice: Investigation into Stockton Unified School Police Department.</td>
<td>Long Beach, California 90802</td>
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<td>Training to Investigators: Newark Civilian Review Board</td>
<td><a href="mailto:ssilver@calstate.edu">ssilver@calstate.edu</a></td>
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<td>Instructor: California Peace Officer Standards and Training</td>
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<td></td>
<td>Executive Director, Orange County (CA) Office of Independent Review</td>
<td>Keith Findley</td>
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<td>Chair, City of Madison Ad Hoc Committee on Police Procedures and Practices Associate Professor of Law University of Wisconsin Law School 975 Bascom Mall Madison, Wisconsin 53706 <a href="mailto:keith.findley@wisc.edu">keith.findley@wisc.edu</a></td>
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<td><strong>Los Angeles County (CA) Office of Independent Review</strong>&lt;br&gt;Court Expert assisting Special Master in federal lawsuit addressing disciplinary system within the CA Department of Corrections and Rehabilitation&lt;br&gt;Counsel to Rampart Independent Review Panel assessing the Los Angeles Police Department</td>
<td>LaVonne Griffin-Valade&lt;br&gt;Auditor, City of Portland (Retired)&lt;br&gt;<a href="mailto:auditorlgv@gmail.com">auditorlgv@gmail.com</a>&lt;br&gt;503-970-9152</td>
<td>Nicholas Mitchell, Independent Monitor&lt;br&gt;Office of the Independent Monitor, City and County of Denver&lt;br&gt;101 W. Colfax Ave., Suite 100&lt;br&gt;Denver, CO 80202&lt;br&gt;(720) 913-3306&lt;br&gt;<a href="mailto:nicholas.mitchell@denvergov.org">nicholas.mitchell@denvergov.org</a></td>
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<td>Team Member</td>
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| Howard Jordan        | *Deputy Chief Attorney, Los Angeles County Office of Independent Review*  
                      | *Court Expert assisting Special Master in federal lawsuit addressing disciplinary system within the CA Department of Corrections and Rehabilitation*  
                      | *Police Assessment Resource Center (PARC), Consultant*                                                                                                                                                                 |                                                                                                                                                              |
| Associate            |                                                                                                                                                                                                                       |                                                                                                                                                              |
| Merrick Bobb         | *Chief, Oakland Police Department*  
                      | *Jordan Consulting and Investigations: conducted internal affairs investigations, testified as an expert witness regarding police internal operations*                                                                 | Seattle Police Monitor reports: [http://www.seattlemonitor.com/reports-resources](http://www.seattlemonitor.com/reports-resources)  
                      | *Senior Advisor*  
                      | *Federal Court-appointed Monitor overseeing the implementation of a Settlement Agreement resulting from findings by the Department of Justice that the Seattle Police Department engaged in a pattern or practice of unconstitutional conduct* | PARC reports: [http://www.parc.info/resources/](http://www.parc.info/resources/)                                                                                                                                 |
| Jody Stiger          | *Expert/Associate*  
                      | *Law Enforcement Use of Force and Tactics Consultant, University of California Presidential Task Force on University-wide Policing*  
                      | *Aide to the Inspector General, Los Angeles Police Department*  
                      | *Sergeant, Los Angeles Police Department*                                                                                                                                                                            | Reports: [https://docs.wixstatic.com/ugd/b2dd23_753a586ac64546a8a2f8555eab0e324.pdf](https://docs.wixstatic.com/ugd/b2dd23_753a586ac64546a8a2f8555eab0e324.pdf)  
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| Teresa Magula                | Special Investigator II, Office of the Inspector General, Los Angeles Police Department  
Senior Consultant, Deloitte Consulting, LLP: specialized in data system implementation, audits, and reviews of large data systems for government clients | References:  
Alex Bustamante: Alexander.Bustamante@ucop.edu  
Chief Bill Scott: william.scott@sfgov.org                                                                 |
| Liesbeth Gerritsen Expert    | Senior Program Manager, Portland Police Bureau Training Division:  
• Development and Implementation of PPB Behavioral Health Unit;  
• Provide input on all PPB mental health-related policies; Developed PPB’s Enhanced Crisis Intervention Training;  
• Designed and deliver Crisis Intervention Training to all PPB officers;  
• Consult with Crisis Negotiation Team;  
• Advise PPB leadership and City Attorney’s Office on community mental health system issues.  
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<tr>
<td>Seth Stoughton</td>
<td><strong>Expert</strong>&lt;br&gt;Associate Professor, University of South Carolina School of Law: specializing in criminal law and police law and policy; author of multiple articles for academic journals and popular publications that relate to issues in policing, particularly in the areas of use of force, policy and procedure, police-community relations, and body-worn camera technology&lt;br&gt;Civilian Advisory Council Member, Columbia (SC) Police Department&lt;br&gt;Investigator, Florida Department of Education, Office of Inspector General&lt;br&gt;Officer, Tallahassee (FL) Police Department</td>
<td>Numerous publications listed on attached CV</td>
</tr>
<tr>
<td>Samuel Walker</td>
<td><strong>Expert</strong>&lt;br&gt;Department of Criminal Justice, University of Nebraska at Omaha, Professor Emeritus&lt;br&gt;Recognized national expert and frequent author and commentator on issues of police accountability and the role of civilian oversight</td>
<td>Numerous publications listed on attached CV and at <a href="http://samuelwalker.net">http://samuelwalker.net</a></td>
</tr>
<tr>
<td>Stephen Moore</td>
<td><strong>Associate</strong>&lt;br&gt;FBI Supervisory Special Agent (Retired)&lt;br&gt;Chief Investigative Officer, Judges for Justice: Investigation and analysis of alleged wrongful convictions throughout the United States&lt;br&gt;International investigation of police and prosecutor actions in wrongful convictions and/or illegal detentions</td>
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<td>Stephen Walsh</td>
<td><strong>Associate</strong>&lt;br&gt;Assistant Special Agent in Charge, Treasury Department: Supervised Special Agents and oversaw multiple complex criminal and administrative investigations</td>
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## OIR Group Team Members: Qualifications and Resumes

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I have worked for seventeen years as a police practices professional, focusing on police oversight: reviewing, assessing, providing recommendations for reform, and monitoring numerous law enforcement agencies by promoting progressive police practices focusing particularly on accountability and use of force. I have reviewed scores of officer-involved shootings and developed recommendations designed to improve policy, training, and internal review processes. I have also conducted high profile internal affairs investigations and conducted qualitative audits of internal affairs, uses of force reviews, and other accountability functions, offering systemic recommendations for improvement. I have conducted qualitative reviews of other critical police functions such as officer performance, recruiting and hiring, community policing programs, background investigations, policies and training. Copies of our public reports can be found at our website: www.oirgroup.com.

I have provided training to police and civilian investigators and to civilian review boards on internal investigations, risk management, civil litigation, and other police practices. I have designed oversight mechanisms and offered recommendations intended to strengthen and improve current models. I speak regularly to oversight groups, police executives, and elected officials. I present regularly to elected bodies on the finding of our public reports.

I have served as an independent police auditor for a number of law enforcement agencies including the Anaheim, Burbank, Palo Alto, Davis, and Los Angeles County Sheriff’s Department.

I have been qualified and designated as an expert on use of force and internal investigative practices by federal judges and administrative law judges. I have testified as an expert in several administrative hearings.

Prior to my current work, I also served as a federal prosecutor for fifteen years investigating and prosecuting criminal allegations of civil rights offenses for the United States Department of Justice, Civil Rights Division and United States Attorney, Central District of California. As a result, I conducted federal grand jury investigations in numerous states investigating allegations of excessive force and other Fourth Amendment violations by police officers, federal agents, and judges. I led prosecutions of numerous police officers and other public officials stemming from those investigations.
Experience

6/2018  Review of Clackamas County Sheriff’s Office, Oregon City, Oregon
Conducted independent review of Sheriff’s Office detective unit and provided recommendations for systemic change focusing on accountability.

Conducted independent review and analysis of officer-involved shootings.

3/2018  Training for Civilian Review Board, Newark, New Jersey
Provided training to a newly formed civilian review board on how to review complaints, investigations, and policies.

2/2018  Training for Internal Affairs and Civilian Investigators, Portland, Oregon
Provided training on best practices in internal investigations to investigators from Portland Police Bureau and Independent Police Monitor.

2016-17  Review of Madison Police Department, Madison, Wisconsin
Conducted 360 degree review of numerous practices of Department, including use of force, internal investigations, community policing programs, training, hiring, and performance evaluations and presented over 140 Recommendations for reform.

2017  Review of BART Oversight Program, Oakland, California
Studied and developed public report designed to improve police oversight over the BART Police Department.

2017  Review of Officer-Involved Shooting: Oxnard Police Department
Conducted an independent review of a controversial officer-involved shooting and developed systemic recommendations designed to improve Department’s response, training and internal review processes.

2017  Consultant: California Department of Justice: Investigation into Stockton Unified School Police Department
Assisted Cal DOJ with investigation into use of force and internal investigations processes of SUSPD.

2017  Internal Affairs Investigation: Ventura County Sheriff’s Office.
Conducted internal affairs investigation involving allegations of misconduct of Captain of VCSO.
2016  **Review of In-Custody Death: Oxnard Police Department**
Following a controversial in-custody death, reviewed internal practices and provided systemic recommendations designed to improve Department’s response, training, and internal review processes.

2016  **Review of King County Sheriff’s Department (OIM)**
Conducted review of processes of oversight entity for King County Washington.

2015- 2016  **Independent Review of Use of Force and Internal Affairs Functions Denver Sheriff’s Department**
Six month review of Denver’s Sheriff Department focusing on force in the jails and developing recommendations for systemic reform.

2015  **Training to Investigators: San Francisco Office of Civilian Complaints**
Provided training on effective internal investigations of police officers.

2015  **Systemic Review Relating to Deadly Force Incidents: Alhambra Police Department**
Conducted systemic review of a series of officer-involved shootings – provided recommendations for systemic improvements on policy, training, and internal review processes.

2015- 2016  **Consultant: NYPD Stop and Frisk Remedial Plan**
Served as expert to Center for Constitutional Rights by reviewing draft policies and training designed to remediate practices consistent with Court’s order.

2015 - 2016  **Special Counsel: Orange County Board of Supervisors**
Evaluated oversight entity and recommended improvements designed to strengthen and broaden independent oversight in the County.

2014 – 2016  **Instructor: Peace Officer Standards and Training**
Regular instructor to police supervisors on Civil Liability and Risk Management issues.

2001 - 2014  **Chief Attorney, LA County Office of Independent Review**
Continual oversight and monitoring of LA Sheriff’s Department internal affairs functions, including deputy-involved shootings, force, and misconduct allegations. Recommended changes in policy, protocols, and training. Also requested by Board of Supervisors to design oversight mechanism for County Probation Department and Department of Child Family Services.

2014  **Systemic Review of Westminster Police Department**
Following a large adverse verdict against City, performed systemic review of Westminster Police Department’s force, performance evaluations, internal investigations, policies, early intervention system, and selection and promotion practices.
2014- 2015 **Systemic Review of Santa Maria Police Department**
Following several controversial shootings, performed systemic review of Santa Maria Police Department’s investigation and review of shootings, force, misconduct allegations, force training, and related matters. After initial report, prepared follow up report on implementation and presented to City Council.

2013, 2017 **Audit: Hermosa Beach Police Department**
Conducted audit of complaint, internal affairs investigations, and force incidents and offered recommendations designed to improve policies, training, and accountability. In 2017, at request of City revisited processes to gauge the degree of implementation of the recommendations.

2012 **Auditor for City of Spokane Use of Force Committee**
Conducted independent review of Spokane Police Department’s use of force investigations and review process.

2012 **Glendale Police Department**
Provided independent review of remedial measures by Glendale Police Department to ensure compliance with terms of settlement.

2010 - **In Custody Death Review: Fullerton Police Department**
Systemic review of the Fullerton Police Department following the in-custody death of a homeless man, conducted an internal affairs investigation, and continual monitoring of implementation of systemic reforms stemming from systemic review.

2010- 2012 **California Department of Juvenile Justice**
Worked with Special Master to audit and develop recommendations for improvement of force policies and review of force incidents in juvenile facilities.

2011 **Review of Criminal and Internal Investigation: Santa Monica Police Department**
Conducted review and critique of high profile criminal and internal investigations against a member of the School Board.

2009 - **Force and Misconduct Audits: Burbank Police Department**
Regular and ongoing monitoring of the quality of investigations and appropriateness of outcomes with respect to force, bias based-policing, misconduct investigations, and vehicle pursuits.

2009 - **Officer Involved Shooting Reviews: Portland Police Bureau**
Regular and ongoing analysis of the investigation and internal review processes of officer-involved shootings for the City Auditor’s Office.
2006/14  **Use of Force Audit for San Diego Sheriff’s Department**
In depth analysis of deputy-involved shootings and jail uses of force resulting in numerous systemic recommendations. Follow up report identifying degree to which recommendations were implemented. Subsequent audit of jail policies relating to force, suicide prevention, and medical delivery.

2006 -  **Independent Police Auditor for Palo Alto Police Department**
Review and monitor all complaints, including bias-based policing complaints, misconduct allegations, and use of Tasers. Prepared special reports on quality of high profile criminal investigation and concerns about bias-based policing. Chaired Taser Task Force convened to determine whether to implement use of Tasers by Department.

2008-09  **Force Evaluation and Review for Torrance Police Department**
Review of officer-involved shootings and other uses of force relating to appropriateness of investigation and robustness of review process.

2008 -  **Independent Auditor for Anaheim Police Department**
Ongoing review of officer-involved shootings, other uses of force, citizen complaints, and internal affairs cases. Liaison to City of Anaheim’s Public Safety Board.

2006  **Review of Officer Involved Shootings: Inglewood Police Department**
Conducted review of a series of officer-involved shootings with recommendations designed to improve investigative and review process.

2009/14  **Officer Involved Shooting Reviews for Pasadena Police Department**
Reviews of two officer-involved shootings focusing on internal protocols, investigation, and review processes.

2005- 08  **City of Oakland**
Conducted internal misconduct investigations relating to allegations involving Oakland Police Department supervisors and command staff, including Chief of Police. Evaluated quality and appropriateness of criminal sexual misconduct investigation.

2003 - 05  **City of Oakland**
At request of Independent Monitoring Team, reviewed delinquent Internal Affairs cases and made recommendations on how to address them.

2003 - 2010  **Court Expert in Madrid v. Gomez**
Appointed by Judge Thelton Henderson to develop an oversight body for the California Department of Corrections and Rehabilitation as part of the Court’s remedial plan. At request of Court and Special Master, worked with parties to completely revise and reform use of force policy. Provided Code of Silence Training at the CDCR Academy.
**1986- 2001**  **Federal Civil Rights Prosecutor, U.S. Department of Justice, Civil Rights Division and Office of United States Attorney, Central District of California**
Prosecuted police officer misconduct, hate crimes, and human trafficking cases, first as a Trial Attorney with the Criminal Section of the Civil Rights Division and then as Chief of the Civil Rights Section of the United States Attorney’s Office, Central District of California. Prosecuted and oversaw numerous investigations and prosecutions of police officers and law enforcement officials throughout the country. Also prosecuted hate crimes murder of postal carrier and shooting of children at North Valley Jewish Community Center, first federal hate crime prosecution over the Internet, and a modern day slavery case involving over seventy Thai garment workers.

**1984- 1986**  **Trial Attorney, U.S. Department of Justice, Civil Rights Division, Voting Section**
Conducted voting discrimination investigations and involved in voting rights litigation.

**Testimonial Experience:**

- **2016**  Testified before Arbitrator in case involving use of deadly force relating to Kelly Thomas in custody death: Fullerton, California
- **2014**  Testified before Administrative Law Judge involving Internal Affairs investigators of the California Department of Corrections and Rehabilitation: Sacramento, California
- **2006**  Testified before Personnel Board in termination case in Springfield, Missouri involving Springfield Police Officer.

**Education:**  
**Stanford Law School, J.D. 1983**  
**Dartmouth College, B.A. 1975**

**Other Professional Experience:**

- **1976-1980**  Elementary and high school teacher, Glendale, Arizona
EDUCATION:

Loyola Law School, Los Angeles 1996-2000
Juris Doctor; Cum Laude, Loyola Law Review

University of California, Irvine 1989-1991
Master of Arts in English Literature

College of the Holy Cross (Worcester, MA) 1981-1985
Bachelor of Arts in Political Science

LEGAL EXPERIENCE:

Principal, OIR Group 2003 – Present
Legal consultant conducting special review projects for various local law enforcement agencies, including the San Diego County Sheriff’s Department, Anaheim Police Department, Burbank Police Department, Palo Alto Police Department, and Madison (WI) Police Department

Executive Director of a civilian oversight entity monitoring critical incidents and allegations of misconduct involving the Orange County Sheriff’s Department

Los Angeles County (CA) Office of Independent Review 2001-2008
One of six attorneys providing full-time civilian oversight of the Los Angeles County Sheriff’s Department

Kirkland & Ellis (Los Angeles, CA) 2000-2001
Associate attorney specializing in white-collar criminal defense
OTHER:

Court Expert assisting Special Master in federal suit addressing disciplinary system within the CA Department of Corrections and Rehabilitation 2003 - 2008

Special Investigator hired by Oakland, California on two occasions to review alleged misconduct by Oakland Police Department 2005, 2007

Counsel to Rampart Independent Review Panel assessing the Los Angeles Police Department 2000

PREVIOUS WORK EXPERIENCE:

English teacher/writing instructor at Saint Joseph High School (Lakewood, CA) and Cypress Community College 1987 - 1998

Program aide for at-risk youth in Syracuse and Brooklyn, New York with the Jesuit Volunteer Corps, a domestic service organization 1985 - 1987

REFERENCES:

Brian Buchner, Past President, National Association for Civilian Oversight of Enforcement (“NACOLE”)
brian.buchner@gmail.com
(310) 909-3433

Assistant Sheriff Jeff Hallock
Orange County Sheriff’s Department
jhallock@ocsd.org
714-647-7000

Amy Albano
City Attorney, Burbank, CA
aalbano@burbankca.gov
818-238-5709
Experience

2002 – Present
Principal
OIR Group
Independent consultant to law enforcement departments on use of force, training, policies, accountability and transparency.

2014 – 2016
Assistant Inspector General
Los Angeles County Office of Inspector General
Manage Review & Analysis Branch for new County office overseeing patrol and custody functions of LA Sheriff’s Department.

2001 – 2014
Deputy Chief Attorney
Los Angeles County Office of Independent Review – Sheriff’s and Probation Departments
Oversight and review of LA Sheriff’s Department and Probation internal affairs functions, including review of in-custody deaths, deputy-involved shootings, major uses of force and misconduct investigations, child abuse investigator training. Supervised staff attorneys.

1986 – 2001
Special Assistant, Prosecution Support Operations
Assistant Head Deputy, Environmental Crimes Unit
Deputy District Attorney
Los Angeles County District Attorney’s Office
Trial attorney for murders and other violent felonies, environmental felonies, industrial death manslaughter, gang cases, juvenile crimes, fraud and other white-collar crimes and narcotics. Drafted new legislation.

Selected Projects

2017 – 2018
Independent Review of Sheriff’s Office
Clackamas County, OR
Review of circumstances leading to criminal prosecution of Detective; Recommendations regarding internal controls and supervision.
2016 – 2017  Independent Evaluation for King County Auditor’s Office
Seattle, WA
Review of effective use of early intervention software by Sheriff’s Department and practices of comparable jurisdictions.

2010 – 2016  Independent Review for City Auditor
City of Portland, OR
Review of deaths in custody and officer-involved shootings by Portland Police Bureau.

2009 & 2014  Independent Review, Recommendations
City of Pasadena
In-depth review of two controversial officer-involved shootings. Recommended changes in policy and procedure.

2006 – 2012  Independent Police Auditor
City of Palo Alto
Reviewed internal affairs investigations, citizen complaints, and arrests involving Taser use for the Palo Alto Police Department.

2012 – 2014  Independent Consultant – Quality Control
State of Mississippi Department of Youth Services
Reviewed all internal affairs investigations at the state’s major youth detention facility. Mentored investigators.

2010 – 2011  Independent Review
City of Santa Monica
Review and evaluation of police department investigation of elected official.

2008 – 2009  Officer-Involved Shooting Review
City of Inglewood
Review of investigation and internal evaluation protocols for officer-involved shootings.

2005 – 2008  Special Investigator and Consultant
Oakland Police Department
Conducted investigation into allegations of misconduct by current and former members of Internal Affairs Division of the Oakland PD. Reviewed politically sensitive criminal investigation.
2006 – 2007  **Use of Force Audit Project**  
*San Diego Sheriff’s Department*  
In depth analysis of 3-year history of deputy-involved shootings and uses of force, including tactics, training elements, force policies and internal evaluation procedures.

2003 – 2006  **Court Expert for Judge Thelton Henderson**  
*United States District Court*  
Design and development of permanent oversight body for California Department of Corrections and Rehabilitation. Assisted Court’s Special Master to identify problems in use of force policies.

**Education**  
**UCLA School of Law, J.D. 1985**  
**Stanford University, B.A. 1979**

**Affiliations**  
Member, California Bar, Bar No.123890  
Peace Officers Association of Los Angeles County  
Conference Lecturer – National Association of Civilian Oversight of Law Enforcement
PROFESSIONAL EXPERIENCE

OIR Group  
August 2006 – present
Provide consultant services to law enforcement agencies for comprehensive systemic reform, police-involved shootings, use of force incidents, investigative protocols, force policies, procedures, and training. Representative clients include:

- City of Madison, Wisconsin. Perform a comprehensive study of the Madison Police Department including all operational areas and issues of community engagement.
- City of Portland, Oregon. Review Portland Police Bureau investigations into officer-involved shootings and in-custody deaths, including controversial death of a mentally ill homeless man; prepare reports analyzing investigations, reviewing policies, and recommending systemic reforms.
- City and County of Denver, Colorado. Perform systemic evaluation of the Denver Sheriff Department’s use of force policies and training, the way in which force incidents are investigated and reviewed, and its internal affairs function.
- City of Fullerton, California. Assist in investigation into use of force by officers that resulted in death of mentally ill homeless man; advise Police Department on issues related to training, policy, and other systemic reforms. Provide ongoing monitoring of use of force and internal affairs investigations.
- California Department of Correction and Rehabilitation. Court appointed expert to assist in design of internal civilian oversight entity for misconduct investigations of California prison system staff.

Los Angeles County Office of Independent Review  
August 2006 – June 2014
Deputy Chief Attorney  
October 2010 – June 2014
Monitor the Los Angeles County Sheriff’s Department on behalf of the County Board of Supervisors to ensure that allegations of deputy misconduct, deputy-involved shootings, and force incidents are investigated and handled thoroughly, fairly, and objectively. Consult with investigators, review Internal Affairs investigations, and provide recommendations regarding appropriate discipline. Advise Department on policy and training issues. Work with Custody Division officials on issues regarding operation of the County’s jails, including investigations of inmate deaths, force, and misconduct allegations.

Police Assessment Resource Center  
August 2004 – July 2006
Consultant
With Special Counsel Merrick Bobb, conducted ongoing monitoring of the Los Angeles County Sheriff’s Department. Prepared semiannual reports with observations and recommendations to improve the Department’s ability to identify and manage the risk of negligence and reckless or willful misconduct. Investigated and drafted confidential report to County Board of Supervisors regarding inmate deaths at Los Angeles County Jail facilities. Worked with corrections expert to formulate recommendations for reform of inmate classification system and jail operations.
Overland Borenstein Scheper & Kim LLP

January 2001 – August 2004
formerly Overland & Borenstein LLP; Shapiro, Borenstein & Dupont LLP
Member


Tuttle & Taylor
Summer 1996; October 1998 – November 2000

Litigation Associate

Practiced before state and federal trial and appellate courts. Drafted memoranda, pleadings, motions, appellate briefs, settlement agreements and discovery requests and responses; represented grand jury witnesses. Areas of practice included federal False Claims Act litigation, white collar criminal defense, intellectual property and general litigation.

The Honorable Christina A. Snyder,
United States District Court for the Central District of California
Law Clerk

January 1999 – October 1999

Assisted judge with Law and Motion calendar and trials. Drafted bench memoranda, jury instructions and tentative orders. Researched and analyzed legal issues, including 42 U.S.C. §1983, Title VII, intellectual property, search and seizure, state immunity and jurisdictional issues.

EDUCATION

University of Southern California Law School
J.D., May 1997
Honors: Order of the Coif
National Association of Women Lawyers Outstanding Woman Law Graduate
Awards: Shattuck Award for Outstanding Service and Contribution to the Law School
Public Interest Law Foundation Summer Grant
Lesbian and Gay Lawyers Association’s Donald L. Snow Scholarship
USC Law Merit Scholarship
Southern California Review of Law and Women’s Studies, Managing Editor, 1996-1997; Staff, 1995-1996

The American University
B.A., University Honors with Distinction, History, Minor in Criminal Justice, May 1992
Honors: Bruce Hughes Award for Leadership
College of Arts and Sciences Award for Outstanding Service to the University Region II Women’s Basketball Academic All-American Team
MERRICK JOHN BOBB
Police Assessment Resource Center (PARC)
PO Box 27445
Los Angeles CA 90027
Tel: (213) 623-5757
Fax: (213) 623-5959
e-mail: merrickbobb@parc.info

Professional Background

Merrick Bobb is one of the founders of the field of police oversight nationally.

United States District Judge James L. Robart of the Western District of Washington appointed Merrick Bobb as monitor to oversee the implementation of a court-ordered Settlement Agreement resulting from findings by the Department of Justice that the Seattle Police Department engaged in a pattern or practice of unconstitutional conduct. The monitor assesses Seattle’s compliance with the settlement agreement and reports to the parties and the court; works with the parties to address any barriers to compliance; provides advice and technical assistance; and assists the parties to informally resolve disputes or differences when they emerge. Merrick Bobb and the Seattle monitoring team review investigations of use of force and determine whether civilian oversight in Seattle produces full, fair, and complete investigations in accordance with best practice. (www.seattlemonitor.com) Merrick Bobb has personally performed and overseen internal affairs investigations of asserted police misconduct.

From 1993 to 2014, Merrick Bobb served as Special Counsel to the Los Angeles County Board of Supervisors, in which capacity he monitors the Los Angeles County Sheriff’s Department (LASD), the fourth largest law enforcement agency in the United States with the largest county jail. In monitoring the LASD, Merrick Bobb has extensively analyzed civilian complaints, internal affairs investigations, internal criminal investigations, misconduct allegations on patrol and in the jails, and crime and arrest data. He has recommended extensive changes that have led to higher-quality, more timely investigations and more credible results. Bobb has written 30 periodic reports, together with several additional special reports, analyzing the operations of the Sheriff’s Department and making reasonable and practical recommendations for change. (The periodic reports and other public reports of PARC are available at PARC’s website, www.parc.info).

Mr. Bobb has consulted with several government agencies, including the DOJ and the Special Litigation Section of the DOJ Civil Rights Division, the County of Los Angeles, as well as the cities of Chicago, Detroit, Michigan; Los Angeles, Oakland, Pasadena, and San Francisco, California; Wallkill, New York; Farmington, New Mexico; Mesa, Arizona;
Milwaukee, Wisconsin; Portland and Eugene, Oregon; Denver, Colorado; New Orleans, Louisiana; Boise, Idaho; and Seattle and King County, Washington.

Current Position

President and Executive Director, Police Assessment Resource Center (PARC), Los Angeles, California, 2001-

PARC was formed in 2001 by its current Executive Director, Merrick Bobb, and the Vera Institute of Justice (Vera), with the financial backing of the Ford Foundation. Although PARC has been in operation for 16 years, it has, in that short time, established a national and international presence as a leading authority on contemporary American policing. PARC is dedicated to the advancement of effective, respectful, accountable, and constitutional policing.

PARC provides nonpartisan, independent, and evidence-based counsel, advice, and research to law enforcement agencies, cities and counties, mayors, city councils, and community groups. Based in Los Angeles, PARC serves as a provider of information accessible to all who may be interested in best police practices throughout the United States.

The Bureau of Justice Assistance (BJA) made a major grant to PARC to formulate proposed national guidelines for monitors of law enforcement agencies. PARC was the recipient of a substantial sub-grant from the COPS Office of the US Department of Justice (DOJ) to the LAPD to develop proposed national standards for Internal Affairs Bureaus.

PARC can also reasonably expect to be sought out for a leading role in restoring community trust and credibility in the wake of controversial incidents. The University of California, Los Angeles turned to PARC to conduct an independent investigation of a controversial use of force by the UCLA Campus Police against a Middle Eastern student in the University’s main library. Likewise, the Los Angeles Unified School District selected PARC to conduct an independent investigation of a School Police use of force on a student during disturbances on a high school campus. Chief William Bratton of the LAPD personally selected PARC’s Executive Director to serve on an unprecedented inquiry into the SWAT operations of the LAPD in the wake of a controversial shooting by SWAT of a 19-month-old hostage.

PARC speaks authoritatively and with great credibility to a wide spectrum of persons interested in law enforcement, from its strongest critics to its ardent supporters. There is no other national voice providing a neutral, thoughtful perspective, and consistent and prolific commentary, on law enforcement while maintaining independence from any interest group or cause.
**Past Employment**

Law Clerk to Judge Irving Hill, United States District Court for the Central District of California, 1971-73.


Merrick Bobb’s legal practice specialized in complex litigation and investigation for public agencies, government, and corporate clients. He has conducted detailed investigations for corporate boards of directors and other fiduciaries of possible liability of officers and directors and possible antitrust liability. He has conducted investigations for federal agencies, including the United States Department of Justice, the FSLIC, and the FDIC, and other governmental agencies and commissions. For the last 26 years, he has concentrated on detailed investigations of police agencies.

**Education**

Dartmouth College (B.A. 1968, cum laude)

University of California at Berkeley (Boalt Hall) (J.D. 1971) Associate Editor, *California Law Review*

**Awards**


UC Berkeley Boalt Hall Alumni Association Distinguished Service Award for extraordinary contribution to the legal profession and the community, 1994.

NACOLE lifetime achievement award, 2004

**Relevant Projects**

Deputy General Counsel, Christopher Commission investigation of the Los Angeles Police Department, 1991.

General Counsel, Kolts investigation of the Los Angeles County Sheriff’s Department, 1991-92.
Special Counsel to Board of Supervisors of Los Angeles County, 1993-

Special Counsel and consultant to Los Angeles Police Commission, 1995–98

Among other assignments for the Police Commission, he helped to establish procedures for the first Office of Inspector General (OIG) within the Los Angeles Police Department. He also co-authored a special study of the LAPD five years after the Rodney King incident.

Special Counsel and consultant to City of Detroit, 1996–97

Engaged by Mayor Dennis Archer to conduct confidential study of Detroit Police Department

Consultant to Civil Rights Division of Justice Department, 1998-2001

Engaged by Civil Rights Division to participate in and consult on investigations of police misconduct

Member, Board of Inquiry, Los Angeles Police Department, 2005- 2008

Appointed by Chief William Bratton to examine LAPD SWAT

**Professional Associations and Community Activities**

International Association of Chiefs of Police (IACP), 2002-

Police Executive Research Forum (PERF), subscribing member, 1999-


Position applying for:

Law Enforcement Use of Force and Tactics Consultant

Over 25 years of experience in reviewing use of force investigations and preparing comprehensive reports detailing the thoroughness of the investigation, adherence to policies, procedures and training in an effort to identify any potential for improvement or areas of high performance.

Law enforcement expert with a versatile administrative support skill set developed through experience as an aide to the Inspector General for the Los Angeles Police Department, training coordinator, firearms instructor, field sergeant, undercover operations expert, field tactics and use of force instructor and investigator.

Excels in resolving employer challenges with innovative solutions, systems and process improvements proven to increase efficiency, officer safety and consistently.

Key Skills

- Teambuilding & Supervision
- Staff Development & Training
- Department Policies & Procedures
- Spreadsheet & Database Creation
- Completed Staff work
- Exceptional organizational skills
- MACTAC Instructor
- Sherman Block Supervisory Leadership Institute Graduate
- Law Enforcement Consultant
- Court Qualified Narcotics Expert
- Court Qualified Gang Expert
- CA POST / LAPD Certified Force Options Instructor
- CA POST / LAPD Certified Tactics Instructor
- CA POST Certified Basic Supervisors School Instructor
- Instructor Development Course Graduate
- FBI Range Master
- Department Handgun Instructor (HITS)
- Department Certified LETAC Instructor
- Peer member for Use of Force Review Board
- Department Tactical Debrief Facilitator for Categorical Use of Force

Experience

Law Enforcement Use of Force and Tactics Consultant

- Subject matter expert for the University of California Presidential Task Force on University-wide Policing
- Provide recommendations on use of force policy best practices, tactical de-escalation, field tactics, use of force investigations, community engagement, procedural justice, complaint intake, training development
- Assist task force members in conducting an holistic review of the UCPD’s use of force policy and tactical de-escalation training

2015 to Present
City of Los Angeles

Sergeant II, Aide to the Inspector General
2014 - Present

- Edit and review all Board of Police Commission Reports
- Co-authored Use of Force and Tactical Training Comparative Report
- Monitored and provided extensive reports on law enforcement training
- Assist investigators and auditors in Department related issues
- Advise Inspector General on all Department related issues and concerns
- Provide recommendations to the Inspector General on high profile and serious Use of Force cases

Sergeant II, Operations-South Bureau
2008 - November 2014

- Training Coordinator - Trained over 5000 officers in patrol tactics and use force policy
- Provide and monitor training for Operations-South Bureau
- Reviewed and provided recommendations for over 3000 use of force investigations
- Reviewed and provided recommendations for over 1500 vehicle pursuits
- Developed and implemented training based on Department needs (Constitutional Policing, Mental Illness, Vehicle Stops, Building Searches, Undercover Operations)

Sergeant I, OIC, LAX Special Problems Unit
March - May 2008

- Plainclothes Detail
- Investigate and deter criminal activity within LAX Airport

Sergeant I, Central Division Patrol/ Operations- Central Bureau
February 2006 - 2008

- Squad leader for the Safer Cities Task Force in the Skid Row area
- Officer in Charge of the Surveillance Camera Detail/ Field Supervisor
- Conducted use of force and complaint investigations

Police Officer III, Continuing Education Division/ Training Division
January 2000 - 2006

- Tactics Instructor for the Law Enforcement Tactical Applications Course (LETAC)
- Trained approximately 3000 officers on tactical shooting, self-defense, building searches, vehicle stops, pedestrian stops, weapon retention, situation simulation, use of force options and force option simulator training
- Peer member for Use of Force Review Board
- Assisted in the design and implementation of the curriculum

Police Officer II/ Investigator, South Bureau CRASH/ FBI Task Force
September 1998 - 2000
• Assigned to the Black P Stone Blood Gang Task Force as an investigator.
• Responsible for handling all criminal investigations within Baldwin Village.
• Conducted numerous foot and mobile surveillance operations.

**Police Officer II, Southwest CRASH**  October 1995-1998

• Assigned as the primary officer for the Black P Stone Blood Gang.
• Assisted in the gang injunction of the 18th Street Gang.

**Police Officer I, Southwest Division Patrol**  July 1994-1995

• Patrol Officer

**Police Officer I, Juvenile Narcotics Division**  Jan-July 1994

• Assigned as an undercover officer in high school.
• Conducted numerous hand to hand narcotics transactions as an undercover officer.

**Police Officer I, West Los Angeles Division**  Oct-Dec 1993

• Patrol Officer

**United States Marine Corps**  1988 to 1993

**Corporal/ Non-Commissioned Officer (E-4)**

• Mountain Warfare Instructor/ Rope Master for the 1st Marines Regimental Enhanced Training Section (RETS).
• Trained approximately 500 marines as Assault Climbers and Rope Masters for their companies.
• Developed and taught curriculum for rock climbing, rappelling and fast roping from helicopters, mountain warfare, search and rescue, steep earth climbing and basic rope manipulation.
TERESA MAGULA
La Crescenta, CA 91214

EXPERIENCE

Consultant
2Flames LLC, Los Angeles, CA
09/17 -- Current
• Employment investigations of allegations related to hostile work environment, sexual harassment, wage disputes, and embezzlement
• Holistic assessment of law enforcement agencies through detailed reviews of Department policies and procedure, use of deadly force cases, misconduct investigations, and training protocols
• Recommendations of specific policies, best practices, and protocols to enhance Departments’ workability, specifically in the areas of use of force and complaint resolution/mediation

Wellbeing Coach
YMCA of the Foothills, La Canada-Flintridge, CA
08/10 -- Current
• Provide members with the foundations to establish wellbeing through coaching in personal training, Group Exercise classes, and indoor cycle classes

Special Investigator II
Office of the Inspector General, Los Angeles Police Department, Los Angeles, CA
04/07 – 06/11
• Civilian oversight of the LAPD through analysis of and recommendations to Department policies and procedures
• Expert on Use of Force policy and the Department’s response to high-profile, large-scale events
• Investigation of misconduct allegations, including allegations of harassment, timekeeping, use of force, and unlawful detention
• Special projects as directed by the Police Commission

Policy Analyst (Mayoral Fellowship Program)
Performance Management Unit, Office of Mayor Antonio Villaraigosa, Los Angeles, CA
01/10 – 07/10
• Assess and report on the performance of the Mayor’s homeland security and public safety initiatives by developing quantifiable metrics to measure progress toward specific targets
• Initiatives include Police Department overtime policies, professional standards of the Fire Department, administration of the Emergency Management Division, and aviation security
• Liaison between the Mayor, Deputy Mayors, Department General Managers, and other city officials

Economic Research Analyst
Milken Institute, Santa Monica, CA
10/05 – 04/07
• Exploration of the impact of global events, such as terrorist attacks, natural disasters, and political shifts, on the global financial market
• Project management and research of financial innovations in areas of access to capital, securitization, increased entrepreneurship, universal preschool and medical cures

Senior Consultant
Deloitte Consulting, LLP, Sacramento, CA
09/04 – 10/05
• Human Capital consultant focusing on process reengineering and change management in the Public Sector, including risk assessments for system implementations, fee structures, and organization management
• Other consulting functions include post-implementation Business Process Reviews on integrated welfare eligibility systems, preparation of training and go-live materials for large system implementations, financial and economic efficiency, budget analysis, and fee studies

Research Associate
Fairbank, Maslin, Maullin, & Associates, Santa Monica, CA
10/03 – 08/04
• Proposal writing, political environment analysis, survey design and statistical analysis, policy brief writing, creation of presentation materials, and general client relations for a political consulting and polling firm

**Consultant**  
12/03 – 06/04  
**Los Angeles Police Department:** Comparative analysis of two proposed programs designed to decrease crime and increase the number of homeless residents transitioning into shelter care to determine their feasibility, effectiveness, and cost  
**City of Santa Monica Commission on the Status of Women:** Preparation of Commission’s 2004 report “Status of Women and Girls.”

**Project Manager**  
06/01 – 07/03  
**Susan G. Komen Foundation & University of California, Los Angeles,** Los Angeles, CA  
• All project management for “Not Yet Well: Assessment of Breast Cancer Survivors,” including grant writing, managing team, conducting interviews and data analysis, and creating timeline

**Fieldworker and Researcher**  
09/99 – 06/01  
**UCLA Center for Culture and Health,** Los Angeles, CA  
• Various research responsibilities for several projects, including field work, data analysis, writing

**PUBLICATIONS**


**EDUCATION**

**UCLA SCHOOL OF PUBLIC AFFAIRS**  
Master of Public Policy  
Charles F. Scott Fellowship Recipient

**UNIVERSITY OF CALIFORNIA, LOS ANGELES**  
Bachelor of Arts, Sociology  
Minors in Public Policy and Women’s Studies  
March 2002

**ADDITIONAL**

Bilingual (Spanish); Proficient in Business and native speaker; Professional Interviewer; Expert in Microsoft Office, Database Management and Statistical Analysis

Board Member, YMCA of the Foothills
Leadership and Life-Coach (Landmark Worldwide)

Ultra-marathon runner; Schwinn-certified Indoor Cycling instructor; NASM-certified personal trainer
EMPLOYMENT EXPERIENCE

Portland Police Bureau, Portland, OR, Training Division, 2007 - present
Training and Development Officer

Department of Justice Agreement

In 2013, the Portland Police Bureau (PPB) reached a Settlement Agreement with the U.S. Department of Justice (DOJ) as a result of its investigation of the Police Bureau's use of force involving people in behavioral crisis. In response to the agreement:

- Contributed subject matter expertise and deep knowledge of the DOJ agreement during development and implementation of PPB's new Behavioral Health Unit (BHU).
- Advised PPB leadership and the City Attorney’s Office regularly on community mental health system gaps.
- Collaborated in the expansion of PPB’s mobile behavioral health response cars.
- Provided input and feedback on all new and revised PPB mental health-related policies and procedures.
- Led the design, development and delivery of PPB’s new Enhanced Crisis Intervention Training (ECIT).
- Collaborate with newly formed Behavioral Health Advisory Council to improve crisis intervention training processes.
- Develop and deliver ongoing crisis intervention training for all new PPB Officers.

Officer Training and Program Development

- Design mental health-based training scenarios for annual mandatory in-service trainings.
- Designed and delivered crisis intervention training (CIT) to more than 1,000 sworn personnel, primarily assigned to patrol operations (2007 - 2009).
- Collaborated in the formation of PPB’s mobile behavioral health response cars following high-profile officer-involved shootings.

Support to Officers, Community Members and Organizations

- Provide mental health and crisis communication consultation on PPB’s Crisis Negotiation Team (CNT) call-outs and for monthly training scenarios.
- Respond to concerns of mental health advocacy groups and community members regarding police interactions with individuals in behavioral health crisis.
- Provided technical assistance for Washington DC-based Bazelon Center for Mental Health Law’s multi-system performance improvement project in Portland, Oregon.
- Joined with Oregon Health Sciences University’s law enforcement and behavioral health staff to design and provide their first-ever crisis intervention training to newly formed police force.
- Represent PPB on multi-agency workgroup involving behavioral health system issues in a health care setting.
Regional All-hazards Disaster Behavioral Health Planner

- Co-authored a Human Resources Services Administration (HRSA) funded, federally mandated behavioral health all-hazards response plan for six Oregon counties.
- Designed, delivered, and evaluated training modules for disaster behavioral health responders focusing on emergency response systems, special populations, psychological first aid, compassion fatigue, PTSD, and field-based behavioral health crisis triage and assessment.
- Conducted behavioral health response team needs assessment, identified gaps, and developed a strategy for disseminating competency-based training on behavioral health preparedness, response and recovery for six Oregon counties.
- Developed disaster mental health credentialing guidelines, using nationally and internationally recognized best practices, for licensed clinical providers in six Oregon counties.
- Solicited stakeholder input from, and facilitated discussion among, representatives within emergency management, hospitals, public health, community mental health centers, tribal entities, human service agencies, schools, the American Red Cross, and faith-based disaster volunteer agencies.

Cascadia Behavioral Healthcare, Inc., Portland, OR, 2001 - 2006

Supervisor, Mobile Mental Health Crisis Team (2004 - 2006)

- Trained Portland Police Officers in mental health crisis response.
- Provided direct clinical supervision to 10 full-time mental health crisis counselors.
- Provided consultation to private psychiatrists, social workers, county health clinics, and emergency room physicians in Multnomah County.
- Participated in inter-and intra-agency critical incident reviews, case consultations and service planning.
- Held primary responsibility for ensuring the effective and proper utilization of a city funded community-based housing grant for homeless citizens.
- Performed management responsibilities that included recruiting, hiring decisions, bi-annual performance evaluations, performance improvement plans, and daily scheduling.

Team Member, Mobile Mental Health Crisis Team (2002 - 2004)

- Made clinical decisions regarding acute mental health crisis situations at emergency rooms, county jails, juvenile detention facilities, schools, businesses, clients' homes and domestic violence shelters.
- Formulated clinical risk assessments and intervention strategies for individuals and families.
- Used diagnostic criteria as outlined in the DSM-IV for clinical evaluation.

ACADEMIC CREDENTIALS

Tilburg University, The Netherlands
Ph.D., Organizational Psychology, Degree confirmed 2006

University of Maryland at College Park
M.Ed., Education, Degree confirmed 1992

University of California at Berkeley
B.A., Architecture, Degree confirmed 1984
Seth W. Stoughton

Columbia, SC 29201
swstough@law.sc.edu

Academic Appointments

University of South Carolina School of Law

Associate Professor (with tenure), August 2018 – Present
Assistant Professor, July 2014 – August 2018
Courses: Criminal Law, Criminal Procedure, Police Law & Policy, Regulation of Vice, Advanced Topics in Criminal Law

Awards: Eboni S. Nelson Award, 2015 and 2018
Best Classroom Teacher Award, 2016

Service: Chair, Academic Responsibility Committee (2018-present)
Safe Zone Training Facilitator (2015-present)
Rule of Law Collaborative Associate (2014-present)
Faculty Senator (2014-2015; 2016-present)
Advisory Committee (2016-2018)
Faculty Awards Committee (2016-2017)
Curriculum Committee (2015-2016)
Academic Technology Committee (2014-2015)
Academic Self-Study Committee (2014-2015)

Harvard Law School

Climenko Fellow & Lecturer on Law, August 2012 – June 2014
Courses: Legal Research & Writing, Regulation of Vice

Education

University of Virginia School of Law

J.D., Order of the Coif, 2011
Articles Editor, Virginia Law Review (Managing Board)
Thomas Marshall Miller Prize
Elsie Hughes Cabell Scholar

Florida State University

B.A. English (Literature), 2008
Rohrmann Scholar
Certificates in Emergency Management and Public Administration

Bar Admissions

Virginia (Associate Member)
EXPERT CONSULTING: TESTIMONY AND REPORTS

Murray v. City of North Charleston, et al., Case No. 2:17-cv-01508, United States District Court for the District of South Carolina

Carr v. Johnson, Case No. 1:17-CV-620, United States District Court for the Northern District of Ohio

Dekany v. City of Akron, et al., Case No. 5:16-cv-01829, United States District Court for the Northern District of Ohio

Smith v. Charleston County, et al., C/A/ No.: 2:16-cv-655-PMD-BM, United States District Court for the District of South Carolina

Garnet v. City of Norfolk, Civil Action No. 3:15-CV-01585, United States District Court for the District of Connecticut

State of Georgia v. Christopher Calmer, No. 2015CR111, Monroe County Superior Court, Forsyth, GA

Clint Lee Gulledge v. Chesterfield County et al., C/A #: 4:16-cv-00440-RBH-KDW, United States District Court for the District of South Carolina

De-Vaunte Taylor v. James E. Holtmeyer et al., 4:14-cv-3127, United States District Court for the District of Nebraska

Alan G. Cox v. Berkeley County Sheriff’s Department & South Carolina Law Enforcement Division, Court of Common Pleas for the (South Carolina) Ninth Judicial Circuit

PROFESSIONAL EXPERIENCE

Columbia Police Department
Civilian Advisory Council Member, 2015-present

The Honorable Kenneth F. Ripple, United States Court of Appeals for the Seventh Circuit
Clerk, August 2011 – August 2012

McGuireWoods, Charlottesville, Virginia

Brooks Pierce, Greensboro, North Carolina
Summer Associate, July 2010 – August 2010

Jones Day, Atlanta, Georgia
Summer Associate, May 2010 – July 2010

Charlottesville Public Defender’s Office, Charlottesville, Virginia
Pro Bono Intern, January 2010

McKenna Long & Aldridge, Atlanta, Georgia
Summer Associate, May 2009 – July 2009
PROFESSIONAL EXPERIENCE (CON’T)

Florida Dept. of Education, Office of Inspector General, Tallahassee, Florida

Activities
Conducted complex criminal and administrative investigations
Directed multi-agency investigations into tuition voucher fraud
Led a state Whistle-Blower investigation into the state’s garnishment of $10 million from student loan borrowers in default

Awards
Prudential–Davis Productivity Commendation, 2008
Meritorious Performance Award, 2007

Certifications & Specialized Training
Certified Fraud Examiner, Ass’n of Certified Fraud Examiners, 2007
Certified Inspector General Investigator, Ass’n of Inspectors General, 2007

Tallahassee Police Department, Tallahassee, Florida
Police Officer, March 2001 – June 2006

Activities
Uniformed Patrol Division, March 2001 – October 2005
Special Response Team member, 2003 – 2005
Reserve Officer, November 2005 – June 2006
Taught report writing and other topics to sworn and civilian employees
Developed policies related to new technologies
Established, coordinated, and taught community self-defense courses
Developed and implemented a children’s abduction/molestation prevention program

Awards
City of Tallahassee Formal Achievement Award, 2004

Certifications & Specialized Training
Instructor Certifications:
  Baton, Chemical Aerosol Projector, Specialty Impact Munitions,
  Chemical Munitions, and Riot Response/Crowd Control
Operator Certifications (selected)
  Patrol Rifle, Pepper-ball, and Breath Alcohol Testing
ACADEMIC JOURNAL ARTICLES & ESSAYS


- Featured in Slate, Sept. 1, 2016

A Tactical Fourth Amendment, 102 VA. L. REV. 211 (2017) (with Brandon Garrett)


- Cited by the U.S. Department of Justice, Civil Rights Division, in their Investigation of the Chicago Police Department


The Incidental Regulation of Policing, 98 MINN. L. REV. 2179 (2014)


BOOKS

Investigating and Evaluating Police Uses of Force (tentative title) (work-in-progress) (with Geoffrey Alpert and Jeff Noble)

BOOK CHAPTERS

The Legal Framework for Evidence-Based Policing in the United States, in EVIDENCE BASED POLICING: AN INTRODUCTORY READER (forthcoming from Policy Press, University of Bristol).

Police Misconduct, in LEGAL ISSUES ACROSS THE GLOBE 125 (Thomas Riggs, ed., 2018)
Well-Intentioned AB 931 Comes with Fatal Flaws, SAN FRANCISCO EXAMINER, June 3, 2018 (with Arif Alikhan)
• Republished as Well-Intentioned AB 931 Comes with Fatal Flaws, SAN FRANCISCO EXAMINER, June 3, 2018

Deadly Force Proposal Needs Work, CAPITOL WEEKLY, May 29, 2018 (with Arif Alikhan)


Is the Police-Community Relationship in America Beyond Repair?, THE WASHINGTON POST, Jul 8, 2016

Why Police Need Constructive Criticism, THE ATLANTIC, DEC. 23, 2015 (with Geoffrey Alpert & Jeff Noble)


Better Information is the Key to Policing Reform, THE ATLANTIC, Sept. 24, 2015 (with Geoffrey Alpert & Jeff Noble)

Deus ex Canini: Drug Drugs & Probable Cause, CASETEXT, Aug. 16, 2015

Cop Expert: Why Sandra Bland’s Arrest Was Legal But Not Good Policing, TALKING POINTS MEMO, July 24, 2015

What A Police Expert Calls The Most Ignored Cause Of Cop Violence, TALKING POINTS MEMO, June 15, 2015

A Former Cop On What Went Wrong in McKinney, TALKING POINTS MEMO (cover feature), June 9, 2015

8 Things We Still Get Wrong About Policing, TIME, May 15, 2015

Police Warriors or Community Guardians? WASHINGTON MONTHLY, Apr. 17, 2015

Police Shouldn’t Ask if a Shooting is Justified, But If It’s Avoidable, THE NEW YORK TIMES, Apr. 9, 2015

How Police Training Contributes to Avoidable Deaths, THE ATLANTIC, Dec. 12, 2014

Trust Is a Police Officer’s Greatest Protection, THE NEW YORK TIMES, Nov. 26, 2014
**Other Publications (Con’t)**

- *What Would a Better Ferguson Response Have Looked Like?*, VERDICT JUSTIA, Sept. 12, 2014
- *Supreme Court Has Myopic View of Police Chases*, BRENNA CENTER FOR JUSTICE, June 16, 2014

**Selected Presentations & Speaking Engagements**

- *Guardian Policing*, Washington State Criminal Justice Standards Commission, Law Enforcement Academy, Sea-Tac, WA, July 30, 2018
- *Testimony in Support of Assembly Bill 931*, California Senate Committee on Public Safety, Sacramento, CA, June 19, 2018
- *Reimaging the Police Role*, University of Michigan, Dearborn, March 8, 2017, (first workshop in the sixth Alternatives to Violent Force series)
- *Reimaging the Police Role*, University of Michigan, Dearborn, March 8, 2017, (last workshop in the fifth Alternatives to Violent Force series)
- Class Speaker (via Skype) in Seeing Criminal Justice: Examining the Interplay of Visual Media, Storytelling and Criminal Law, Harvard Law School, Apr. 3, 2018
- *Terry at Fifty: On the Books and On the Ground*, AALS Conference, San Diego, CA, Jan. 6, 2018


Police Body-Worn Cameras: Legal, Practical, and Policy Challenges, National Conference of State Courts, Court Technology Conference, Salt Lake City, Utah, Sept. 13, 2017


Policing First Principles, Southeastern Association of Law Schools Conference, Boca Raton, FL, Aug. 1, 2017

Police Body-Worn Cameras: Legal, Practical, and Policy Challenges, Command Staff Training, Kansas City (Missouri) Police Department, June 30, 2017

Use-of-Force Investigations: Body-Worn Camera Footage, Chicago Civilian Office of Police Accountability, June 1, 2017

Lights, Camera, Courts, and Cops: Living in the Age of Body Cameras, National Consortium on Racial & Ethnic Fairness in the Courts, St. Louis, MO, May 17, 2017

Police Body-Worn Cameras: Legal, Practical, and Policy Challenges, Legal Liability & Risk Management Institute, Cape Coral, FL, Apr. 18, 2017

Police Body-Worn Cameras: Opportunities & Challenges, William & Mary Law School, Apr. 13, 2017

Alternatives to Violent Force: Workshop I, University of Michigan, Dearborn, March 8, 2017


SELECTED PRESENTATIONS & SPEAKING ENGAGEMENTS (CON’T)


*Alternatives to Violent Force: Workshop I*, University of Michigan, Dearborn, January 4, 2016


*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, National Conference of State Courts, Court Technology Conference, Salt Lake City, Utah, Sept. 13, 2017


*Policing First Principles*, Southeastern Association of Law Schools Conference, Boca Raton, FL, Aug. 1, 2017

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Command Staff Training, Kansas City (Missouri) Police Department, June 30, 2017

*Use-of-Force Investigations: Body-Worn Camera Footage*, Chicago Civilian Office of Police Accountability, June 1, 2017

*Lights, Camera, Courts, and Cops: Living in the Age of Body Cameras*, National Consortium on Racial & Ethnic Fairness in the Courts, St. Louis, MO, May 17, 2017

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Legal Liability & Risk Management Institute, Cape Coral, FL, Apr. 18, 2017


*Reimagining the Police Role*, University of Michigan, Dearborn, March 8, 2017, (first workshop in the third Alternatives to Violent Force series)
SELECTED PRESENTATIONS & SPEAKING ENGAGEMENTS (CON’T)


*Reimagining the Police Role*, University of Michigan, Dearborn, January 4, 2016 (first workshop in the second Alternatives to Violent Force series)


*Alternatives to Violent Force: Workshop I*, University of Michigan, Dearborn, Nov. 1, 2016


*Police Body-Worn Cameras: Practical Limitations*, Ohio Judicial Conference, Columbus, OH, September 15, 2016


*A Tactical Fourth Amendment*, University of Virginia School of Law, June 28, 2016
SELECTED PRESENTATIONS & SPEAKING ENGAGEMENTS (CON’T)

Police Body-Worn Cameras: Practical, Policy, and Legal Challenges, Indiana Bench/Bar Conference, French Lick, IN, June 17, 2017

Police Body-Worn Cameras, National Association of Criminal Defense Lawyers Body Camera Task Force, June 14, 2017 (teleconference)


Video Analytics in Public Safety: Legal, Ethical, and Social Concerns, National Institute of Standards & Technology, San Diego, CA, June 6, 2017

Exploring the Relationship Between the Rule of Law & Violent Extremism in the Middle East, Justice Sector Training, Research and Coordination Program; Dubai, United Arab Emirates, June 1-3, 2016

Principled Policing, Wake Forest School of Law, Implementing De-Incarceration Strategies Symposium, Apr. 1, 2016


A Tactical Fourth Amendment, Savannah Law School, Feb. 12, 2016

Principled Policing: Warriors & Guardians, Columbus (OH) Bar Association, 4th Annual Martin Luther King, Jr. Memorial Civil Rights Symposium, Columbus, OH, Jan. 29, 2016 (6 CLE hours offered for event)

The Crisis in Policing: Violence, Race, and Community Relations, University of Florida School of Law, Nov. 13, 2015

Police Body-Worn Cameras: Practical and Policy Implications, The Midwest Conference of Chief Justices and State Court Administrators, Columbus, OH, Oct. 16, 2015 (7.5 CLE credits offered for event)

Principled Policing: Warriors & Guardians, National Association of Women Law Enforcement Executives, Hartford, CT, Aug. 6, 2015

Police Officer Use of Deadly Force & Shootings: Analysis of Training, Investigation, and Review, Cuyahoga County Prosecutor’s Office, Mar. 12, 2015 (6 CLE hours offered for event)

Tactical Fourth Amendment, Law of the Police Works-in-Progress Roundtable, University of Virginia School of Law, Mar. 5-6, 2015

Law Enforcement’s “Warrior” Problem, The Thin Blue Line: Policing Post-Ferguson, St. Louis University School of Law, Feb. 20, 2015 (4.5 CLE hours)

And Justice For All, Martin Luther King Day Commemoration Panel Discussion, University of South Carolina School of Law, Jan. 15, 2015

Policing & Immigration Colloquium, University of South Carolina College of Social Work, Oct. 10, 2014
Selected Presentations & Speaking Engagements (Con’t)

Evidentiary Rulings as Police Reform, CrimFest Conference, July 2014
Domestic Policing & the Rule of Law, Emerging Scholars in Rule of Law Workshop, University of South Carolina School of Law, April 2014
Leading From Below: Trial Courts & Criminal Procedure Symposium, University of Miami School of Law, February 2014

Selected Media Interviews & Appearances

Kathryn Varn & Zachary T. Sampson, Why Video Makes this Florida Stand Your Ground Debate Different, TAMPA BAY TIMES, Aug. 24, 2018
Martha Waggoner & Jonathan Drew, Confederate Toppling Looms Over Debate about Other Statutes, ASSOCIATED PRESS, Aug. 21, 2018
Tess Owen, When Can Cops Legally Shoot Someone Running Away from Them?, VICE NEWS, Aug. 2, 2018
Joseph Serna et al., A Wild Chase, a Gun Battle, then Tragedy as Officer’s Bullet Kills Trader Joe’s Employee, LOS ANGELES TIMES, July 25, 2018
Capital Center for Law & Policy, University of South Carolina Law Professor Seth Stoughton Points Out Ways to Strengthen AB 931, CAP IMPACT, July 6, 2018
Debra Erdley, Why Police Officers are Rarely Convicted in Shootings, TRIBUNE REVIEW, July 1, 2018
Sara Libby & Andrew Dyer, Sacramento Report: Police Shooting Bill Moves Forward, With Some Changes, VOICE OF SAN DIEGO, June 22, 2018
Michael Balsamo, LAPD’s Highly-Produced Body Camera Video Draws Scrutiny, THE SEATTLE TIMES, June 21, 2018
Annie Ourso Landry, Crime Prevention Districts are Popular in Baton Rouge, But Do They Work?, BUSINESS REPORT, Apr. 25, 2018
Teddy Kulmala, 6 Shooting Victims in 6 Years. What More Can Be Done to Make Five Points Safer?, THE STATE, Apr. 13, 2018
Sarah Burns, South Carolina Won’t Release Names of Killer Cops – Unless They’re Charged with a Crime, RAW STORY, Apr. 4, 2018
Alan Greenblatt, Why There Are So Many Bad Sheriffs, GOVERNING, Apr. 2018
Jessica Mendoza, At Stephon Clark Funeral, a Familiar Story Amplifies Drumbeat for Change, THE CHRISTIAN SCIENCE MONITOR, Mar. 30, 2018
Amir Vera, Officers Muted Body Cameras in Stephon Clark Shooting. Why?, CNN, Mar. 26, 2018
<table>
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<th>SELECTED MEDIA INTERVIEWS &amp; APPEARANCES (CON’T)</th>
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<tr>
<td>Jonathan Drew, <em>Police Beating Case Shows Body Camera Use Shortcomings</em>, FOX NEWS, Mar. 9, 2018</td>
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<td>Jim McKay, <em>Does Arming Police with Semi-Automatic Rifles Make a Community Safer?</em>, Emergency Management, Mar. 8, 2018</td>
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<td>Ian Duncan &amp; Luke Broadwater, <em>Baltimore Might Not Be Able to Avoid Paying for Lawsuits Linked to Corrupt Gun Trace Task Force Squad</em>, Baltimore Sun, Feb. 15, 2018</td>
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<td>Isabella McKinley Corbo &amp; Tess Own, <em>When Cops Commit Crimes</em>, VICE News, Sep. 12, 2017</td>
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<tr>
<td>Angel Jennins, Matt Hamilton, and Richard Winton, <em>Why Inglewood has given few details of a deadly police shooting even after the 5 officers involved left the force</em>, L.A. Times, June 2, 2017</td>
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<tr>
<td>Will Doran, <em>Was 2016 ‘One of the Deadliest Years Ever’ for Police Officers in the US?</em>, Politifact, May 23, 2017</td>
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Albert Samaha, Police Forces Are Sending a Message To Black Suburban Residents: You’re Not Wanted, BUZZFEED NEWS, May 20, 2017

Andrew Knapp, $25 Million Lawsuit: Fearing Walter Scott-like Backlash, Charleston County Officials Misled Public in Deputy Shooting, THE POST & COURIER

Jonah Newman, When Chicago Cops Moonlight, No One is Watching, THE CHICAGO REPORTER, May 9, 2017

Bryan Schatz, “Are You Prepared to Kill Somebody?” A Day With One of America’s Most Popular Police Trainers, MOTHER JONES, Mar/Apr 2017 Issue

Kelly McEvers & Tom Dreisbach, Police Videos Aren’t Going Away. How Can We Learn From Them?, NPR EMBEDDED (podcast), March 25, 2017

Radley Balko, Criminal Defense Attorney Group Releases Recommendations for Body Cameras, WASHINGTON POST, Mar. 22, 2017

Bill Nemitz, Police Body Cameras Are Useful Tools, But They Can Distort the Truth, PORTLAND PRESS HERALD, Feb. 26, 2017


Matt Hamilton & Richard Winton, Video Shows Police Cornering Mentally Ill Man and Fatally Shooting Him, LOS ANGELES TIMES, Jan. 19, 2017

Gretel Kauffman, Where do Police Officers and Reform Activists Find Common Ground?, THE CHRISTIAN SCIENCE MONITOR, Jan. 11, 2017


Radio Interview, Study Finds that Police Offices Moonlight Regularly to Earn Extra Income, MARKETPLACE, NPR, Dec. 27, 2016


Television Feature, Police Shootings: Caught on Camera, THE FIFTH ESTATE, CBC, Nov. 4, 2016

Radio Interview, *After Shootings of Officers, Activists and Communities Fear Creeping Militarization*, WEEKEND EDITION SUNDAY, NPR, Sept. 11, 2016


Andrew Cohen, *Yes, You Can Be Pro-Cop and Pro-Police Reform*, BRENnan CENTER FOR JUSTICE, July 18, 2016


Jack Nicas, *Dallas Police Believed to Be First to Use Robot Lethally*, THE WALL STREET JOURNAL, July 8, 2026


*In the Line of Duty: How Often are US Police Killed?*, BBC NEWS, July 8, 2016


Steve Miller, *State Regulators Do Nothing to Sanction Bad Cops*, MIAMI NEW TIMES, June 29, 2016

Podcast, Episode 10, CRIMINAL (IN)JUSTICE with David A. Harris, June 14, 2016

*Test: Wat zie jij in deze bodycam-beelden?*, NOS (Dutch media), June 7, 2016

Jean-Cosme Delaloye, *a Louisiane veut «protéger» ses policiers*, 24 HEURES (Swiss media), May 25, 2016
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<td><em>Police Body Cameras: Can You Always Believe What They Show?</em> TODAY SHOW, May 16, 2016</td>
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<td><em>Deputies Charges in San Francisco Beating Caught on Video</em>, LOS ANGELES TIMES, May 10, 2016</td>
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<td><em>Data Initiative Aims to Help With Police Force Transparency</em>, NPR, Apr. 28, 2016</td>
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<td><em>Court Gets Unusually Specific on Police Taser Gun Use</em>, NPR (radio interview), Feb. 5, 2016</td>
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<td><em>After a Dangerous Year, Officers’ Family and Colleagues Reflect</em>, NBC NEWS, Jan. 18, 2016</td>
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<td><em>When Cops Choose Empathy</em>, THE NEW YORKER, Sept. 25, 2015</td>
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<td><em>LAPD Urges Officers to be Community Guardians, Not Warriors on Crime</em>, LOS ANGELES TIMES, Aug. 21, 2015</td>
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<td><em>Sandra Bland Arrest Video Raises Questions About Traffic Stop Rights</em>, ALL THINGS CONSIDERED, NPR (radio interview), July 22, 2015</td>
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<td><em>Rebuilding the Trust</em>, CHRISTIAN SCIENCE MONITOR, June 28, 2015</td>
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<td><em>La policía de EEUU, cuestionada por múltiples casos de agresiones a negros</em>, AGENCE FRANCE-PRESSE, June 11, 2015</td>
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<td><em>A Few Thoughts on Policing</em>, TALKING POINTS MEMO, June 10, 2015</td>
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SELECTED MEDIA INTERVIEWS & APPEARANCES (CON’T)

*Experts Question Aggressive Tactics in Video of McKinney Officer, AL JAZEERA AMERICA, June 8, 2015*

*WORLD HAVE YOUR SAY, BBC (radio interview), June 8, 2015*

*Policing Specialists Defend Officers Who Fatally Shot Terror Suspect, THE BOSTON GLOBE, June 6, 2015*

*MORNING WAVE IN BUSAN 90.5 (radio interview, Busan, South Korea), May 31, 2015*


*Why Do US Cops Keep Killing Unarmed Black Men?, THE INQUIRY, BBC (radio interview), May 19, 2015*

*Stopping Some Military Equipment Transfers to Police is a Start, But Only a Start, THE WASHINGTON POST, May 18, 2015*

*Fewer Complaints Filed Against Police Officers, but Review is Mixed, WALL STREET JOURNAL, May 14, 2015*

*The Increasing Isolation of America’s Police, THE WASHINGTON POST, May 11, 2015*

*2 Shootings Caught on Video, 2 Young Black Victims, and Zero Charges Against the Police, MOTHER JONES, May 5, 2015*

*Complaints in Baltimore About Law Offering Protections for Officers, THE NEW YORK TIMES, Apr. 30, 2015*

*Police-Involved Shootings Highlight Problem with Law Enforcement Culture, ALL THINGS CONSIDERED, NATIONAL PUBLIC RADIO (radio interview), Apr. 10, 2015*

*CNN NEWSROOM WITH BROOKE BALDWIN, CNN (television interview), Apr. 10, 2015*

*Gap Remains in Video Record of Fatal SC Police Shooting, THE NEW YORK TIMES, Apr. 10, 2015*

*USA: Kritik an Ausbildung von Polizisten, DER SPEIGEL, APR. 9, 2015*

*ANDERSON COOPER 360, CNN (television interview), Apr. 8, 2015*

*WORLD HAVE YOUR SAY, BBC WORLD SERVICE (radio interview), Apr. 8, 2015*

*In Utah, Police Learn to Defuse Conflict But Are Warned of Risks, THE SALT LAKE TRIBUNE, Mar. 29, 2015*

*A Chance to Reduce Police Killings of the Disabled, AL JAZEERA AMERICA, Mar. 23, 2015*

*Television Interview, CNN INTERNATIONAL (U.S., U.K., & Europe), Mar. 22, 2015*
SELECTED MEDIA INTERVIEWS & APPEARANCES (CON’T)

“We’re Asking the Wrong Questions about Police Shootings,” WASHINGTON POST, Mar. 18, 2015


VITA

Samuel Walker        2016

School of Criminology and Criminal Justice
University of Nebraska at Omaha
60th and Dodge Street
Omaha, NE  68182-0149
(402) 554-3590  FAX: (402) 554-2326
samwalker@unomaha.edu

WEB SITES

http://samuelwalker.net
Personal web site with research and commentary on policing and civil liberties.

http://todayincmhd.com
Today in Civil Liberties History. A web-based calendar of civil liberties events for each
day of the year.

EDUCATION

Ph.D., Ohio State University, December 1973, Department of History
M.A., University of Nebraska at Omaha, August 1970, Department of History
B.A., University of Michigan, May 1965, American Culture Program

EXPERIENCE

Department of Criminal Justice, University of Nebraska at Omaha

  Professor Emeritus, 2005 -
  Coordinator, Police Professionalism Initiative, 2002 -
  Isaacson Professor, 1999-2005
  Kiewit Professor, 1993 -1999
  Professor, 1984-1993
  Associate Professor, 1978-1983
  Assistant Professor, 1974-1977
  Research Director, Educational Development Consortium, 1974-1976
**BOOKS**


3rd ed., revised, 1999
4th ed., revised, 2002, with Charles M. Katz
5th ed., revised, 2005, With Charles M. Katz
6th ed., revised, 2007, with Charles M. Katz
7th ed., revised, 2011, with Charles M. Katz
8th ed., revised, 2013, with Charles M. Katz
9th ed., revised, 2016, with Charles M. Katz


7th ed., revised, 2011
8th ed., revised, 2014


- 2nd edition, revised, 2000
- 5th edition, revised, 2012
- 6th edition, revised, 2016 (forthcoming)


- 2nd ed., Revised, with Carol Archbold, 2014


WEB SITES

Civil Liberties, Police Accountability, and Crime Policy

www.samuelwalker.net

Today in Civil Liberties History
http://todayinclh.com

GRANTS, FELLOWSHIPS, CONTRACTS


Sub-contract. Buffalo (NY) Police Department. A Study of Stress Among Minority and Female Police Officers.


Summer Research Fellowship, University of Nebraska at Omaha, University Committee on Research, 1979, 1985.

Summer Research Travel Grant, University of Nebraska at Omaha, University Committee on Research, 1983.

**HONORS, AWARDS**

Langum Prize for Best Book in American Legal History 2012, for *Presidents and Civil Liberties From Wilson to Obama* (2012).

W. E. B. DuBois Award for contributions to the field of Criminal Justice on race and ethnicity. Western Society of Criminology, February 5, 2011.


Outstanding Achievement Award. National Association for Citizen Oversight of Law Enforcement (NACOLE). December, 2005.


Graduate Student Mentor Award. University of Nebraska at Omaha. April, 2002.

Faculty Member of the Year. Department of Criminal Justice. UNO. 2002.


Isaacson Professorship. University of Nebraska at Omaha. Fall 1999-present.


MCB Publishing Award for Best Article Published in the *American Journal of Police*, 1996, for "Varieties of Citi..."

Gustavus Myers Award for the Outstanding Books on Human Rights, 1995. For *Hate Speech* (University of Nebraska Press).

Fellow, Center For Great Plains Studies. University of Nebraska. Lincoln, NE.
Peter T. Kiewit Professor, University of Nebraska at Omaha, 1993-96
Renewed for 2nd term, 1996-1999

Finalist, 1994-95 Outstanding Book Award, for Hate Speech, Society of Midland Authors.

American Library Association, Citation for "Best Bibliographies in History - 1994," for The American Civil Liberties Union: An Annotated Bibliography (1992)

Gustavus Myers Award For the Outstanding Books on Prejudice Published in 1990, Awarded in 1992 for In Defense of American Liberties, by the Gustavus Myers Center.

"You Made A Difference" Award, Nebraska Pro-Choice Coalition, 1992.


Award for Distinguished Research and Creative Activity, University of Nebraska at Omaha, 1989


Frederick H. Kayser Professorship, University of Nebraska at Omaha, 1985-1991.

ARTICLES, BOOK CHAPTERS, and REPORTS


“History of the Civilian Oversight Movement,” (Chapter 1) and “Models of Civilian Oversight Agencies” (Chapter 2), Civilian Oversight of Law Enforcement: Legal Issues and Policy Considerations (Chicago: American Bar Association Section of State and Local Government Law, 2006).


“Citizen Complaints in Response to Police Misconduct: The Results of a Victimization Survey, Police Quarterly


Declaration. Affirmative Action in American Policing. Appendix to Brief Filed in Opposition to State of California


"What Have Civil Liberties Ever Done for Crime Victims? Plenty!" Academy of Criminal Justice Sciences, ACJS Today (October 1982), pp. 4-5.


Co-Editor, with Hubert G. Locke, Special Issue of Social Development Issues, Spring, 1980, "Law Enforcement and Institutional Racism in American Society."


"Documentary Photography in America: the Political Dimensions of an Art Form," Radical America, II (Jan-Feb 1977), pp. 53-66.


PRESENTATIONS


“Police Auditors.” Presentation, Community Renewal Society, Chicago, IL, November 5, 2015.


“Ferguson, Baltimore, and the Challenges for Citizen Oversight of the Police.” Presentation, Community Conference for Just and Dignified Policing, Riverside, CA, October 5, 2015.


“Pattern or Practice Litigation and Police Accountability.” Presentation. Annual Meeting, National Association for Citizen Oversight of Accountability. San Diego, October 17, 2012.

October 4, 2012.


“Presidents and Civil Liberties: Scenes from the White House.” Presentation, Binghamton University.


“Police Practices that Contribute to the Prison Pipeline – And How to End Them.” Presentation, Malcolm X Conference, University of Nebraska at Omaha, March 7, 2012.


“Citizen Oversight of the Police: Why it is Needed, What is the Best Model? Presentation, African American Studies Department, Ohio State University, Columbus, OH, March 1, 2011.

“Two Steps Forward, One Step Backwards: Forty Years of Police Reform.” George Beto Lecture, Sam Houston State University, Huntsville, TX, February 15, 2011.


“Can We Reform the Police Through Pattern or Practice Litigation?” University of Cincinnati. Cincinnati, OH. October 27, 2008.


“Alternatives for Citizen Oversight of the Police.” Presentation to the Commission on the Creation of a Civilian Review Board, San Juan, Puerto Rico, March 6, 2008.


“Racial Profiling.” University of Nebraska - Lincoln, Martin Luther King Week Program. January 18, 2005.


“Louisville’s War on Crime.” Panel Discussion. Louisville, KY. October 12, 1998


Workshop on "Hate Crime Legislation." Omaha Public Schools Curriculum Day. September 5, 1995. Omaha, NE.


"Communitarianism and Organ Donations," Presentation. Nebraska-Dartmouth Project Colloquium. February 18, 1994. Omaha, NE,


Chair, Session on Douglas as Civil Libertarian, William O. Douglas Commemorative Symposium, Seattle, WA, April 15-17, 1989.


"Private Realms and Public Events: Towards a Reconstruction of American Social History," Ohio State University, April, 1986.


"Reform as History: The Dynamics of Change in American Criminal Justice," Conference on The Impact of Reform in Criminal Justice, sponsored by NCCD, November, 1983.


Commentator, Session on Criminal Justice History, Social Science History Association Meeting, October, 1980, Rochester, NY.


Moderator. Session on "America in the Late 19th Century." Missouri Valley Historical Conference, March 10-12, 1977, Omaha, Nebraska.

Commentator. Session on "Law Enforcement: A Look into the Future." Academy of Criminal Justice Sciences, March 25, 1976, Dallas, Texas.
Senior investigator with 25 years of success in complex domestic and international FBI investigations. Strong interpersonal, communication, and leadership skills bolster extensive background in the investigation of violent crime, mass attacks, as well as major international and domestic terrorist organizations throughout the U.S., Pakistan, Asia and Europe.


- **Supervisory Special Agent, Extra-Territorial Investigations, Los Angeles**
  - Established Los Angeles FBI’s first squad with overseas territory
  - Supervised counter-terrorism FBI Agents deployed throughout the world
  - Worked hand-in-hand with CIA, State Department, U.S. military and host government law enforcement agencies, both civilian and military
  - Responsible for the investigation of all terror attacks against the U.S. in Asia, including:
    - Car bombing of the U.S. Consulate in Karachi, Pakistan
    - Car bombing of the J.W. Marriott Hotel in Jakarta, Indonesia
    - IED attack against American military personnel in Zamboanga, Philippines
  - Instructor, International Law Enforcement Academy (ILEA), Bangkok, Thailand
  - Instructor, Pacific (Law Enforcement) Training Initiative, Angeles City, Philippines & Honolulu, Hawaii

- **Term Assistant Legal Attaché, U.S. Embassy, Nassau, Bahamas**
  - U.S. Government law enforcement liaison between the United States and The Bahamas, and the United Kingdom Overseas Territories of Anguilla, Bermuda, Cayman Islands, Montserrat, and Turks and Caicos Islands.
  - Pioneered counter-terrorism training seminars for police departments throughout the Caribbean

- **Supervisory Special Agent, Al Qaeda Investigations, Los Angeles**
  - Chosen to lead the Los Angeles FBI’s investigation into the attacks of 9/11/2001.
  - Established the FBI’s first Al Qaeda investigations squad in Los Angeles
  - Supervised a 25-person Joint Terrorism Task Force (JTTF) squad which included representatives from LAPD, LASD, CIA, State Department, Secret Service and Homeland Security
  - Directed a multi-agency task force responsible for the investigation of all Al Qaeda activities for the greater Los Angeles area
  - Rapid Deployment Team (RDT) Investigative Supervisor, 2004 Summer Olympic Games, Athens, Greece
• **Special Agent/Acting Supervisor & White Supremacist Coordinator – Domestic Terrorism, Los Angeles**
  - FBI Case Agent and first responder for the 1999 school shooting/federal employee murder at the Granada Hills, California Jewish Community Center by Buford O’Neal Furrow. Furrow was sentenced to more than 600 years in prison.
  - FBI Case Agent and first responder for the 1998 anthrax threat against the U.S. Bankruptcy Court in Woodland Hills, California. Obtained a confession in what became the first successful U.S. prosecution of an anthrax threat
  - Successfully interdicted a planned attack against a major U.S. petroleum refinery

• **Special Agent, Reactive Squad, Salt Lake City, Utah. Investigations conducted included:**
  - Bank Robbery
  - Civil Rights (Color of Law)
  - Kidnapping/extortion
  - Narcotics
  - Fugitives
  - Murder
  - Crimes Aboard Aircraft

• **Special Agent & Special Teams/Training**
  - Rapid Deployment Team Supervisor: Advance/Logistics & Investigation teams
  - SWAT (Assault team ‘Operator’ and sniper)
  - Aviation (Pilot-in-Command; helicopter and multi-engine aircraft. 6,500 flight hours)
  - Undercover certification and substantial operations experience

**PROFESSIONAL HIGHLIGHTS – JUDGES FOR JUSTICE:** (2012 – Current)

• **Chief Investigative Officer**
  - Investigation and analysis of alleged wrongful convictions throughout the United States
  - Interaction with prosecutors, detectives, witnesses and the families of both victims and alleged perpetrators in cases suspected of being wrongfully adjudicated

**PROFESSIONAL HIGHLIGHTS – MOORE INVESTIGATIONS INTERNATIONAL:** (2010 – Current)

• **International Criminal Investigations**
  - International investigation of police and prosecutor actions in wrongful convictions and/or illegal detentions of America throughout the world, including:
    - Amanda Knox; University of Washington student arrested in Italy (Released)
    - Jason Puracal; Peace Corps. Volunteer/Realtor, Nicaragua (Released)
    - Jacob Ostreicher; Entrepreneur/Farmer, Bolivia (Released)
  - Multiple instances of testimony before the U.S. House Foreign Relations Committee
  - My report on the Ostreicher case was submitted by Congressman Chris Smith (R/NJ), House Foreign Relations Committee, to the United Nations High Commissioner on Human Rights

• **Media**
  - Network criminal investigations commentator; CNN, ABC, CBS

- **Student Safety and Security**
  - Directed, trained and monitored Pepperdine’s 50-person 24/7/365 Department of Public Safety (DPS) and Patrol
  - Developed best practices, policies and procedures for response to disturbances, criminal activity and on-campus threats, as well as security for large sports and public events
  - Ensured compliance with university and public policies with regard to use of force and arrest and detention matters
  - Responded to any university, press or parent/student concerns regarding DPS actions
  - Directed Criminal Investigations conducted by Pepperdine’s Investigative Unit, staffed by former Los Angeles County Sheriff’s Deputies
  - Developed close working relationship with the Los Angeles Sheriff’s Department’s Lost Hills Station, as well as Los Angeles City and County Fire Departments
  - Developed and implemented security plans and procedures for students at Pepperdine’s Malibu, campus, as well as Pepperdine’s overseas campuses in Europe, South America and Asia.
  - Conducted a daily overseas threat assessment in conjunction with Pepperdine student locations
  - Developed, directed and trained an armed Active-Shooter team to interdict potential school shootings on the Malibu campus (certified firearms instructor)
  - Executive, celebrity and VIP protection of visitors and speakers at Pepperdine, including sitting U.S. Supreme Court Justices

**AWARDS**

- United States Attorney’s Award for Excellence in Investigation
  - 2000
  - 2001
  - 2002
- Outstanding Counter-Terrorism Investigation, Los Angeles FBI; 2001
- Nomination: FBI Director’s Award for Outstanding Counter-Terrorism Investigation for the FBI; 2001

**EDUCATION**

- Bachelor’s Degree; Pre-Law/Communications; University of the Pacific, Stockton, California, May 1980

**AUTHOR**

- “The Forgotten Killer,” Amazon Digital Services, 9/28/14 rank:
  - #1 Amazon: Foreign & International Law
  - #1 Kindle: International Law

*References available upon request*
EMPLOYMENT HISTORY

Contract Investigator 2009 - Present
Private Investigator 2006-2007
Keypoint Government Solutions
Los Angeles, CA
Supervisor: Various

Job description summary: Review and screen government job applicants; confirm qualifications are present for applicants to work in federal government at required security clearance levels. Visit organizations and interview parties involved in immigrant visa applications. Verify legitimacy of business operations and if visa holder actually employed at business. In addition, verify information on candidates applying for Social Security Administrative Judge positions. During this time, also conducted investigations as a licensed Private Investigator for a mortgage insurance company related to fraudulent mortgage loans, and warranty fraud investigations for an international computer company. Also assisted attorneys locating and interviewing witnesses, securing evidence, and was lead investigator of a highly visible internal investigation for a city related to a use of force incident by its police department that led to an in custody death.

Program Monitor 2007 – 2009
Professional Risk Management
Los Angeles, CA
Supervisor: William Tucker, 703-851-2937

Job description summary: Oversaw financial and operational aspects of a grocery store chain that had been seized by the federal government in a RICO prosecution. The company generated approximately $180 million in annual revenue; reviewed finances and ensured adherence to judicial forfeiture rules and reviewed the majority of all monetary transactions.

Other Responsibilities:

- Generated and reviewed management reports for feedback for US Marshals Service
- Evaluated performance of the various departments
- Ensured internal controls were in place
- Reviewed and/or approved all financial transactions including daily reconciliation of bank deposits
- Communicated regularly with General Manager and Controller and provided advice and corrective recommendations to ensure efficacy of business

Assistant Special Agent in Charge 1999 – 2006
Criminal Investigator 1983 - 2006
Treasury Department, TIGTA Investigations
Los Angeles, CA
Supervisor: Alan Hatcher, 925-212-6019

Job description summary: Supervised Special Agents and oversaw multiple types of criminal and administrative investigations. The agency’s mission was to maintain the integrity of the Internal Revenue Service (IRS) and investigate any attempts to corrupt the operations of the IRS from within or externally. Directed numerous technical and sensitive investigations and reviewed the Reports of Investigations that were forwarded to various government agencies for judicial and administrative disposition. As a senior field agent, was assigned the most complex and challenging investigations in the agency. Many of these investigations
related to financial transactions wherein the subject(s) attempted to conceal income, assets, and the true source of funds. Use of various financial databases such as FINCEN and TECS to review SARs, CTRs, CMIRs, FBARs, F8300’s and review of tax returns, loan documents, bank records and public databases was done regularly to determine an accurate financial position. The positions required a firm understanding of complex criminal, tax and administrative laws. In addition, also trained personnel at the Federal Law Enforcement Training Center (FLETC) related to investigative techniques with a strong emphasis on financial investigations.

Internal Revenue Agent 1981-1983
Internal Revenue Service,
Los Angeles, CA

Job Description Summary: Duties included examining federal tax returns of corporations, partnerships and individuals to ensure the returns were filed in compliance with the Internal Revenue Code. Adjustments to the tax returns were made if it was determined to be warranted.

EDUCATION
Bachelor Science, Accounting, Providence College, Providence, RI
Graduate, FLETC, Glynco, Georgia
Attended and completed numerous criminal investigative and management courses at FLETC

ADDITIONAL INFORMATION
- Multi-faceted experience related to criminal, administrative, personnel safety, and background investigations. This experience includes teaching numerous basic and advanced investigative techniques at FLETC; including financial investigative techniques utilized in asset forfeiture/money laundering investigations, and teaching the same topics to investigators of Republic of Georgia; knowledge of technical investigative equipment; excellent report writing skills; superior skills in conducting employee, subject and witness interviews and understanding the proper handling of classified information.

SECURITY CLEARANCE
- Active Top Secret

AWARDS
- Received Albert Gallatin Award, issued by United States Treasury Department, for “the esteem in which you are held by the Department of the Treasury, which has been the principal beneficiary of your labors for so many years”
- Annual Performance Awards for Superior Achievement and Special Acts, 1999-retirement
- Received numerous superior performance awards, and special act awards, while field agent
- Recognition by United States Attorney’s Office in December 2003 for role traveling to Trinidad and Tobago to obtain key evidence that resulted in guilty plea by IRS Criminal Investigator related to illegal sexual acts involving minor
- Was undercover agent related to investigation that was Second Runner-Up, 2003 International Chief of Police/Choicepoint Award for Excellence in Criminal Investigations.
Letter of recognition from Director, Federal Bureau of Investigation, for assistance in task force investigation that resulted in guilty plea by an individual that had attempted to bomb several IRS facilities

Received letters from IRS Commissioners commending investigative success

**AFFILIATIONS**

- Member, American Federal Contract Investigators Association
- California Association of Licensed Investigators

**TECHNICAL PROFICIENCIES**

- Microsoft Windows XP; Internet Explorer, Word, Excel, PowerPoint, Outlook
- Licensed California Private investigator
## APPENDIX C:
Estimated Costs

<table>
<thead>
<tr>
<th>Task</th>
<th>Team Members</th>
<th>Rate</th>
<th>Hours</th>
<th>Labor Subtotal</th>
<th>Cost subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Monitoring Plan &amp; Review Methodologies for conducting outcome assessments and compliance reviews</td>
<td>Monitor and Principals; Senior Advisor</td>
<td>$280</td>
<td>350</td>
<td>$98,000</td>
<td>$120,500</td>
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<tr>
<td></td>
<td>Data analyst</td>
<td>$150</td>
<td>150</td>
<td>$22,500</td>
<td></td>
</tr>
<tr>
<td>Assess CPD current data collection, analysis, reporting; Advise &amp; monitor systems development; Periodic assessment</td>
<td>Monitor</td>
<td>$280</td>
<td>250</td>
<td>$70,000</td>
<td>$115,000</td>
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<td></td>
<td>Data analyst</td>
<td>$150</td>
<td>300</td>
<td>$45,000</td>
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<tr>
<td>Design and Conduct Community Surveys</td>
<td>Monitor and Principals/Associates</td>
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<td>Data analyst/subcontractor</td>
<td>$150</td>
<td>650</td>
<td>$97,500</td>
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<td>Perform Compliance Reviews, Outcome Assessments, Audits</td>
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<td>$44,800</td>
<td>$67,300</td>
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<td></td>
<td>Data analyst</td>
<td>$150</td>
<td>450</td>
<td>$22,500</td>
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</tr>
<tr>
<td>Policy substantive review, Implementation monitoring, Periodic review</td>
<td>Monitor and Principals/Associates</td>
<td>$280</td>
<td>300</td>
<td>$84,000</td>
<td>$125,800</td>
</tr>
<tr>
<td></td>
<td>Experts</td>
<td>$190</td>
<td>220</td>
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<tr>
<td>Use of Force Incidents and Investigations: review and recommendations</td>
<td>Monitor and Principals/Associates</td>
<td>$280</td>
<td>550</td>
<td>$154,000</td>
<td>$214,800</td>
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<tr>
<td></td>
<td>Experts</td>
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<td>320</td>
<td>$60,800</td>
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<tr>
<td>Foot Pursuits: review and assess individual incidents</td>
<td>Monitor and Principals/Associates</td>
<td>$280</td>
<td>200</td>
<td>$56,000</td>
<td>$84,500</td>
</tr>
<tr>
<td></td>
<td>Experts</td>
<td>$190</td>
<td>150</td>
<td>$28,500</td>
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</tr>
<tr>
<td>Addressing Individuals in Crisis: review of incidents and training</td>
<td>Monitor and Principals/Associates</td>
<td>$280</td>
<td>280</td>
<td>$78,400</td>
<td>$139,200</td>
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<tr>
<td></td>
<td>Experts</td>
<td>$190</td>
<td>320</td>
<td>$60,800</td>
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<tr>
<td>Stop, Search, and Arrest: data and incident analysis</td>
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<td>180</td>
<td>$50,400</td>
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<tr>
<td></td>
<td>Experts</td>
<td>$190</td>
<td>180</td>
<td>$34,200</td>
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<tr>
<td></td>
<td>Data Analyst</td>
<td>$150</td>
<td>180</td>
<td>$27,000</td>
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<tr>
<td>Bias-Free Policing and Community Engagement: evaluate strategies and measure progress</td>
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<td>180</td>
<td>$50,400</td>
<td>$111,600</td>
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<tr>
<td></td>
<td>Experts</td>
<td>$190</td>
<td>180</td>
<td>$34,200</td>
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<td></td>
<td>Data Analyst</td>
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<td>180</td>
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<tr>
<td>Activity Description</td>
<td>Role(s)</td>
<td>Hour Rate</td>
<td>Hours</td>
<td>Total Cost</td>
<td>Total Labor Costs</td>
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<td>--------------------------------------------------------------------------------------</td>
<td>----------------------------------------------</td>
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<td>-------------------</td>
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<tr>
<td>Recruitment and Hiring: assess practices and strategies; measure progress</td>
<td>Monitor and Principals/Associates</td>
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<td>200</td>
<td>$56,000</td>
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<tr>
<td>专家</td>
<td>Experts</td>
<td>$190</td>
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<tr>
<td>Data Analyst</td>
<td>$150</td>
<td>160</td>
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<tr>
<td>Training Review: assess effectiveness and durability; make recommendations</td>
<td>Monitor and Principals/Associates</td>
<td>$280</td>
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<td>$89,600</td>
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<td>Experts</td>
<td>$190</td>
<td>500</td>
<td>$95,000</td>
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<tr>
<td>Civilian Complaints and Officer Misconduct Allegations: review and recommendations</td>
<td>Monitor and Principals/Associates</td>
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<td>210</td>
<td>$58,800</td>
<td>$93,000</td>
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<tr>
<td>专家</td>
<td>Experts</td>
<td>$190</td>
<td>180</td>
<td>$34,200</td>
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<tr>
<td>Six Month Reports: prep &amp; writing</td>
<td>Monitor and Principals/Associates</td>
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<td>540</td>
<td>$151,200</td>
<td>$175,200</td>
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<tr>
<td>Data Analyst</td>
<td>$150</td>
<td>160</td>
<td>$24,000</td>
<td></td>
<td></td>
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<tr>
<td>Communication with Court, Parties, Outreach &amp; response to Community</td>
<td>Monitor and Principals/Associates</td>
<td>$280</td>
<td>400</td>
<td>$112,000</td>
<td>$152,000</td>
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<tr>
<td>专家</td>
<td>Public communications team</td>
<td>$100</td>
<td>400</td>
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<td>Recommendations re CPD’s strategy for implementation of Agreement; Providing Technical Assistance</td>
<td>Monitor and Principals; Senior Advisor</td>
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<td>100</td>
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<td>专家</td>
<td>Experts</td>
<td>$190</td>
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<td>$19,000</td>
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<tr>
<td>Coordination &amp; communication with Chicago oversight entities</td>
<td>Monitor and Principals</td>
<td>$280</td>
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<td>Experts</td>
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<tr>
<td>Project Management</td>
<td>Monitor and Principals</td>
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<td>400</td>
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<td>Office management and support</td>
<td>Office Manager</td>
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<tr>
<td>专家</td>
<td>Office Assistant</td>
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<tr>
<td>Task/case tracking software adaptation and computer support</td>
<td>IT Technician</td>
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<td>Total Labor Hours:</td>
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continued
Non-Labor Costs

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<tr>
<th>Description</th>
<th>Airfare</th>
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<tr>
<td>Travel &amp; Lodging expenses</td>
<td>Lodging:</td>
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<td></td>
<td>Meals:</td>
<td>$12,500</td>
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<tr>
<td></td>
<td>Ground</td>
<td>$12,500</td>
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<tr>
<td>ground transportation:</td>
<td>transportation:</td>
<td>$12,500</td>
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<tr>
<td>Miscellaneous supplies</td>
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<td>$35,000</td>
</tr>
<tr>
<td>software (for office) &amp; printing, equipment and space rental, printing,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>production (for community outreach and communication)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build and maintain website</td>
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<td>$12,000</td>
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<tr>
<td>Insurance costs</td>
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<td>$22,000</td>
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<tr>
<td>Total Non-Labor Costs:</td>
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<td>$228,000</td>
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<tr>
<td>Total Labor Costs:</td>
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<td>$2,311,800</td>
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<tr>
<td>Total Estimated Costs</td>
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<td>$2,539,800</td>
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</tbody>
</table>

Team members

*Monitor* – Michael Gennaco will serve as Monitor and will act as team leader for the principals, associates, and experts.

*Principals* – Stephen Connolly, Robert Miller and Julie Ruhlin will staff this project as needed during any particular period and will take primary responsibility for monitoring progress toward compliance with the provisions of the Agreement as well as preparing all reports. One of the team principals will also act as project manager, responsible for task management and personnel coordination within the Monitoring team.

*Associates* – Teresa Magula, Stephen Moore, Stephen Walsh, and others we may add to our team to meet the demands of the project will assist the Monitor and Principals as needed with various review and assessment tasks.

*Senior Advisor* – Merrick Bobb will provide technical assistance to the Monitoring team as well as the City and CPD as necessary.

*Experts* – Chief Howard Jordan, Jody Stiger, Liesbeth Gerritsen, Seth Stoughton, Sam Walker, and others we may add to our team to meet the demands of the project will be utilized in a variety of capacities to assist, among other things, to:
- Evaluate the tactical aspects of Department policies and procedures
- Assist with review of specific significant force incidents
- Evaluate the quality and sufficiency of training
- Review the use of force and weapons policies
- Review critical incident training and other policies and practices relating to individuals in crisis
- Evaluate and assist CPD in quantifying the current status of the discriminatory policing problems identified in the Agreement; evaluate the Department’s current bias-fee policing efforts and recommend training and procedures to address any deficiencies in this area
- Provide training and technical assistance directly to the CPD staff if requested

Office Manager/Community Liaison Group – The office manager/community liaison group will be located in Chicago and will coordinate meetings, arrange travel, liaison with the community and Department personnel, track intake and case status, and assist with the compilation and production of the Monitor report.

Technical Assistance – The costs for providing technical assistance to CPD are estimates dependent on the requests that are received from the Department during the course of the monitoring period.

On-site vs. Off-site Work

Some of the work on this project can be done off-site – report writing, document review, and policy analysis and review, for example. To control costs, out of town team members will strive to do as much of the analytical work as possible off-site, while also understanding that spending time in Chicago – establishing community relationships and being available to hear and respond to community concerns within the rubric of responsibilities of the monitor set out in the Consent Decree, keeping the community informed about the monitoring team’s observations and the CPD’s progress, making direct observations, attending critical meetings, communicating with the parties, City and CPD members– is vital to the Monitor’s success in moving the CPD to compliance with the Decree. The Monitor and/or other team members will be in Chicago at least 15 days each month and local members of the monitoring team will ensure a continual presence in Chicago. The data analysts and experts will be on-site as necessary, but we anticipate that several of these team members will be working in Chicago at least once each quarter.

Subsequent Years Price Proposal

The specific budget cost estimates and labor hours are enumerated for the first year of the project only. We anticipate that certain tasks will be concentrated in the first and second years, such as development of the Monitoring Plan and Monitor database, evaluation of
CPD’s data collection and analysis, development of the Community Surveys, and the establishment of effective liaisons and procedures for communicating with the parties and the community. Accordingly, we estimate that the third-year project costs (including the comprehensive reassessment) will be 10% lower than the first and second years and the fourth and fifth year costs will be another 15% lower.

Cost Cap – An estimated cost cap, above which fees and costs shall not be billed, is as follows:

- $2,600,000 for Year One
- $2,600,000 for Year Two
- $2,340,000 for Year Three
- $2,210,000 for Year Four
- $2,210,000 for Year Five

Hourly Rates – The hourly rates above include $280, which is a blended weighted average of the rates of all principals and associates on the monitoring team, including the Monitor. The blended rate for all experts is $190.

Travel – Team members will bill for travel expenses, but not travel time unless working on monitoring matters while en route.

One-Time or Fixed Costs

Office Space – The budget proposal assumes that the City will provide some administrative support, including office space and supplies, as stipulated by the Agreement. The miscellaneous and office supplies costs are expected to be minimal. Most of those anticipated costs are related to outreach to the community, public presentations, response to public inquiries, and equipment and space rental and printing costs related to the same.

Computer Support – We will hire a computer support technician during the first year to customize and implement a task-tracking database for the internal use of the Monitoring team. Most of the technician’s time will be committed to getting the database up and running, with periodic visits thereafter to train the team members and any necessary maintenance and adjustments.