



# 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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# OIR

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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 21<sup>st</sup> 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.

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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 multi-faceted 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 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 stake holders 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

| Team Member                                     | Relevant Experience   | References and Work Product  |
|---|---|--|
| <p>Michael Gennaco<br/>Principal, OIR Group</p> | <p>Independent Auditor for Palo Alto, Burbank, and Anaheim Police Departments</p> <p>Systemic Review of Police Department Programs, Performance, Investigations, Operations, and Accountability: Clackamas County Sheriff's Office; Madison, Westminster, Santa Maria, and Fullerton Police Departments</p> <p>Officer Involved Shooting, Use of Force, and In Custody Death Reviews: Portland Police Bureau; Oxnard, Alhambra, Fullerton, Torrance, Inglewood, and Pasadena Police Departments; San Diego County Sheriff's Department.</p> <p>Audit/Review internal affairs, use of force, and misconduct complaints: Hermosa Beach and Spokane Police Departments.</p> <p>Independent Review of Officer Involved Shootings: Chicago Police Department</p> <p>Consultant: California Department of Justice: Investigation into Stockton Unified School Police Department</p> <p>Independent Review of Use of Force and Internal Affairs Functions: Denver Sheriff's Department</p> <p>Training to Investigators: Newark Civilian Review Board; Portland Independent Police Monitor; San Francisco Office of Civilian</p> | <p>All public reports can be found at OIRGroup.com.</p> <p>Representative reports:<br/>Madison, WI:<br/><a href="https://docs.wixstatic.com/ugd/d85a96_75f806fb3bb74266819b6a9bb6a4b281.pdf">https://docs.wixstatic.com/ugd/d85a96_75f806fb3bb74266819b6a9bb6a4b281.pdf</a></p> <p>Portland, OR:<br/><a href="https://docs.wixstatic.com/ugd/d85a96_c7f2f5e6d0e543d79df4214fef7f6924.pdf">https://docs.wixstatic.com/ugd/d85a96_c7f2f5e6d0e543d79df4214fef7f6924.pdf</a></p> <p>Denver, CO:<br/><a href="https://docs.wixstatic.com/ugd/d85a96_d9c8a5c357224183bfa30fc58d9bddab.pdf">https://docs.wixstatic.com/ugd/d85a96_d9c8a5c357224183bfa30fc58d9bddab.pdf</a></p> <p>Clackamas County, OR:<br/><a href="https://docs.wixstatic.com/ugd/d85a96_31124f76085d49698c92fb5a3c66199a.pdf">https://docs.wixstatic.com/ugd/d85a96_31124f76085d49698c92fb5a3c66199a.pdf</a></p> <p>Fullerton, CA:<br/><a href="https://docs.wixstatic.com/ugd/d85a96_01b9b398cb524b6f9b72dd73052c0196.pdf">https://docs.wixstatic.com/ugd/d85a96_01b9b398cb524b6f9b72dd73052c0196.pdf</a></p> |

| Team Member                                       | Relevant Experience   | References and Work Product  |
|---|---|--|
|   | <p>Complaints</p> <p>Consultant: NYPD Stop and Frisk Remedial Plan</p> <p>Instructor: California Peace Officer Standards and Training</p> <p>California Department of Juvenile Justice: Audit and develop recommendations for improvement of force policies and review of force incidents in juvenile facilities.</p> <p>Chief Attorney, Los Angeles County Office of Independent Review</p> <p>Federal Civil Rights Prosecutor, U.S. Department of Justice, Civil Rights Division and Office of the United States Attorney, Central District of California</p> <p>Trial Attorney, U.S. Department of Justice, Civil Right Division, Voting Section</p> | <p>Los Angeles County, CA:<br/> <a href="https://docs.wixstatic.com/ugd/d85a96_e576b5269741428bbae74679ef2d92.pdf">https://docs.wixstatic.com/ugd/d85a96_e576b5269741428bbae74679ef2d92.pdf</a><br/> <a href="https://docs.wixstatic.com/ugd/d85a96_d02ed08769e645e2b6cb234fe0395a13.pdf">https://docs.wixstatic.com/ugd/d85a96_d02ed08769e645e2b6cb234fe0395a13.pdf</a></p> <p>Representative references:</p> <p>Stephen Silver<br/> California State University<br/> Office of General Counsel<br/> 401 Golden Shore, 4<sup>th</sup> Floor<br/> Long Beach, California 90802<br/> <a href="mailto:ssilver@calstate.edu">ssilver@calstate.edu</a><br/> 562-951-4500</p> |
| <p>Stephen Connolly<br/> Principal, OIR Group</p> | <p>Independent Auditor for Palo Alto, Burbank, and Anaheim Police Departments</p> <p>Systemic Review of Madison Police Department</p> <p>Officer Involved Shooting, Use of Force, and In Custody Death Reviews: Gardena Police Department and San Diego County Sheriff's Department.</p> <p>Consultant: California Department of Justice: Investigation into Stockton Unified School Police Department</p> <p>Training to Investigators: Newark Civilian Review Board</p> <p>Instructor: California Peace Officer Standards and Training</p> <p>Executive Director, Orange County (CA) Office of Independent Review</p>                                 | <p>Keith Findley<br/> Chair, City of Madison Ad Hoc Committee on Police Procedures and Practices<br/> Associate Professor of Law<br/> University of Wisconsin Law School<br/> 975 Bascom Mall<br/> Madison, Wisconsin 53706<br/> <a href="mailto:keith.findley@wisc.edu">keith.findley@wisc.edu</a><br/> 608-262-4763</p>  |

| Team Member                                   | Relevant Experience   | References and Work Product   |
|---|---|---|
|   | <p>Los Angeles County (CA) Office of Independent Review</p> <p>Court Expert assisting Special Master in federal lawsuit addressing disciplinary system within the CA Department of Corrections and Rehabilitation</p> <p>Counsel to Rampart Independent Review Panel assessing the Los Angeles Police Department</p>  | <p>LaVonne Griffin-Valade<br/>Auditor, City of Portland (Retired)<br/><a href="mailto:auditorlgv@gmail.com">auditorlgv@gmail.com</a><br/>503-970-9152</p>   |
| <p>Robert Miller<br/>Principal, OIR Group</p> | <p>Independent Auditor for Palo Alto Police Department</p> <p>Systemic Review of Police Department Programs, Performance, Investigations, Operations, and Accountability: Clackamas County Sheriff's Office</p> <p>Officer Involved Shooting, Use of Force, and In Custody Death Reviews: Portland Police Bureau; Inglewood, and Pasadena Police Departments; San Diego County Sheriff's Department</p> <p>Assistant Inspector General, Los Angeles County Office of Inspector General</p> <p>Deputy Chief Attorney, Los Angeles County Office of Independent Review, Probation Department and Sheriff's Department</p> | <p>Nicholas Mitchell, Independent Monitor<br/>Office of the Independent Monitor, City and County of Denver<br/>101 W. Colfax Ave., Suite 100<br/>Denver, CO 80202<br/>(720) 913-3306<br/><a href="mailto:nicholas.mitchell@denvergov.org">nicholas.mitchell@denvergov.org</a></p> <p>Lylyana Bogdanovich, Senior Administrative Analyst<br/>City Manager's Office<br/>200 S. Anaheim Blvd., Suite 733<br/>Anaheim, CA 92805<br/>(714) 765-4925<br/><a href="mailto:LBogdanovich@anaheim.net">LBogdanovich@anaheim.net</a></p> |
| <p>Julie Ruhlin<br/>Principal, OIR Group</p>  | <p>Systemic Review of Madison Police Department</p> <p>Independent Auditor for Anaheim Police Department</p> <p>Officer Involved Shooting, Use of Force, and In Custody Death Reviews: Portland Police Bureau; Fullerton, Lompoc and Gardena Police Departments.</p> <p>Independent Review of Use of Force and Internal Affairs Functions: Denver Sheriff's Department</p> <p>Training to Investigators: Portland Independent Police Monitor</p>  | <p>Stephen L. Madkour<br/>County Counsel<br/>Clackamas County<br/>2051 Kaen Road, Suite 254<br/>Oregon City, OR 97045<br/><a href="mailto:smadkour@clackamas.us">smadkour@clackamas.us</a><br/>503-655-8362</p>   |

| Team Member                     | Relevant Experience   | References and Work Product   |
|---------------------------------|---|---|
|                                 | <p>Deputy Chief Attorney, Los Angeles County Office of Independent Review</p> <p>Court Expert assisting Special Master in federal lawsuit addressing disciplinary system within the CA Department of Corrections and Rehabilitation</p> <p>Police Assessment Resource Center (PARC), Consultant</p>   |   |
| Howard Jordan<br>Associate      | <p>Chief, Oakland Police Department</p> <p>Jordan Consulting and Investigations: conducted internal affairs investigations, testified as an expert witness regarding police internal operations</p>   |   |
| Merrick Bobb<br>Senior Advisor  | <p>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.</p> <p>Special Counsel to the Los Angeles County Board of Supervisors monitoring the Los Angeles County Sheriff's Department</p> <p>President and Executive Director, Police Assessment Resource Center (PARC)</p> | <p>Seattle Police Monitor reports:<br/><a href="http://www.seattlemonitor.com/reports-resources">http://www.seattlemonitor.com/reports-resources</a></p> <p>PARC reports:<br/><a href="http://www.parc.info/resources/">http://www.parc.info/resources/</a></p>   |
| Jody Stiger<br>Expert/Associate | <p>Law Enforcement Use of Force and Tactics Consultant, University of California Presidential Task Force on University-wide Policing</p> <p>Aide to the Inspector General, Los Angeles Police Department</p> <p>Sergeant, Los Angeles Police Department</p>   | <p>Reports:<br/><a href="https://docs.wixstatic.com/ugd/b2dd23_753a586ac64546a8a2f85555eab0e324.pdf">https://docs.wixstatic.com/ugd/b2dd23_753a586ac64546a8a2f85555eab0e324.pdf</a><br/><a href="https://docs.wixstatic.com/ugd/b2dd23_3139a5342cc34ce2860af7536887f149.pdf">https://docs.wixstatic.com/ugd/b2dd23_3139a5342cc34ce2860af7536887f149.pdf</a></p> |

| Team Member                                   | Relevant Experience  | References and Work Product   |
|---|--|---|
|   |  | <p>References:</p> <p>Alex Bustamante:<br/> <a href="mailto:Alexander.Bustamante@ucop.edu">Alexander.Bustamante@ucop.edu</a></p> <p>Chief Bill Scott:<br/> <a href="mailto:william.scott@sfgov.org">william.scott@sfgov.org</a></p> |
| <p>Teresa Magula<br/>Associate, OIR Group</p> | <p>Special Investigator II, Office of the Inspector General, Los Angeles Police Department</p> <p>Senior Consultant, Deloitte Consulting, LLP: specialized in data system implementation, audits, and reviews of large data systems for government clients</p>   |   |
| <p>Liesbeth Gerritsen<br/>Expert</p>          | <p>Senior Program Manager, Portland Police Bureau Training Division:</p> <ul style="list-style-type: none"> <li>• Development and Implementation of PPB Behavioral Health Unit;</li> <li>• Provide input on all PPB mental health-related policies; Developed PPB's Enhanced Crisis Intervention Training;</li> <li>• Designed and deliver Crisis Intervention Training to all PPB officers;</li> <li>• Consult with Crisis Negotiation Team;</li> <li>• Advise PPB leadership and City Attorney's Office on community mental health system issues.</li> </ul> <p>Cascadia Behavioral Healthcare, Inc., Portland, Supervisor, Mobile Mental Health Crisis Team: Trained Portland Police Officers in mental health crisis response.</p> |   |



| Team Member                | Relevant Experience  | References and Work Product  |
|----------------------------|--|--|
| Seth Stoughton<br>Expert   | <p>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</p> <p>Civilian Advisory Council Member, Columbia (SC) Police Department</p> <p>Investigator, Florida Department of Education, Office of Inspector General</p> <p>Officer, Tallahassee (FL) Police Department</p> | Numerous publications listed on attached CV  |
| Samuel Walker<br>Expert    | <p>Department of Criminal Justice, University of Nebraska at Omaha, Professor Emeritus</p> <p>Recognized national expert and frequent author and commentator on issues of police accountability and the role of civilian oversight</p>   | Numerous publications listed on attached CV and at <a href="http://samuelwalker.net">http://samuelwalker.net</a> |
| Stephen Moore<br>Associate | <p>FBI Supervisory Special Agent (Retired)</p> <p>Chief Investigative Officer, Judges for Justice: Investigation and analysis of alleged wrongful convictions throughout the United States</p> <p>International investigation of police and prosecutor actions in wrongful convictions and/or illegal detentions</p>   |  |
| Stephen Walsh<br>Associate | <p>Assistant Special Agent in Charge, Treasury Department: Supervised Special Agents and oversaw multiple complex criminal and administrative investigations</p>   |  |

APPENDIX B:

## OIR Group Team Members: Qualifications and Resumes

|   | Michael Gennaco | Stephen Connolly | Robert Miller | Julie Ruhlin | Howard Jordan | Merrick Bobb | Jody Stiger | Teresa Magula | Liesbeth Gerritsen | Seth Stoughton | Sam Walker | Stephen Moore | Stephen Walsh |
|---|-----------------|------------------|---------------|--------------|---------------|--------------|-------------|---------------|--------------------|----------------|------------|---------------|---------------|
| Community Policing and Engagement                                   | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           |               | ♦                  | ♦              |            |               |               |
| Use of Force and Force Investigations                               | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           | ♦             |                    | ♦              |            | ♦             | ♦             |
| Crisis Intervention and De-escalation                               | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           |               | ♦                  | ♦              |            |               |               |
| Impartial Policing  | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           |               |                    | ♦              |            |               |               |
| Complaints of Officer Misconduct                                    | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           | ♦             |                    | ♦              | ♦          | ♦             | ♦             |
| Civilian Oversight  | ♦               | ♦                | ♦             | ♦            |               | ♦            | ♦           | ♦             |                    |                | ♦          |               |               |
| Police-Youth Interactions   | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           |               |                    | ♦              |            |               |               |
| Policy Review and Development                                       | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           | ♦             | ♦                  | ♦              | ♦          |               |               |
| Training Review and Development                                     | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           |               |                    | ♦              |            |               |               |
| Monitoring  | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           | ♦             |                    |                | ♦          |               |               |
| Communication   | ♦               | ♦                | ♦             | ♦            |               | ♦            |             | ♦             |                    | ♦              | ♦          |               |               |
| Collaboration with Government Entities, the City, CPD and the State | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            |             | ♦             |                    |                | ♦          |               |               |
| Law and Civil Rights  | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           |               |                    | ♦              | ♦          | ♦             | ♦             |
| Experience Working with Various Constituencies                      | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            | ♦           | ♦             | ♦                  | ♦              |            |               |               |
| Project and Change Management                                       | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            |             | ♦             |                    | ♦              | ♦          |               |               |
| Budgeting   | ♦               | ♦                | ♦             | ♦            | ♦             | ♦            |             |               |                    |                |            |               |               |
| Data Analysis and Information Technology                            | ♦               | ♦                | ♦             | ♦            |               | ♦            |             | ♦             |                    |                | ♦          |               |               |



**MICHAEL J. GENNACO**

████████████████████  
**Playa Del Rey, CA 90293**  
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*Principal: OIR Group ([www.oirgroup.com](http://www.oirgroup.com))*

[Michael.Gennaco@oirgroup.com](mailto:Michael.Gennaco@oirgroup.com)

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](http://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.
- 5/2018      **Independent Review of Officer Involved Shootings, Chicago Police Department, Chicago, Illinois**  
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

**STEPHEN J. CONNOLLY**

████████████████████  
Long Beach, CA  
████████████████████

stephen.connolly@oirgroup.com

**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

**Orange County (CA) Office of Independent Review** **2008–2016**

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](mailto:brian.buchner@gmail.com)  
(310) 909-3433

Assistant Sheriff Jeff Hallock  
Orange County Sheriff’s Department  
[jhallock@ocsd.org](mailto:jhallock@ocsd.org)  
714-647-7000

Amy Albano  
City Attorney, Burbank, CA  
[aalbano@burbankca.gov](mailto:aalbano@burbankca.gov)  
818-238-5709

**Robert Miller**

██████████ ██████████ Hood River, OR 97031  
██████████

Robert.miller@oirgroup.com

[www.oirgroup.com](http://www.oirgroup.com)

## 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

## JULIE M. RUHLIN

· Long Beach, CA 90814 ·

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### 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*

Opened boutique firm with colleagues representing clients in state, federal and appellate courts. Represented criminal defendants in state and federal pre-trial, trial and post-conviction proceedings. Interviewed witnesses and drafted pleadings, motions, jury instructions and appellate briefs. Litigated 42 U.S.C. §1983 police misconduct case on behalf of wrongfully incarcerated client. Investigated and prepared direct appeal and state habeas corpus petition on behalf of capital client. Assisted in successful appeal to Ninth Circuit on behalf of capital client in federal habeas corpus action.

**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**

*January 1999 – October 1999*

*Law Clerk*

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.

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**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

Journals: *Southern California Law Review*, Staff, 1995-1996  
*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](mailto:merrickbobb@parc.info) or [REDACTED]

### **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](http://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](http://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.

Law Practice: O'Melveny & Myers, 1973-79; Tuttle & Taylor, 1980-96; Private practice of law 1996-2001

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**

Named one of top 50 lawyers in Los Angeles, *Los Angeles Business Journal*, 1996

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-

Los Angeles County Bar Association: Board of Trustees, 1993-95. Pro Bono Council, 1988-96, Co-Chair, 1992-93, Chair, 1994-96; Legal Services for the Poor Committee, 1990-96, and Co-Chair, 1990-91; Access to Justice Committee, 1996-2001.

Central District Lawyer Representative to the United States Ninth Circuit Judicial Conference, 1994-99.

# JODY K. STIGER

Torrance, CA. 90503 • •

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

## Experience

*Law Enforcement Use of Force and Tactics Consultant*

2015 to Present

- 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

*Sergeant II, Aide to the Inspector General*  
2014- Present

November

- 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

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*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

[REDACTED], La Crescenta, CA 91214

## EXPERIENCE

*Consultant* 09/17 -- Current

**2Flames LLC**, Los Angeles, CA

- 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* 08/10 -- Current

**YMCA of the Foothills**, La Canada-Flintridge, CA

- Provide members with the foundations to establish wellbeing through coaching in personal training, Group Exercise classes, and indoor cycle classes

*Special Investigator II* 04/07 – 06/11

**Office of the Inspector General, Los Angeles Police Department**, Los Angeles, CA

- 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)* 01/10 – 07/10

**Performance Management Unit, Office of Mayor Antonio Villaraigosa**, Los Angeles, CA

- 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* 10/05 – 04/07

**Milken Institute**, Santa Monica, CA

- 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* 09/04 – 10/05

**Deloitte Consulting, LLP**, Sacramento, CA

- 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* 10/03 – 08/04

**Fairbank, Maslin, Maullin, & Associates**, Santa Monica, CA



- 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**

Teresa Magula. "Report on the Status of Women and Girls in Santa Monica," Report to the Santa Monica City Council, Santa Monica Commission on the Status of Women, 2004.

Mark Kleiman, Thomas H. Tran, Paul Fishbein, Teresa Magula, & Warren Allen. "Opportunities and Barriers in Probation Reform: A Case Study of Drug Testing and Sanctions," Detailed Research Findings, California Policy Research Center.

Mark Kleiman, Thomas H. Tran, Paul Fishbein, Teresa Magula, & Warren Allen. "Opportunities and Barriers in Probation Reform: A Case Study of Drug Testing and Sanctions," *CPRC Brief*, California Policy Research Center, Vol. 14, No. 4, June 2002.

Teresa Magula, Jordan Snedcof & Adam Fraser. "Deterrence Plus: An Alternative to Managing Crime and Shelter Resistant Addicts on Skid Row," Advanced Policy Project, UCLA School of Public Policy and Social Research, 2004.

**EDUCATION**

UCLA SCHOOL OF PUBLIC AFFAIRS

June 2004

Master of Public Policy

Charles F. Scott Fellowship Recipient

UNIVERSITY OF CALIFORNIA, LOS ANGELES

March 2002

Bachelor of Arts, Sociology

Minors in Public Policy and Women's Studies

**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

# **Liesbeth Gerritsen, Ph.D.**

**Portland, OR 97210**

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## **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.
- Provide 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.

## **Association of Oregon Community Mental Health Programs, Salem, OR, 2006 - 2007**

### **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

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Columbia, SC 29201  
swstough@law.sc.edu  
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## 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 Gullede 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  
*Legal Intern (Part Time), February 2010 – May 2010; June 2011 – July 2011*

**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  
*Investigator*, November 2005 – July 2008

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**

*Police Body-Worn Cameras*, 96 N.C. L. REV. 1363 (2018)

*The Blurred Blue Line: Reform in an Era of Public & Private Policing*, 44 AM. J. CRIM. L. 117 (2017)

*Terry v. Ohio and the (Un)Forgettable Frisk*, 15 OHIO STATE J. CRIM. L. 19 (2017)

*Moonlighting: The Private Employment of Off-Duty Officers*, 2017 U. ILL. L. REV. 1848 (2017)

- Featured on Marketplace, National Public Radio, Dec. 27, 2016
- Featured in Slate, Sept. 1, 2016
- Featured in Opening Statement, The Marshall Project, Sept. 1, 2016

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

*Principled Policing: Warrior Cops & Guardian Officers*, 51 WAKE FOREST L. REV. 611 (2016)

- Reprinted as Chapter 5 in THE CIVIL RIGHTS LITIGATION & ATTORNEY FEE ANNUAL HANDBOOK (2017).

*Law Enforcement's "Warrior" Problem*, 128 HARV. L. REV. FORUM 225 (2015)

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

*Evidentiary Rulings as Police Reform*, 69 MIAMI L. REV. 429 (2015)

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

*Policing Facts*, 88 TUL. L. REV. 847 (2014)

- Featured and reviewed by Elizabeth Joh, *Influential But Uninformed: What SCOTUS Knows About Policing*, JOTWELL (Oct. 1, 2014), available at <https://perma.cc/47WK-M3T2>

*Note: Modern Police Practices: Arizona v. Gant's Illusory Restriction of Vehicle Searches Incident to Arrest*, 97 VA. L. REV. 1727 (2011)

**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)



**OTHER  
PUBLICATIONS**

*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)

*Regulating the Reasonableness of Police Violence*, THE REGULATORY REVIEW, Feb. 14, 2017

*Understanding the Practical Aspects of Interpreting Video Footage*, U.S. DEPARTMENT OF JUSTICE, BUREAU OF JUSTICE ASSISTANCE, BODY-WORN CAMERA TRAINING & TECHNICAL ASSISTANCE, EXPERT COMMENTARY, Jan. 2017

*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)

*Why Are Police Disciplining Students?* THE ATLANTIC, Oct. 29, 2015 (with Josh Gupta-Kagan)

*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)**

*A Windfall for the Government, Take 2: Seth Stoughton on Arizona v. Gant*, EVIDENCEPROGBLOG, Oct. 6, 2014

*What Would a Better Ferguson Response Have Looked Like?*, VERDICT JUSTIA, Sept. 12, 2014

*Supreme Court Has Myopic View of Police Chases*, BRENNAN CENTER FOR JUSTICE, June 16, 2014

**SELECTED  
PRESENTATIONS  
& SPEAKING  
ENGAGEMENTS**

*Contemporary Issues in Policing*, South Carolina Advisory Committee to the United States Commission on Civil Rights, Aug. 13, 2018 (via telephone)

*Guardian Policing*, Washington State Criminal Justice Standards Commission, Law Enforcement Academy, Sea-Tac, WA, July 30, 2018

*Close Encounters of the Police Kind: Interaction, Over-reaction, and Inaction*, Fourth Circuit Judicial Conference, The Greenbrier, WV, June 29, 2018 (panelist)

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Arizona Judicial Conference, Tucson, AZ, June 21, 2018

*Testimony in Support of Assembly Bill 931*, California Senate Committee on Public Safety, Sacramento, CA, June 19, 2018

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Tennessee Judicial Conference, Memphis, TN, June 13, 2018

*Reimagining the Police Role*, University of Michigan, Dearborn, March 8, 2017, (first workshop in the sixth Alternatives to Violent Force series)

*Reimagining the Police Role*, University of Michigan, Dearborn, March 8, 2017, (last workshop in the fifth Alternatives to Violent Force series)

*How Perspective Impacts Perception: Body-Worn Cameras & Interrogation Videos*, Virginia Bar Association, Indigent Defense Counsel, Richmond, VA, May 3, 2018 (with Harlan Yu)

Class Speaker (via Skype) in *Seeing Criminal Justice: Examining the Interplay of Visual Media, Storytelling and Criminal Law*, Harvard Law School, Apr. 3, 2018

Keynote Speech, *Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Body-Worn Camera Training & Technical Assistance National Meeting, Mar. 28, 2018

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Florida 4th Judicial Circuit State Attorney's Office, Jacksonville, FL, Mar. 16, 2018

*Use-of-Force Investigations: Body-Worn Camera Footage*, Chicago Civilian Office of Police Accountability, Mar. 7, 2018

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Delaware, OH, Feb. 2, 2018 (two separate presentations)

*Terry at Fifty: On the Books and On the Ground*, AALS Conference, San Diego, CA, Jan. 6, 2018

*AALS Hot Topic Panel: The Promise & Pitfalls of The Marijuana Justice Act of 2017*, AALS Conference, San Deigo, CA, Jan. 3, 2018

**SELECTED  
PRESENTATIONS  
& SPEAKING  
ENGAGEMENTS  
(CON'T)**

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, New Mexico Defense Lawyers Association Civil Rights Seminar, Albuquerque, NM, Dec. 8, 2017

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, North Dakota Judicial Conference, Bismarck, ND, Nov. 20, 2017

*Police Body-Worn Cameras*, North Carolina Law Review Symposium on “Badge Cams as Data and Deterrent: Law Enforcement, the Public, and the Press in the Age of Digital Video,” Chapel Hill, NC, Nov. 3, 2017

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, South Carolina Police Chiefs Association, Annual Training Conference, Columbia, SC, Oct. 13, 2017

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

*Use-of-Force Investigations: Body-Worn Camera Footage*, Chicago Civilian Office of Police Accountability, Aug. 10, 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 1*, University of Michigan, Dearborn, March 8, 2017

*Police Body-Worn Cameras: Practical Implications for Investigations*, United States Inspector General Investigators Training, Shepherdstown, WV, March 2, 2017

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Conference of Chief Justices, Phoenix, AZ, Jan. 31, 2017

**SELECTED  
PRESENTATIONS  
& SPEAKING  
ENGAGEMENTS  
(CON'T)**

*Police Body-Worn Cameras: Practical Limitations*, The Defense Research Institute, Civil Rights & Governmental Liability Section Conference, Nashville, TN, Jan. 26, 2017

*Alternatives to Violent Force: Workshop 1*, University of Michigan, Dearborn, January 4, 2016

*Senior Executive Training Session: Principled Policing*, Bureau of Alcohol, Tobacco, Firearms, and Explosives, Washington, D.C., Dec. 1, 2016

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, North Dakota Judicial Conference, Bismarck, ND, Nov. 20, 2017

*Police Body-Worn Cameras*, North Carolina Law Review Symposium on “Badge Cams as Data and Deterrent: Law Enforcement, the Public, and the Press in the Age of Digital Video,” Chapel Hill, NC, Nov. 3, 2017

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, South Carolina Police Chiefs Association, Annual Training Conference, Columbia, SC, Oct. 13, 2017

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

*Use-of-Force Investigations: Body-Worn Camera Footage*, Chicago Civilian Office of Police Accountability, Aug. 10, 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

*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)**

*Police Body-Worn Cameras: Practical Implications for Investigations*, United States Inspector General Investigators Training, Shepherdstown, WV, Mar. 2, 2017

*Police Body-Worn Cameras: Legal, Practical, and Policy Challenges*, Conference of Chief Justices, Phoenix, AZ, Jan. 31, 2017

*Police Body-Worn Cameras: Practical Limitations*, The Defense Research Institute, Civil Rights & Governmental Liability Section Conference, Nashville, TN, Jan. 26, 2017

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

*Senior Executive Training Session: Principled Policing*, Bureau of Alcohol, Tobacco, Firearms, and Explosives, Washington, D.C., Dec. 1, 2016

*Senior Executive Training Session: Police-Body-Worn Cameras*, Bureau of Alcohol, Tobacco, Firearms, and Explosives, Washington, D.C., Dec. 1, 2016

*Police Body-Worn Cameras*, International Association of Privacy Professionals, Columbia, SC, Nov. 7, 2016

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

*Perspectives on Police Body-Worn Cameras*, Summit on Trending Issues in Policing, Federal Law Enforcement Training Center, Brunswick, GA, Sept. 28, 2016

*Police Body-Worn Cameras: Practical Limitations*, South Carolina Solicitors' Conference, Myrtle Beach, SC, Sept. 25, 2016

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

*Police Body-Worn Cameras: Practical Limitations*, Missouri Judicial Conference, Columbia, MO, Aug. 21, 2016

*Police Body-Worn Cameras: Practical Limitations*, Media Law School, Columbia, SC, Aug. 18, 2016

*Executive Training Session: Police-Body-Worn Cameras*, Peace Officers' Association of Georgia, Savannah, GA, Aug. 22, 2016

*Police Body-Worn Cameras: Practical Limitations*, South Carolina Judicial Conference, Columbia, SC, August 18, 2016

*Moonlighting: The Private Employment of Off-Duty Police*, CrimFest, Cardozo School of Law, July 11, 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)

*Police Body-Worn Cameras: Practical, Policy, and Legal Challenges*, Kansas Judicial Conference, Wichita, KS, June 9, 2017

*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

*Police Body-Worn Cameras: Practical and Policy Implications*, Savannah Law School, Feb. 12, 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*, RAWSTORY, 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

**SELECTED MEDIA  
INTERVIEWS &  
APPEARANCES  
(CON'T)**

Jonathan Drew, *Despite Arrest, Police Beating Shows Technology Shortcomings*, WASHINGTON POST, Mar. 10, 2018

Jonathan Drew, *Police Beating Case Shows Body Camera Use Shortcomings*, FOX NEWS, Mar. 9, 2018

Jim McKay, *Does Arming Police with Semi-Automatic Rifles Make a Community Safer?*, EMERGENCY MANAGEMENT, Mar. 8, 2018

Ian Duncan & Luke Broadwater, *Baltimore Might Not Be Able to Avoid Paying for Lawsuits Linked to Corrupt Gun Trace Task Force Squad*, BALTIMORE SUN, Feb. 15, 2018

Elizabeth Zima, *Research Shows Police Body-Worn Cameras Reduce Misconduct and Cost for Las Vegas*, GOVERNMENT TECHNOLOGY, Dec. 8, 2017

Martin Kaste, *Videos Reveal A Close, Gory View of Police Dog Bites*, ALL THINGS CONSIDERED, NATIONAL PUBLIC RADIO, Nov. 20, 2017

Allegra Kirkland, *Now Wary of Holding Big Rallies, White Nationalists Resort to Tiny 'Flash Mobs'*, TALKING POINTS MEMO, Oct. 10, 2017

Amiel Fields-Meyer, *When Police Officers Don't Know About the ADA*, THE ATLANTIC, Sept. 26, 2017

Isabella McKinley Corbo & Tess Own, *When Cops Commit Crimes*, VICE NEWS, Sep. 12, 2017

Matt Ford, *When Escaping a Hurricane Means Risking Jail*, THE ATLANTIC, Sep. 7, 2017

Gordon Rago, *Policies Put Limits on Police Working Outside Jobs*, US NEWS & WORLD REPORT, Sept. 2, 2017

Sarah Delia, *A Closer Look at the Story Body Camera Footage Tells*, MORNING EDITION, NPR (WFAE, Charlotte), July 21, 2017

Alan Neuhauser, *Cities Spend More and More on Police. Is It Working?*, U.S. NEWS & WORLD REPORT, July 7, 2017

Jess Bidgood & Richard Perez-Pena, *Mistrial in Cincinnati Shooting as Officer Is Latest Not to Be Convicted*, NEW YORK TIMES

Angel Jennins, Matt Hamilton, and Richard Winton, *Why Inglewood has given few details of a deadly police shooting even after the 5 officers involved left the force*, L.A. TIMES, June 2, 2017

Will Doran, *Was 2016 'One of the Deadliest Years Ever' for Police Officers in the US?*, POLITIFACT, May 23, 2017



**SELECTED MEDIA  
INTERVIEWS &  
APPEARANCES  
(CON'T)**

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

Josh Eells, *Lt. Col. Dave Grossman, the "Killogist" Training America's Cops*, MEN'S JOURNAL, Feb. 2017 Issue

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

Jon Schuppe, *What Would Jeff Sessions Mean for the Future of Police Reform as Attorney General?*, NBC NEWS, Jan. 10, 2017

Alan Neuhauser, *Can Training Really Stop Police Bias?*, U.S. NEWS & WORLD REPORT, Dec. 29, 2016

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

Radio Interview, *Why Police Shooting Trials Put Juries In A Bind*, ALL THINGS CONSIDERED, NPR, Dec. 10, 2016

Steven Hale, *Walter Scott and the Presumption of Guilt for Black Americans*, THE WASHINGTON POST, Dec. 6, 2016

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

**SELECTED MEDIA  
INTERVIEWS &  
APPEARANCES  
(CON'T)**

Radio Interview, *Police Departments Pressures to Release Video of Shootings*, ALL THINGS CONSIDERED, NPR, Sept. 23, 2016

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

Jacqueline Howard, *Police Acts of Violence Unbiased, Controversial New Data Say*, CNN, July 25, 2016

Heath Hamacher, *Put Your Gun Away*, SOUTH CAROLINA LAWYER'S WEEKLY, July 25, 2016

*US Police Shootings: How Many Die Each Year?* BBC NEWS, July 18, 2016

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

Gretel Kauffman, *Could the Proposed 'Back the Blue Act' Deter Assaults on Law Enforcement?*, THE CHRISTIAN SCIENCE MONITOR, July 14, 2016

Radio Interview, *Looking At How Police Are Trained*, ALL THINGS CONSIDERED, NPR, July 9, 2016

Jack Nicas, *Dallas Police Believed to Be First to Use Robot Lethally*, THE WALL STREET JOURNAL, July 8, 2016

David A. Graham, *The Dallas Shooting and the Advent of Killer Police Robots*, THE ATLANTIC, July 8, 2016

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

Josh Sanburn, *Philando Castile Video Raises Questions About How Police Responded After Minnesota Shooting*, TIME, July 7, 2016

Christina Sterbenz, *Former Police Officers Explain How Cops Typically Handle Concealed Weapons*, BUSINESS INSIDER, July 7, 2016

Jason M. Breslow & Dan Nolan, *Quiz: Spot the Illegal Police Stop*, FRONTLINE, June 28, 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

**SELECTED MEDIA  
INTERVIEWS &  
APPEARANCES  
(CON'T)**

Yaniv Kubovich, *Police Body Cams Pit Violence Against Privacy*, HAARETZ (Israeli News Source), May 15, 2016

*Police Body Cameras: Can You Always Believe What They Show?* TODAY SHOW, May 16, 2016

*Deputies Charges in San Francisco Beating Caught on Video*, LOS ANGELES TIMES, May 10, 2016

*Data Initiative Aims to Help With Police Force Transparency*, NPR, Apr. 28, 2016

*Police Body Cameras: What Do You See?*, THE NEW YORK TIMES, Apr. 1, 2016

*In Fatal Shooting of Virginia Cop, A Tale of Two Divergent Trends*, THE CHRISTIAN SCIENCE MONITOR, Feb. 29, 2016

*Court Gets Unusually Specific on Police Taser Gun Use*, NPR (radio interview), Feb. 5, 2016

*After a Dangerous Year, Officers' Family and Colleagues Reflect*, NBC NEWS, Jan. 18, 2016

*New Style of Police Training Aims to Produce 'Guardians,' Not 'Warriors'*, WASHINGTON POST, Dec. 10, 2015

*Police Tactics in San Bernardino Rampage Win High Praise from Experts*, LOS ANGELES TIMES, Dec. 3, 2015

*S.C. High School Arrest Tape Reignites Debate Over Police Brutality*, ALL THINGS CONSIDERED, NPR (radio interview), Oct. 27, 2015

*Man Killed by LAPD Had Thrown Beer Bottle Through Police Case Window, Chief Says*, LOS ANGELES TIMES, Oct. 5, 2015

*When Cops Choose Empathy*, THE NEW YORKER, Sept. 25, 2015

*Is There A 'War On Police'? The Statistics Say No*, ALL THINGS CONSIDERED, NPR (radio interview), Sept. 17, 2015

*LAPD Urges Officers to be Community Guardians, Not Warriors on Crime*, LOS ANGELES TIMES, Aug. 21, 2015

*Sandra Bland Arrest Video Raises Questions About Traffic Stop Rights*, ALL THINGS CONSIDERED, NPR (radio interview), July 22, 2015

*Rebuilding the Trust*, CHRISTIAN SCIENCE MONITOR, June 28, 2015

*Breaking News Consumer's Handbook: Bearing Witness Edition*, ON THE MEDIA, June 12, 2015

*La policía de EEUU, cuestionada por múltiples casos de agresiones a negros*, AGENCE FRANCE-PRESSE, June 11, 2015

*A Few Thoughts on Policing*, TALKING POINTS MEMO, June 10, 2015

**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

*White House Embarks on a Community Policing Balancing Act*, THE PHILADELPHIA TRIBUNE, May 22, 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  
*The Neighborhood That Policed Itself*, THE DAILY BEAST, Jan. 28, 2015  
CANADIAN BROADCASTING CORPORATION, (radio interview: multiple stations) Nov. 26, 2014 and Aug. 15, 2014

## VITA

**Samuel Walker**

**2016**

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### **WEB SITES**

<http://samuelwalker.net>

Personal web site with research and commentary on policing and civil liberties.

<http://todayinlh.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**

A Critical History of Police Reform: The Emergence of Professionalism. Lexington, Massachusetts: Lexington Books, 1977.

Popular Justice: A History of American Criminal Justice. New York: Oxford University Press, 1980.

Second edition, revised; 1998.

Japanese Translation. Institute of Comparative Law. Chuo University. Tokyo, Japan.

1999.

The Police in America: An Introduction. New York: McGraw-Hill, 1983.

2nd. ed., revised, 1991.

3rd. ed., revised, 1999

4<sup>th</sup> ed., revised, 2002, with Charles M. Katz

5<sup>th</sup> ed., revised, 2005, With Charles M. Katz

6<sup>th</sup> ed., revised, 2007, with Charles M. Katz

7<sup>th</sup> ed., revised, 2011, with Charles M. Katz

8<sup>th</sup> ed., revised, 2013, with Charles M. Katz

9<sup>th</sup> ed., revised, 2016, with Charles M. Katz

Unauthorized Chinese Translation. Circa. 2003. Publication information unknown.

Sense and Nonsense About Crime: A Guide to Policy. Monterey, CA: Brooks/Cole, 1985.

2nd ed., revised, 1989.

3rd ed., revised, Sense and Nonsense About Crime and Drugs, 1994.

4<sup>th</sup> ed., revised, 1998.

5<sup>th</sup> ed., revised, 2001.

6<sup>th</sup> ed., revised, 2006.

7<sup>th</sup> ed., revised, 2011

8<sup>th</sup> ed., revised, 2014

In Defense of American Liberties: A History of the American Civil Liberties Union. New York: Oxford University Press, 1990.

2<sup>nd</sup> ed., Revised. Southern Illinois University Press, 2000.

American Civil Liberties Union: An Annotated Bibliography. New York: Garland, 1992.

Taming the System: The Control of Discretion in Criminal Justice, 1950-1990. New York: Oxford University Press, 1993.

"Hate Speech": The History of and American Controversy. Lincoln, NE: University of Nebraska Press, 1994.

The Color of Justice: Race and Ethnicity in American Criminal Justice. [With Cassia Spohn and Miriam DeLone]. Belmont, CA: Wadsworth, 1996.

2<sup>nd</sup> edition, revised, 2000

3<sup>rd</sup> edition, revised, 2004.

4<sup>th</sup> edition, revised, 2011.

5<sup>th</sup> edition, revised, 2012

6<sup>th</sup> edition, revised, 2016 (forthcoming)

The Rights Revolution: Rights and Community in Modern America. New York: Oxford University Press, 1998.

Police Accountability: The Role of Citizen Oversight. Belmont: Wadsworth, 2001.

Civil Liberties in America: A Reference Handbook. Santa Barbara: ABC-CLIO, 2004.

The New World of Police Accountability. Newbury Park: Sage Publications, 2005.

2<sup>nd</sup> ed., Revised, with Carol Archbold, 2014

Presidents and Civil Liberties, From Woodrow Wilson to Barack Obama: A Story of Poor Custodians. New York: Cambridge University Press, 2012.

## **WEB SITES**

**Civil Liberties, Police Accountability, and Crime Policy**

[www.samuelwalker.net](http://www.samuelwalker.net)

**Today in Civil Liberties History**

<http://todayinlh.com>

## **GRANTS, FELLOWSHIPS, CONTRACTS**



Developing and Early Intervention System. Contract, Royal Canadian Mounted Police, Ottawa, Canada. July 2015-2016. \$25,000.

Police Professionalism Initiative. U.S. Congress. \$1,000,000. July 1, 2002 - June 30, 2005.

Promoting Police Accountability: Technical Assistance to Law Enforcement Agencies for Developing Early Warning Systems. Office of Community Oriented Policing Services. October 1, 2000 - September 30, 2000. \$240,929.

Program Development in Mediation of Citizen Complaints. Office of Community Oriented Policing Services. Fall 1999 - December 2000. \$148,000.

Grant-in-Aid. University Committee on Research, UNO. Summer, 1999. "A Study of Police Interactions with Hispanic Citizens.

Analysis of the QSA Survey Forms. Minneapolis Civilian Review Authority. \$500. February - March 1999.

Follow-up Analysis and Report, January 2001. \$250.

Quality Service Audit Development. Minneapolis Civilian Review Authority. \$2,500. May-August, 1998

A National Evaluation of Early Warning Systems. Grant. National Institute of Justice. \$174,643. January, 1998 - June, 1999.

Fellowship. Center on Crime and Communities, Open Society Institute. \$49,000. Fall, 1997-August 1998. Renewed, 1998-1999. \$49,000.

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

Consultant. City Council, Albuquerque, New Mexico. Evaluation of the Oversight for the Albuquerque Police Department.

Consultant. KPMG Peat Marwick. Evaluation of the Charlotte, North Carolina Police Department. March, 1997-1998.

A Survey of Public Perceptions of Racial and Ethnic Minority Employment in the Chicago Police Department. Contract. \$15,000. City of Chicago. 1996.

Summer Grant-in-Aid, UNO University Committee on Research. "An Evaluation of the Police Review Function."

Ford Foundation Fellowship, History and Analysis of the Survey of the Administration of Criminal Justice, September, 1987-December, 1988.

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.

*Sense and Nonsense About Crime* named one of the "Great Books" in Criminal Justice. The rating is in a survey by Gennare F. Vito and Richard Tewksbury published in the *Journal of Criminal Justice Education*, (V. 19, November 2008).

Tribute to Civil Libertarians Award. ACLU Membership Meeting. Washington, DC. October 16, 2006.

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

Academic Freedom Award, 2005. Academic Freedom Coalition of Nebraska. November, 2005.

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

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

Distinguished Alumni Award. College of Humanities. Ohio State University. June 2001.

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

Bruce Smith Award. Academy of Criminal Justice Sciences (ACJS). 1998

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

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.

"Civil Libertarian of the Year," 1991. Nebraska Civil Liberties Union.

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

Honorary Fellow, Institute for Legal Studies, University of Wisconsin Law School, 1987-1988.

Visiting Scholar, Woodrow Wilson School, Princeton University, May-November, 1985.

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

### **ARTICLES, BOOK CHAPTERS, and REPORTS**

“Governing the American Police: Wrestling with the Problems of Democracy, *University of Chicago Law Forum* (forthcoming 2016).

“The History of Proactive Policing.” Commissioned Paper, National Academy of Sciences, Panel on Proactive Policing. Presented at Panel Meeting, Washington, DC, April 4, 2016.

“The Community Voice in Policing: Old Issues, New Evidence, *Criminal Justice Policy Review* 10 (2015): 1-16.

“The Engineer as Progressive: The Wickersham Commission in The Arc of Herbert Hoover’s Life and Work,” *Marquette Law Review* (forthcoming 2013).

“Institutionalizing Police Accountability Reforms: The Problem of Making Police Reforms Endure, *St. Louis University Public Law Review*, XXXII (No. 1, 2012): 57-92.

“Civil Liberties.” Michael Kazin, ed., *The Concise Princeton Encyclopedia of American Political History*. Princeton: Princeton University Press, 2011. Pp. 79-82.

“Policing the Police: Citizens Encourage Ethical Policing.” With Andrea Lorenz. U.S. State Department, *E-Journal USA*, 15 (April 2011): 22-23.

*Making Police Reforms Endure: The Keys For Success*. Trent Ikerd and Samuel Walker. Washington, DC: Department of Justice, April 2010.

“Not Just Police Use of Deadly Force: The Larger Contributions of Jim Fyfe to American Criminal Justice,” in Candace McCoy and Samuel Walker, eds., *Holding Police Accountable*. Washington, DC: Urban Institute Press, 2010.

“An Alternative Remedy for Police Misconduct: A Model State Pattern or Practice Statute” [with Morgan MacDonald], *George Mason Civil Rights Law Journal*, 19 (Summer 2009): 479-552.

“The Impact of Traffic Stops on Calling the Police,” Chris Gibson, Samuel Walker, Wesley G. Jennings, J. Mitchell Miller, *Criminal Justice Policy Review* 21 (June 2010): 139-159.

“The Neglect of Police Unions: Exploring one of the most Important Areas of Policing,” *Police Practice and Research*, 9 (May 2008), No. 2): 95-111.

Reprinted in Monique Marks and David Sklansky, eds. *Police Reform from the Bottom Up: Officers and their Unions as Agents of Change* (New York: Taylor and Francis, 2012).

“Police Accountability: Current Issues and Research Needs” National Institute of Justice, U.S. Department of Justice, May, 2007. [www.ncjrs.gov](http://www.ncjrs.gov).

“Too Many Sticks, Not Enough Carrots: Limits and New Opportunities in American Crime Policy,” *University of St. Thomas Law Journal* 3 (Spring 2006): 430-461.

“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).

“Education: The Key to Civil Liberties.” In Woody Klein, ed., *Liberties Lost*. Westport, CT: Greenwood Press, 2006.

*Strategies for Intervention with Officers Through Early Intervention Systems: A Guide for Front-line Supervisors*. Washington, DC: Department of Justice, 2006.

*Supervision and Intervention within Early Intervention Systems: A Guide for Law Enforcement Chief Executive*

“Race and Criminal Justice,” “American Civil Liberties Union,” “Nat Hentoff,” “Police Investigation Commissions,” Encyclopedia of Civil Liberties (New York: Routledge, forthcoming).

“An Impediment of Police Accountability?: An Analysis of Statutory Law Enforcement Officers’ Bills of Rights,” [with Kevin M. Keenan], Boston University Public Interest Law Journal, 14 (2005): 185-243.

“American Civil Liberties Union.” Encyclopedia of the Supreme Court. New York: Oxford University Press, 2005.

“American Civil Liberties Union.” Governments of the World (New York: Macmillan Reference, forthcoming).

“Science and Politics in Police Research: Reflections on Their Tangled Relationship,” Annals of the American Academy of Political and Social Science, V. 593 (May 2004): 137-155.

“Citizen Oversight, 2003: Developments and Prospects,” New York State Bar Association, Government, Law and

Fairness and Effectiveness in Policing: The Evidence. Washington, DC: National Academy of Sciences, 2003. [Member of the Committee; principal author of Chapter Three].

Early Intervention Systems for Law Enforcement Agencies: A Planning and Management Guide. Washington, DC: U.S. Department of Justice, 2003.

“Police Sexual Abuse of Teenage Girls: A 2003 Update of ‘Driving While Female.’” With Dawn Irlbeck. Police Professionalism Initiative. June 2003. [www.policeaccountability.org](http://www.policeaccountability.org).

“The New Paradigm of Police Accountability: The U.S. Justice Department ‘Pattern or Practice Suits in Context.’” St. Louis University Public Law Review, XXII (No. 1, 2003): 3-52.

Internal Benchmarking for Traffic Stop Data: An Early Intervention System Approach. Discussion Paper. Police Professionalism Initiative. April 2003. [www.policeaccountability.org](http://www.policeaccountability.org).

White Papers. Frequently Asked Questions About Citizen Oversight of Police.  
Frequently Asked Questions About Early Warning Systems.  
Frequently Asked Questions About Mediating Citizen Complaints.  
Cultural Diversity and the Police Project. Bureau of Justice Assistance. 2003. [www.policylab.org/cdap.html](http://www.policylab.org/cdap.html)

Police Outreach to the Hispanic/Latino Community: A Survey of Programs and Activities [With Leigh Herbst and Dawn Irlbeck. Report. November, 2002.

Driving While Female. [with Dawn Irlbeck]. Police Professionalism Initiative Report. May, 2002

Mediating Citizen Complaints Against Police Officers: A Guide for Police and Community Leaders. Washington, DC: Government Printing Office, 2002.

Early Warning Systems: Responding to the Problem Police Officer. [With Alpert and Kenney]. National Institute of Justice. Research in Brief (Washington, DC, June 2001).

“Searching for the Denominator’: Problems with Police Traffic Stop Data and an Early Warning System Solution,” *Justice Research and Policy*, 3 (May 2001): 1-33

“Early Warning Systems as Risk Management for Police” [with Geoffrey Alpert]. In Kim Michelle Lersch, eds., *Policing and Misconduct* (Upper Saddle River: Prentice-Hall, 2002), pp. 219-230.

“Mediating Citizen Complaints Against the Police: An Exploratory Study,” *Journal of Dispute Resolution*, V. 20

“Language Barriers in the Delivery of Police Services: A Study of Police and Hispanic Interactions in a Midwestern City” [with Leigh Herbst], *Journal of Criminal Justice* 29 (July/August 2001): 1-12.

“Police Accountability and Early Warning Systems: Developing Policies and Programs,” *Justice Research and Policy*, 2 (Fall 2000): 59-72.

“Police Accountability: Establishing an Early Warning System,” *International City Management Association, IQ Service Report*, 32 (No. 8, August 2000).

“Early Warning Systems for Police: Concept, History, and Issues” [with Geoffrey P. Alpert and Dennis J. Kenney], *Police Quarterly*, 3 (No. 2, June 2000): 132-151.

*Police Interactions with Racial and Ethnic Minorities: Reconciling the Contradictions Between Allegations and Evidence*. Washington: Police Executive Research Forum, 2000

“Institutional Structure vs. Political Will: Albuquerque as a Case Study in the Effectiveness of Citizen Oversight of the Police” [with Eileen Luna]. A. Goldsmith and C. Lewis, ed., *Civilian Oversight of Policing: Governance, Democracy and Human Rights*. Oxford: Hart Publishing, 2000. Pp. 83-104.

“Arthur Garfield Hays.” *American Lawyer* (December 1999). Pp. 75, 153

“New Directions in Citizen Oversight: The Auditor Approach to Handling Citizen Complaints,” in T.O. Shelley and A. Grant, eds., *Problem-Oriented Policing*. Washington, DC: Police Executive Research Forum, 1998. Pp. 161-178.

*Policing in Indian Country: A National Survey of Tribal Law Enforcement Agencies* [With Eileen Luna]. Washington: Police Executive Research Forum, 1998.

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

Achieving Police Accountability: New Directions in Citizen Review of Complaints (New York: Open Society Institute, 1998).

Citizen Review of the Police – 1998 Update. Omaha: University of Nebraska at Omaha, 1998.

"Ideology as an Intervening Variable in Affirmative Action." *Subject to Debate*, 12 (May 1998): 1, 4.

"Complaints Against the Police: A Focus Group Study of Citizen Perceptions, Goals, and Expectations," *Criminal Justice Review*, 22 (Autumn 1997): 207-226.

"A Primer on Police Complaint Data," *Subject to Debate*, (March 1998).

A Report on the Oversight Mechanisms of the Albuquerque Police Department (With Eileen Luna). February, 1998.

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

Perceptions of Racial and Ethnic Minority Employment in the Chicago Police Department. (With Vincent J. Webb). June, 1996.

"Wars on Crime - Struggles For Justice: Conflicting Trends in American Criminal Justice, 1970-1995." *Lawrence*

"The State of the Police." (Contributor, with Fyfe, Greene, McMurray, Skolnick, and Weisheit). *American Sociological*

"Varieties of Citizen Review: The Implications of Structure, Mission, and Policies for Police Accountability," *Ar*

"Introduction and Reader's Guide." *Records of the National Commission on Law Observance and Enforcement*,

Citizen Review Resource Manual. Washington, DC: Police Executive Research Forum, 1995.

"American Civil Liberties Union." *Collier's Encyclopedia*. New York: Collier's, 1996. Pp. 31- 32.

"Less Than Meets the Eye: Police Department Bias Crimes Units," *American Journal of Police*, XIV (No. 1 1995): 29-48. [with Charles M. Katz].

"A Pale Reflection of Reality: The Neglect of Racial and Ethnic Minorities in Introductory Criminal Justice Textbooks." *Journal of Criminal Justice Education*, 6 (Spring 1995): 61-83. [With Molly Brown].

Citizen Review of the Police 1994: A National Survey. [With Betsy Wright]. Washington, DC: Police Executive Research Forum, 1995.

"American Civil Liberties Union." *Oxford Companion to American Military History*. New York: Oxford University Press, forthcoming.

"A Strange Atmosphere of Consistent Illegality: Myrdal on 'The Police and Other Contacts,'" *Challenge*, 5 July

Also published in Obie Clayton, Jr., ed., *An American Dilemma Revisited: Race Relations in a Changing World*. New York: Russell Sage Foundation, 1996. 226-246.

"Guide to the Papers of the American Civil Liberties Union," *The Papers of the American Civil Liberties Union, 1920-1989: Microfilm Edition* (Ann Arbor, MI: University Microfilms Incorporated, 1994).

"Involving Citizens in Violence Prevention," *American Journal of Police*, XII (1993, No. 3): 59-64.

"The Communitarian Cop-Out," *National Civic Review*, 82 (Summer 1993): 246-254.

"Hijacked!: How the War on Drugs Stole Community Policing." *The Faces of Change: Seventh International Conference on Drug Policy Reform*. Washington, DC: Drug Policy Foundation, 1993. Pp. M/1-7.

"Historical Roots of the Legal Control of Police Behavior," in D. Weisburd and C. Uchida, eds., *Police Innovation and the Rule of Law*. New York: Springer - Verlag, 1993. Pp. 32-55.

"Roger Baldwin." *American Reform and Reformers: A Biographical Dictionary*. R. M. Miller and P. A. Cimbala, eds. Westport, CT: Greenwood Press, 1996. Pp. 26-36.

"Law Enforcement," *Encyclopedia of the American Presidency*, V. 3. New York: Simon & Schuster, 1994. Pp. 942-944.

"Between Two Worlds: The President's Crime Commission and the Police, 1967-1992," in *The 1967 President's Crime Commission Report: Its Impact 25 Years Later*. John Conley, ed. Cincinnati: Anderson, 1994. Pp. 21-35.

"Putting Justice Back Into Criminal Justice: Notes For a Liberal Criminal Justice Policy," *Criminal Justice: Law and Politics*, 6th ed., George Cole, ed. Belmont, CA: Wadsworth, 1993. Pp. 503-516.

Reprinted, 7<sup>th</sup> ed., 1998.

"Does Anyone Remember Team Policing?: Lessons of the Team Policing Experience for Community Policing." *American Journal of Police*, XII (No. 1 1993): 33-55.

"The Effectiveness of Civilian Review: Observations on Recent Trends and New Issues Regarding Civilian Review of the Police." *American Journal of Police*, XI (No. 4, 1992): 1-26. With Vic Bumphus; 80% authorship.

"A Decade of Modest Progress: Black and Hispanic Police Employment in the 50 Largest Cities, 1983-1992" (with K. B. Turner). Omaha: University of Nebraska at Omaha, 1992.



ACLU, *Fighting Police Abuse: A Community Action Manual*. (New York: ACLU, 1992). 80% authorship.

Spanish language edition: *La Lucha Contra Los Abusos De La Policia: Manual De Accion Comunitaria*

Second edition, revised, 1997.

"Answers to 10 Key Questions About Civilian Review," *Law Enforcement News* (March 31, 1992).

"Getting From Here to There: A Reply to George Kelling," *Issues in Community Policing*, William A. Geller, ed. Washington: Police Executive Research Forum, forthcoming.

"The Creation of the Contemporary Criminal Justice Paradigm: The American Bar Foundation Survey of Criminal Justice, 1956-1969," *Justice Quarterly*, 9 (March, 1992): 201-230.

"The American Civil Liberties Union," in Kermit L. Hall, ed., *The Oxford Companion to the Supreme Court* (New York: Oxford University Press, 1992), pp. 29-30.

"The American Civil Liberties Union." *Encyclopedia of African American Culture*. New York: Macmillan, forthcoming.

"Special Report: Police Misconduct." *The Americana Annual 1992*. New York: Grolier, 1992. p. 205.

"Morris Ernst," "Osmond K. Fraenkel," "Walter Pollak," in John A. Garraty, Ed., *American National Biography*. New York: Oxford University Press, Forthcoming.

"Forces of Change in Police Policy: The Impact of *Tennessee v. Garner*," *American Journal of Police*, XI (1992, No. 3): 97-112. (50% contribution).

"Urban Crime Policy," (with J. Greene, D. Gordon, D. Steelman). *Journal of Urban Affairs*, 14 (No. 3/4, 1992): 359-375. 25% Contribution.

"American Civil Liberties Union," "Roger Baldwin," "Crystal Eastman," *Encyclopedia of New York City*, New Haven: Yale University Press, 1996.

"Civilian Review of the Police in Los Angeles: What, Why, and How," *Open Forum*, 67 (May/June 1991): 4.

"Civilian Review: Facing the New Reality," *Police Union News*, II (December, 1991): 1-3, 7.

*Civilian Review of the Police: A National Survey*. Omaha: UNO. 1991 (with Vic Bumphus). 50% contribution.

- "The ACLU and Economic Rights," in Symposium on Economic Rights, Society, 28 (January/February 1991): 14-16.
- "Forward," to Geoffrey Alpert and Lorie Fridell, *Police Vehicles and Firearms: Instruments of Deadly Force*. Prospect Hts., IL: Waveland Press, 1991.
- "The Growth of Civil Liberties, 1890-1945: Reflections in the Magic Mirror of American Life," in Ray Arseneault, ed., *Crucible of Liberty: 200 Years of the Bill of Rights*. New York: The Free Press, 1991: 36-51.
- "Rights Before Trial," in Kermit Hall, ed., *By and For the People: Constitutional Rights in American History*. Arlington Hts., IL: Harlan Davidson, 1991. Pp. 78-88.
- "Douglas as Civil Libertarian: Criminal Law and Privacy," in Stephen L. Wasby, ed., *"He Shall Not Pass This Way Again": The Legacy of William O. Douglas*. Pittsburgh: University of Pittsburgh Press, 1990. Pp 129-131.
- "Beyond the Supreme Court: Alternative Paths to the Control of Police Behavior," *American Journal of Criminal Justice*, 14 (1990): 189-204.
- "Paths to Police Reform: Reflections on 25 Years of Change," in Dennis Jay Kenney, ed., *Police and Policing* (New York: Praeger, 1989), pp. 271-284.
- Employment of Black and Hispanic Police Officers, 1983-1988: A Follow-up Study (Omaha: UNO Center For Applied Urban Research, 1988). Reprinted in *Sourcebook of Criminal Justice Statistics*, 1988 (Washington: Department of Justice, 1989), pp. 89-90.
- "Penal Reform," "Police Reform," *Historical Dictionary of the Progressive Era*, John D. Buenker and Edward R. Kantowicz, eds., Westport: Greenwood Press, 1988, pp. 360-361, 372-373.
- The Rule Revolution: Reflections on the Transformation of American Criminal Justice, 1950-1988* (Madison: Institute for Legal Studies, 1988).
- "Sixties Civil Rights Gave Momentum to Prisoners' Rights," " *Prison Journal*, No. 13, (Fall, 1987).
- "Sooner or Later We All Need Our Civil Liberties (Ask Ollie North)," *The World and I* (June 1987), pp. 633-640; reprinted in *The New York City Tribune*, June 26, 1987.
- "Official Crime Reports Conflict," *Prison Journal* (No. 9, Fall 1986), 6, 11-12.
- "Controlling the Cops: A Legislative Approach to Police Rulemaking," *University of Detroit Law Review*, 63 (Spring 1986), 361-391.

"The Insider as Outsider: Patrick V. Murphy and the Dilemmas of Police Reform," in Hubert G. Locke, ed., *Essays in Honor of Patrick V. Murphy* (forthcoming).

"The Dynamics of Change in American Criminal Justice: Towards an Understanding of 'Reform'," in Kerner, Galway, Janssen, eds., *European and North-American Juvenile Justice Systems--Aspects and Tendencies* (Munich, 1986), pp. 155-177.

"Racial Minority and Female Employment in Policing: The Implications of 'Glacial' Change," *Crime and Delinquency*, 31 (October 1985), pp. 555-572.

"The Limits of Segregation in Prisons: A Reply to Jacobs," *Criminal Law Bulletin*, 21 (November/December 1985), pp. 485-494.

"The Politics of Police Accountability: The Seattle Police Spying Ordinance as a Case Study," in E. Fairchild and V. Webb, eds. *The Politics of Criminal Justice*. Beverly Hills: Sage Publications, 1985. Pp. 144-157.

"DICTA: Decisions Threaten Future of Police Reform," *Virginia Law Weekly*, V. 37 (March 1, 1985).

"Historians on the Case: Contemporary Crime Policy and the Uses of History," *Organization of American Historians, Newsletter*, V. 13 (February 1985), pp. 13-15.

"Setting the Standards: The Impact of 'Blue-Ribbon' Commissions on the Police," in W. Geller, ed., *Police Leadership in America: Crisis and Opportunity* New York: Praeger, 1985. Pp. 354-370

"Police Forces," in C. R. Wilson and W. Ferris, eds., *Encyclopedia of Southern Culture*. Charlotte: University of North Carolina Press, 1989. Pp. 814-815.

"Broken Windows and Fractured History: The Use and Misuse of History in Recent Police Policy Analysis," *Justice Quarterly*, I (March 1984), pp. 75-90.

Reprinted in S. G. Brandl and D. E. Barlow, eds., *Classics in Policing*. Cincinnati: Anderson Publishing, 1996.

"The Future of Policing." Background paper in *The Future of Policing*. Seattle: William O. Douglas Institute, 1984.

"The Employment of Black and Hispanic Police Officers: Trends in the 50 Largest Cities," University of Nebraska at Omaha, *Review of Applied Urban Research*, XI (October 1983).

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

"Police Professionalism at the Crossroads: Police Administration in the 1980's," in Iacovetta and Chang, eds., Critical Issues in Criminal Justice (Durham: Carolina Academic Press, 1979), pp. 161-173.

"The Rise and Fall of the Policewomen's Movement, 1905-1975," in J. Hawes, ed., Law and Order in American History (Port Washington: Kennikat Press, 1979), pp. 101-111.

"Reexamining the President's Crime Commission: 'The Challenge of Crime in a Free Society' After Ten Years," Crime and Delinquency, 24 (January 1978), pp. 1-12.

"Law and Order in Scranton: The Role of the Police in an Industrial Community, 1866-1884," American Studies, XIX (Spring 1978), pp. 79-90.

"The Urban Police in American History: A Review of the Literature," Journal of Police Science and Administration, IV (September 1976), pp. 252-260.

\*\*Reprinted in Cromwell and Keefer, eds., Police-Community Relations 2nd ed. (St. Paul: West, 1978).

"Police Professionalism: Another Look at the Issues," Journal of Sociology and Social Welfare, III (July 1976), pp. 701-711.

"Varieties of Workingclass Experience: The Workingmen of Scranton, Pennsylvania, 1955-1885," in M. Cantor, ed., Nineteenth Century Workingclass Culture (Westport, CT: Greenwood Press, 1979), pp. 361-376.

"Terence V. Powderly - Machinist, 1866-1873," Labor History, 19 (Spring 1978), pp. 165-184.

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

"Powderly, the Knights of Labor, and Temperance Reform," Societas: A Review of Social History, V (Autumn 1975), pp. 279-293.

"George Howard Gibson: Christian Socialist Among the Populists," *Nebraska History*, 55 (Winter 1974), pp. 553-572.

## **PRESENTATIONS**

"Policing – and Governing—the Police: Wrestling with the Problem of Democracy." University of Chicago Law Forum, Chicago, IL, November 6, 2015.

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

"Police Union Contract Provisions: Impediments to Police Accountability." Presentation. NAACP Legal Defense and Education Fund (LDF), Annual Conference, Warrenton, VA, October 23, 2015

"An Independent Police Auditor: An Effective form of Citizen Oversight of the Police." Presentation. Coalition for Increased Civilian Oversight of the Pasadena Police." Community Conference, Pasadena, CA, October 6, 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.

"Police Response to the Mentally Ill: Lessons from Recent U.S. Experience." Presentation, XXXIX International Conference on Law and Mental Health, Vienna, Austria, July 17, 2015.

"Achieving Respectful Policing." Testimony. United States Commission on Civil Rights. Hearings. New York City, April 20, 2015.

"Getting Serious About Day-to-Day Police Misconduct. Keynote Address. April Symposium on Racial Justice. Arizona State University. Phoenix, AZ, April 10, 2015.

"Statement on Respectful Policing." Ohio Task Force on Police-Community Relations. Written Submission. March 17, 2015.

"After Ferguson: Lessons from a Tragedy." Presentation. Conference on Race, Justice and Community: Can We All Get Along? John Jay College. New York City. February 9, 2015.

“Citizen Voice in Police Policy Making: Old Issues, New Evidence” Presentation. Conference on Moving Beyond Discipline: The Role of Civilians in Policing. National Association for Citizen Oversight of Law Enforcement and Seattle University. Seattle, WA, February 6, 2015.

“A Respectful Policing Initiative.” Presentation. President’s Task Force on 21<sup>st</sup> Century Policing. Washington, DC. January 13, 2015.

“The Most Important Police Research Needs.” Presentation. Police Section Meeting, American Society of Criminology. San Francisco. November 20, 2014.

“Police-Community Relations Today.” Presentation and discussion. Reason/Omaha, Monthly meeting. Omaha, NE. December 10, 2014.

“Militarization of the Police,” Panelist. Public Forum. Nebraskans for Peace. Lincoln, NE. November 17, 2014.

“Police Officer Body Cameras: Their Place in the Larger Police Accountability Picture. Presentation. Conference on Police Officer Body Cameras, Seattle University, Seattle, WA, October 10, 2014.

“Community vs. Chaos: Community Dialogue; What Would We Do if Ferguson Happened in Omaha?” Panelist. Community Forum. Omaha, NE. September 8, 2014.

“The PTSR Framework: A Systematic Approach to Police Accountability.” Presentation. Phoenix, AZ Metropolitan Area Police Chiefs Groups. Phoenix, AZ. April 21, 2014.

“An Unprecedented Situation for Police Reform.” Community Forum on the NYPD. Cardozo Law School. New York City. January 27, 2014.

“Finding the Right Balance.” Presentation. Annual Meeting, National Association for Citizen Oversight of Law Enforcement,” September 23, 2013. Salt Lake City, Utah.

“On the Stand: What I Learned as an Expert Witness in the NYPD Stop and Frisk Trial.” University of Nebraska at Omaha. Constitution Day Talk. September 17, 2013.

“Presidents and Civil Liberties: What History Tells Us About Obama and Romney.” Presentation, Colorado State University, October 22, 2012.

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

“The Engineer as Progressive: The Wickersham Commission in the Arc of Herbert Hoover’s Life and Work. Presentation. Conference on America’s First National Crime Commission And the Federalization of Law Enforcement.” Marquette University Law School.

October 4, 2012.

“Police Accountability – Lawfulness and Legitimacy.” Seminar. Center for Public Safety, Northwestern University. September 12, 2012.

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

“Police Accountability.” Workshop, Safe Communities, Fair Sentences Conference. Omaha, Nebraska, March 10, 2012.

“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.

“Institutionalizing Accountability Reforms.” Presentation, Conference on Control of Police

Commentator. Panel on “Job Commitment, Satisfaction, and Corruption: Papers from the National Police Platform. American Society of Criminology Annual Meeting, November 18, 2011. Washington, DC.

“Making Police Reforms Endure: The Keys for Success.” Presentation. Annual Meeting. National Association for Civilian Oversight of Law Enforcement. October 18, 2011. New Orleans, LA.

“Rethinking Police Litigation Strategies,” Presentation, Center for Constitutional Rights, New York City, August 17, 2001.

“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.

“Race and Justice in America: A 40 Year Perspective. Keynote Address, Western Society of Criminology Annual Meeting, Vancouver, CA, February 5, 2011.

“Linking Policy Change, Officer Response, and Organizational Transformation: A Theoretical Perspective,” with Dennis Rosenbaum. Presentation. American Society of Criminology, Annual Meeting, San Francisco, CA, November 18, 2010.

“Roundtable Discussion: The Auditor Model of Citizen Oversight. Roundtable Leader. National Association for Citizen Oversight of the Police, Annual Meeting, Seattle, WA, September 21, 2010.

“Alternative Strategies for Dealing with Police Misconduct.” Presentation. Rights Working Group. Washington, DC, May 11, 2010.

“Rethinking Packer’s ‘The Two Models of the Criminal Process’.” Presentation. American Society of Criminology. Annual Meeting. Philadelphia, PA. November 6, 2009.

“Renewing Research on Police Accountability.” Moderator and Presenter. American Society of Criminology. Annual Meeting. Philadelphia, PA. November 5, 2009.

“Models of Oversight: The Auditor Model.” Roundtable Discussion Moderator. National Association for Citizen Oversight of Law Enforcement. Annual Meeting, Austin, TX. October 31, 2009.

“Problem-Solving Approaches to Reducing Violence.” Forum: From Awareness to Action: A Community Approach to Youth Violence. League of Women Voters, Omaha, NE. November 17, 2008.

“Current Directions in Police Accountability.” Community Forum. St. Louis, MO. November 13, 2008.

Commentary. Author Meets Critics: Richard Leo on Police Interrogations. Annual Meeting, American Society of Criminology, November 12, 2008.

“The Auditor Model of Citizen Oversight.” Roundtable Discussion Leader. NACOLE Annual Meeting, Cincinnati, OH. October 27, 2008.

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

“Core Principles for Effective Violence Reduction Strategies.” Presentation. Judiciary Committee, Nebraska Unicameral. Omaha, NE. September 12, 2008.

“Building Trust in Police— Needed for Effective Crime Fighting.” Presentation. Stop the Violence Conference. Omaha, NE. April 25, 2008.

“Omaha’s Police Problems in National Perspective.” Presentation. League of Women Voters of Omaha. Annual Meeting. April 19, 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.

“Presidents and Civil Liberties.” ACLU Washington Legislative Office. Washington, DC. December 14, 2007.

“The Abuse of Presidential Power: Wilson, FDR, Nixon, and Bush.” Presentation. Brownville Lyceum. Brownville, NE. October 7, 2007.



- “The Survival of Citizen Oversight Agencies.” Presentation. Annual Meeting, National Association for Citizen Oversight of Law Enforcement. San Jose, CA. September 25, 2007.
- “Not the Same Old Police-Community Relations Issue.” Presentation. Conference on Immigration. Arizona State University. Phoenix, AZ. April 5, 2007.
- “Lessons of the Scopes Case: Strategies for Responding to the Religious Right.” C. E. Sorensen Memorial Lecture. Unitarian Church of Lincoln, Nebraska. April 1, 2007.
- “Police Accountability: Issues and Research Needs.” National Institute of Justice, Police Planning Research Workshop. Washington, DC. November 28, 2006
- “Lessons of the Scopes Case: Strategies for Responding to the Religious Right.” Americans United for Separation of Church and State. Nebraska Chapter Meeting. Omaha, NE. November 8, 2006.
- “The Impact of Consent Decrees on Policing.” Presentation. Annual Meeting, American Society of Criminology. Los Angeles, November 2, 2006.
- “The New World of Police Accountability.” Presentation. Americans for Effective Law Enforcement (AELE). Las Vegas, NV, October 30, 2006.
- “Why the Neglect of Police Unions? Exploring One of the Most Important Areas of American Policing.” Presentation. Conference on Police Reform from the Bottom Up. The Law School. University of California, Berkeley. October 12-13. 2006.
- “The Larger Legacy of Jim Fyfe: The Control of Discretion in Criminal Justice.” Presentation. Memorial Conference on The Legacy of James Fyfe. John Jay College. New York City. October 5, 2006.
- “An Uncertain Defense: Presidents and Civil Liberties, From Woodrow Wilson to George W. Bush.” Constitution Day Address. University of Nebraska at Omaha. September 18, 2006.
- “DNA Dragnets: Use and Experience.” Presentation. Conference on DNA Fingerprinting and Civil Liberties. American Society of Law, Medicine and Ethics. Boston, MA. May 12, 2006.
- “Too Many Sticks, Not Enough Carrots.” Presentation. University of St. Thomas Law School. Minneapolis, MN. March 30, 2006.
- “National Trends in Early Intervention Systems.” EIS Best Practices Conference. Phoenix Police Department. Phoenix, AZ. March 27, 2006.

- “Diversity in Law Enforcement Employment: Values, Goals, Results.” Presentation. Performance Institute. Washington, DC. February 16, 2006.
- “Innovations in Police Accountability: Opportunities and Challenges.” Conference on Innovations in Police Accountability. Upper Midwest Regional Community Policing Institute. Minneapolis, MN. January 17, 2006.
- “Models of Citizen Oversight: The Auditor Model.” Workshop. National Association for Citizen Oversight of Law Enforcement. Miami, Florida. December 13, 2005.
- “What Real Police Accountability Looks Like.” Presentation. National Association for Citizen Oversight of Law Enforcement. Annual Meeting. Miami, FL. December 12, 2005.
- “The Worst President Ever on Civil Liberties?” History News Network. On line edition. <http://hmn.us>. December 5, 2005.
- “Evidence-Based Police Accountability: What We Know, What We Need to Know.” Presentation. American Society of Criminology, Annual Meeting. Toronto, Canada. November 17, 2005.
- “Race, Incarceration and Social Policy.” Presentation. Dana College. October 17, 2005.
- “DNA Sweeps by Police: An Ineffectual Investigative Tactic.” Presentation. Police Executive Research Forum, Annual Meeting. New York City. April 24, 2005.
- “The New World of Police Accountability.” Presentation. Crime, Law and Public Policy Lecture Series. University of Arizona Law School. Tucson, AZ. March 9, 2005.
- “Issues in Criminal Justice.” Omaha Public Schools, Improving Teaching Workshop. February 22, 2005. Omaha, NE.
- “Racial Profiling.” University of Nebraska - Lincoln, Martin Luther King Week Program. January 18, 2005.
- “Citizen Complaints as a Performance Measure for the Police,” American Society of Criminology, Annual Meeting. November 17, 2004. Nashville. TN
- Keynote Address, “The New World of Police Accountability.” Toronto Police Service, 4<sup>th</sup> Annual Professional Standards Conference. October 27, 2004. Toronto, Canada.
- Keynote Address: “Only One Part of the Picture: Traffic Stop Data Collection in Perspective.” Police Executive Research Forum By the Numbers Conference, August 24, 2004. Kansas City, MO.
- “Best Practices: Early Intervention Systems in Policing” (with Geoffrey P. Alpert). National Institute of Justice Annual Research and Evaluation Conference. July 17, 2004. Washington, DC.

- “Whistle Blower Protection for Police Officers: The Need and the Obstacles.” Presentation. Rutgers-Camden Law School. April 2, 2004. Camden, NJ.
- “The New World of Police Accountability.” Presentation. University of Houston Law Center. March 25, 2004. Houston, TX.
- “A Closer Look at the History of Policing in the U.S.” Workshop. Annual Meeting. Academy of Criminal Justice Sciences. March 10, 2004. Las Vegas.
- “Police Auditors in the United States: An Emerging Model of Oversight.” Conference, Comparative Perspectives on Police Accountability.” United Nations. New York, NY. December 3-4, 2003.
- “The Auditor Model of Citizen Oversight of the Police.” American Society of Criminology. Denver, CO. November 13, 2003.
- “Alternative Strategies for Citizen Oversight of the Police.” Citizens Investigative Panel. Miami, Florida. November 6, 2003.
- “The Hispanic Community and the Police: Research Opportunities.” National Latino Peace Officers Association Annual Meeting. Washington, DC. October 23, 2003.
- “New Directions in Police Accountability.” Police Executive Research Forum. Washington, DC. September 12, 2003.
- “Internal Benchmarking for Traffic Stop Data.” New Jersey Attorney General’s Stop Data Committee. Police Institute. Rutgers University. April 9, 2003.
- “Internal Benchmarking for Traffic Stop Data.” Dean’s Forum. School of Criminal Justice. Rutgers University. April 9, 2003.
- “Internal Benchmarking for Traffic Stop Data.” Racial Profiling Conference. Northeastern University. Boston, MA. March 8, 2003.
- “Best Practices in Early Intervention Systems.” Teleconference. U.S. Justice Department. February 13, 2003.
- “Is There Still No Justice?: Race and Criminal Justice 35 Years After the Kerner Commission.” On-line Teleconference. Wadsworth Publishing. January 24, 2003.
- “Is There Still No Justice?: Reflections on 40 Years of Struggle for Racial Justice.” Keynote Address. Texas Philosophical Society. Fort Worth, TX. December 7, 2002.
- “Early Intervention Systems for Police.” PATC Conference. Las Vegas, NV. December 3, 2002.

- “Models of Civilian Oversight.” Discussant. Annual Meeting, National Association for Citizen Oversight of Law Enforcement. Boston, MA. November 1, 2002.
- “Accountability and Police Ethics.” Presentation. Annual Meeting, International Association of Chiefs of Police. Minneapolis, MN. October 9, 2002.
- “Innovations in Handling Citizen Complaints.” Presentation, Conference on Community Policing Keeps America Safe.” Washington, DC. July 16, 2002.
- “Planning and Implementing Early Warning Systems.” Presentation, Conference on Community Policing Keeps America Safe.” Washington, DC. July 16, 2002.
- “Race, Ethnicity, and Police Accountability. Old Problems, New Approaches.” Presentation. California State University at Northridge. April 16, 2002.
- “The New World of Police Accountability.” Keynote Address. Conference on Police Accountability. St. Louis University Law School. April 5, 2002.
- “Strategies for Combating Racism in Criminal Justice.” Nebraskans for Peace, Annual Conference. Omaha, NE. February 16, 2002.
- “Covering the Police: Criteria for News Media.” Annenberg School. University of Southern California. Los Angeles, CA. December 5, 2001.
- “New Directions in Police Accountability.” Police Training Seminar. Las Vegas, NV. December 4, 2001.
- “Implementing Citizen Oversight.” Presentation. Annual Meeting, National Association of Civilian Oversight of Law Enforcement (NACOLE). Denver, CO. October 11, 2001.
- “Early Warning Systems and Racial Profiling.” Racial Profiling Report Implementation Conference. Police Executive Research Forum. August 6, 2001.
- “The New World of Police Accountability.” Presentation. Lawyers Committee for Human Rights. New York, NY. June 27, 2001.
- “Linking Internal and External Accountability Mechanisms.” Presentation. Performance and Accountability Summit for Law Enforcement. February 27, 2001. Washington, DC.
- “What Are Police Doing to Police Themselves?” Presentation. University of Illinois - Chicago. February 20, 2001. Chicago, Illinois.
- “Understanding Complaints Against the Police: A Theoretical Perspective.” Presentation. Center for the Study of Law and Society. University of California - Berkeley. January 25, 2001.

- “Early Warning Systems as a Best Practice.” Conference. U.S. Department of Justice, Washington, DC. November 29, 2000.
- “Citizen and Police Satisfaction with Civilian Review.” Presentation [with Leigh Herbst]. American Society of Criminology. Annual Meeting. San Francisco. November 17, 2000.
- “Early Warning Systems as an Accountability Mechanism.” Presentation. American Society of Criminology. Annual Meeting. San Francisco. November 15, 2000
- “Best Practices in Police Accountability.” Presentation. Justice Coalition of Greater Chicago. Chicago, IL. October 25, 2000.
- “The Auditor Model of Oversight as a Means of Promoting Police Accountability.” Seminar. New York University Law School. New York, NY. October 2, 2000.
- “Mediating Citizen Complaints Against the Police: A New Form of Community Justice?” Presentation. John Jay College of Criminal Justice. New York, NY. October 2, 2000.
- “Technology is NOT the Issue.” Presentation. American Bar Association. Council on Racial and Ethnic Justice. ABA Annual Meeting. New York City. July 8, 2000.
- “Citizen Oversight Procedures.” Presentation. Mayor’s Working Group. Portland, OR. June 8, 2000.
- “Mediating Citizen Complaints Against the Police.” Presentation. American Bar Association. Section on Dispute Resolution. Annual Conference. San Francisco. April 8, 2000.
- Workshop. Police Accountability. Academy of Criminal Justice Science. Annual Meeting. New Orleans. March 24, 2000.
- Chair. Panel on Police Misconduct. Academy of Criminal Justice Sciences. Annual Meeting. New Orleans. March 23, 2000.
- “A Historical Perspective on Police Accountability.” Hearings. Public Advocate of New York. New York City. November 15, 1999.
- “Early Warning Systems: An Overview.” Conference, “Building Accountability into Police Operations.” U.S. Department of Justice. Washington, DC. November 12, 1999.
- “Early Warning Systems.” Workshop. Kansas City Police Department. Kansas City. September 28, 1999.
- “Citizen Oversight of the Police.” Workshop. Mayor’s Police Oversight Task Force. Austin, TX. August 31, 1999.

"The False Dichotomy Between Individual Rights and Community." Presentation.  
Communitarian Summit. Washington, DC. February 28, 1999.

"The Police and Race." Panel Discussion. American Society of Criminology Annual Meeting.  
Washington, DC. November 11, 1998.

"Citizens in the POP Process: Ethical considerations." Presentation. Problem-Oriented Policing  
Conference. San Diego, CA. November 1-3, 1998.

"Louisville's War on Crime." Panel Discussion. Louisville, KY. October 12, 1998

"External Oversight of Federal Law Enforcement Agencies: A Proposal." Presentation.  
Commission on the Advancement of Federal Law Enforcement. Washington, DC. August  
24, 1998.

"Zero-Tolerance Policing: Unanswered Accountability Issues." Conference. Albany, NY. April  
24, 1998.

"Policing the Police: Who, How, and Why?" Public Forum. Albuquerque Law School.  
Albuquerque, NM. March 12, 1998.

"Are the Police Changing?" Academy of Criminal Justice Sciences, Annual Meeting,  
Albuquerque, NW. March 12, 1998

"Public Perceptions of Racial Minority Employment and its Perceived Impact on Police Service"  
(with Vincent J. Webb). Presentation. Annual Meeting, ASC. San Diego. November 19, 1997.

Panelist. "Author Meets Critics: James B. Jacobs, 'The Pursuit of Absolute Integrity'." San Diego.  
Annual Meeting, ASC. November 21, 1997.

"New Developments in Citizen Oversight of the Police." Presentation. Sand Diego County Citizens Law Enforcement

"New Developments in Citizen Oversight of Police." Presentation. Problem-Oriented Policing Conference. San Diego

"Best Practices in Citizen Oversight." Presentation. External Review Advisory Commission. Eugene, Oregon. October

"Future Directions in Citizen Oversight of Police." Presentation. National Association for  
Civilian Oversight of Law Enforcement (NACOLE). Annual Meeting. Oakland, CA.  
October 16, 1997.

"Revitalizing the New York CCRB: A Proposal for Change," Presentation, Open Society  
Institute, New York City, September 26, 1997.

"Strategies for Combating Police Misconduct," Presentation, ACLU Biennial Conference, Santa Fe, New Mexico

"Citizen Review of the Police." Community Forum. Des Moines, IA. May 15, 1997.

"Hate Speech in America." Arizona State West University. Phoenix, AZ. April 23, 1997.

"Responding to Racist Incidents on Campus: Hate Crimes and Hate Speech. April 2 1997. University of Nebraska

"Best Practices in Citizen Review of the Police." City Manager's Task Force. Charlotte, North Carolina. February

"Police Reform and Human Rights," Keynote Address, Human Rights Day Observance,  
University of Nebraska - Lincoln. December 10, 1996

"Police Misconduct and Citizen Complaints: The Results of a Victimization Survey." (with Nanette Graham). Ar

"Roundtable Discussion: The Future of Citizen Review." American Society of Criminology.  
Annual Meeting. Chicago, IL. November, 1996.

"The Heart of Darkness: Crime and Social Control in Contemporary America." Organizer and Presenter. Loyola Sch

"Comparative Studies of Citizen Review." Presentation. International Association for Citizen Review of Law En

"The Impact of External Forces on Police Integrity." Presentation. National Symposium on Police Integrity. Nati

"Sense and Nonsense About the Administration of Justice." Iowa Western Community College. Council Bluffs,

"Curbing Police Misconduct." Presentation. Criminal Law and Individual Rights Section  
of the District of Columbia Bar Association. Washington, DC. February 28, 1996.

"The Constitution and First Amendment Rights." Nebraska LEAD Program. Nebraska  
Agricultural Leadership Council, Inc. Lincoln, NE. February 10, 1996/

"The Police and the Race Crisis." Kennedy School of Government, Harvard University.  
November 16, 1995.

"Citizen Review of the Police: Alternative Strategies." Boston, MA. November 15, 1995.

"Rethinking the Sustain Rate: New Perspectives on Evaluating the Success of Police Complaint  
Procedures. American Society of Criminology. Annual Meeting. Boston, MA. November  
15, 1995.

"Racial Justice and Policing: Where Do We Stand." Presentation. Police Executive Research  
Forum. Semiannual Meeting. Miami, Florida. October 14, 1995.

"Wars on Crime/Struggles for Justice: Conflicting Trends in American Criminal Justice, 1965-  
1995." Conference on Crime and Criminal Justice. Stanford University. October 7, 1995.

"The Differences Among Citizen Oversight Agencies -- And the Difference it Makes."  
Presentation. International Association for Civilian Oversight of Law Enforcement.  
Annual Meeting, Vancouver, Canada. September 27, 1995.

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

"The Police and the Community: New Approaches." Presentation. Des Moines League of Women Voters. March 16, 1995. Des Moines, Iowa.

"Citizen Review of the Police- 1994: The Findings of a National Survey." Academy of Criminal Justice Sciences. March 1995. Boston, MA.

"The Treatment of Women in Introductory Criminal Justice Textbooks." [With Molly Brown]. Academy of Criminal Justice Sciences. March 1995. Boston, MA.

"A Theory of Criminal Justice." Presentation. Academy of Criminal Justice Sciences. March, 1995. Boston, MA.

Discussant. Session on "Twentieth Century Civil Rights Struggles." Conference on African Americans and the Great Plains. Center For Great Plains Studies. Lincoln, NE. February 24, 1995.

"A Classic Revisited: Justice Without Trial in History." Presentation. American Society of Criminology. November 11, 1994. Miami, Florida.

"Through the Looking Glass Ceiling: Gender and Race in Police Promotions." [With Susan E. Martin. American Society of Criminology. November 11, 1994. Miami, Florida.

"Crime and Community." Presentation. Omaha League of Women Voters. October 13, 1994. Omaha, NE

"Hate Speech: Historical Perspective on a Current Problem." Presentation. Author's Lecture Series. Prairie Lights Book Store and Iowa Public Radio. September 29, 1994. Iowa City, IA.

"Crime, Race, and Community." Presentation. Iowa Attorney General's Conference. July 28, 1994. Des Moines, Iowa.

"Hate Speech: American Policy and the Holocaust Connection." Presentation. The National Archives. July 19, 1994. Washington, DC.

"Law Enforcement." Paper. Conference on the 50th Anniversary of Gunnar Myrdal's An American Dilemma. Atlanta, GA. April, 1994.

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



"Less Than Meets the Eye: Police Bias Crimes Units: An Exploratory Survey" (with Charles M. Katz). Academy of Criminal Justice Sciences. Annual Meeting. Chicago, IL. March 1994.

"Hijacked!: How the War on Drugs Co-opted the Idea of Community Policing." Presentation. Seventh International Conference on Drug Policy Reform. November 17-20, 1993. Washington, DC.

"Progress in Racial Minority and Female Employment in Policing: Thoughts on What Works and What Doesn't," Presentation, American Society of Criminology, Phoenix, AZ. October 1993.

Panelist, Authors Meet Critics: Skolnick and Fyfe: Above the Law. American Society of Criminology, Phoenix, AZ, October 1993.

"Trends in the Employment of African-American and Hispanic Police Officers, 1983-1992." Presentation, Police Executive Research Forum, Annual Meeting, Washington DC, May 5, 1993.

"The American Bar Foundation Survey of Criminal Justice: Origins and Impact." Presentation, American Bar Association, Annual Midwinter Meeting, Boston, MA, February 6, 1993.

"Between Two Worlds: The President's Crime Commission and the Police." Presentation, American Society of Criminology, New Orleans, November, 1992.

"Civilian Review of the Police: Recent Trends and New Questions." Presentation. American Society of Criminology, New Orleans, November, 1992.

"Are Civilian Review Boards the Answer?" Presentation. Southwestern Law Enforcement Institute, 13th Annual Contemporary Issues in Police Administration Conference, Dallas, TX, March 20, 1992.

"Revisionism and the First Amendment." Presentation. Conference on Revisionism and the Holocaust, Millersville University, Millersville, PA, April 5, 1992.

"History." Panel on Criminology: A Multi-Disciplinary Focus. American Society of Criminology, Annual Meeting, San Francisco, CA, November 21, 1991.

"Stress and the Hispanic Police Office." Presentation. Hispanic Institute of Law Enforcement. National Convention. Chicago, IL, July 3, 1991.

"Private Realms and Public Issues: Civil Liberties and the Changing American Legal Culture." Conference in Honor of Paul L. Murphy, University of Minnesota, May 5-7, 1991

"The Growth of Civil Liberties, 1890-1945." University of South Florida, St. Petersburg, Florida, February 4, 1991.

"The Drug War and Civil Liberties." Conference on Police and Community Responses to Drugs, Chicago, Illinois, December 7, 1990.

"Community Policing: Philosophy and Promise," Administration forum, John Jay College, New York City, September 25, 1990.

"Alternatives to Incarceration: The Good News and the Bad News." Iowa Correctional Association Annual meeting, October 18, 1990.

"Community Policing." Panel Discussion, Academy of Criminal Justice Sciences, Annual Meeting, April, 1990.

"Reflections on the History of Punishment," Nebraska Conference on Alternatives to Incarceration. Lincoln, Nebraska, October 20, 1991.

"Human Rights: America and the World," US West, Human Rights Month Seminar, Omaha, NE, January 30, 1990.

"The History of Police Corruption," FBI Public Corruption Conference, Tampa, Florida, November 14, 1989.

Presentation, Community Policing: Prospects and Problems, Washington Council on Crime and Delinquency, Seattle, WA, April 18, 1989.

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

Chair and Commentator, Session on Knowledge Utilization: The Use and Misuse of Academic Research by Criminal Justice Policymakers, Annual Meeting, Academy of Criminal Justice Science, March 29, 1989.

Presentation: "Paths to Police Reform." Annual Meeting, Academy of Criminal Justice Sciences, San Francisco, April, 1988.

Participant, Roundtable Discussion, "Controlling the Cops: Alternative Strategies," ACJS Annual Meeting, San Francisco, April, 1988.

Participant, Symposium on Miranda, Creighton University Law School, August 31, 1987.

"Responding to Hysteria: The Lessons From ACLU History," ACLU Biennial Conference, Philadelphia, June 18, 1987.

"The Library Bill of Rights, 1938, and the Des Moines Public Library," Presentation to the Des Moines Public Library, May 14, 1987.

"The ABA Committee on the Bill of Rights and the 150th Anniversary of the Constitution and the Bill of Rights, 1937-1941," Missouri Valley History Conference, Omaha, NE, March, 1987.

"The Police and Domestic Violence: Unanswered Questions," Austin, Texas, May, 1986.

"The President's Crime Commission" A Twenty-Year Perspective on Police Reform," Marquette University, April, 1986.

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

"The Historian's Perspective," Conference on Redefining the Crime Debate," Atlanta, GA, March 6-8, 1986.

"New Directions in Police Reform," Rutgers-Newark, February, 1986.

"Searching for a Middle Ground: Quantitative and Qualitative methodologies in Criminal Justice History," American Society of Criminology, Annual Meeting, Cincinnati, 1984.

"Controlling Police Misconduct: The Seattle Police Intelligence as a Model," Academy of Criminal Justice Sciences, Annual Meeting, Chicago, March, 1984.

"Achieving Affirmative Action: Observations on Black and Hispanic Police Officer Recruitment in the 50 Largest American Cities," Academy of Criminal Justice Sciences, Annual Meeting, Chicago, March, 1984.

"Broken Windows and Fractured History: The Use and Misuse of History in Recent Police Patrol Analysis," American Society of Criminology, November, 1983.

"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.

"The Varieties of Police History: Recent Work and Future Needs," Academy of Criminal Justice Sciences, forthcoming, March, 1983, San Antonio, Texas.

"Police-Community Relations, Social Science, and the Responsibility of Scholars." Paper, Conference on Moral Issues in Policing, November 19-21, 1981, Boston, Mass.

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

"Popular Justice: A Theoretical Framework for the History of American Criminal Justice." Paper, Academy of Criminal Justice Sciences, March, 1978.

"Research Opportunities in the Comparative Study of the American Police." Paper, Organization of American Historians, April, 1978.

"Neo-Conservatism and Criminal Justice Policy: Thinking About James Q. Wilson." Co-Author with Vincent J. Webb. Paper, Western Social Science Association Meeting, April 30, 1976, Tempe, Arizona.

"The Rise of Women Police in the Progressive Era." Paper, Missouri Valley History Conference, March 13, 1976, Omaha, Nebraska.

"Powderly, The Knights of Labor, and Temperance Reform." Paper, Ohio Academy of History, April 28, 1973, Dayton, Ohio.

"Terence V. Powderly and the Social Contest of the Early American Labor Movement." Paper, Missouri Valley History Conference, March 8, 1973, Omaha, Nebraska.

"Abolish the Waste System: The Rhetoric of Labor Reform,," Centennial Conference on the Knights of Labor, May, 1979, Chicago, Illinois.

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.

# Stephen K. Moore

FBI Supervisory Special Agent (Retired)

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*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.*

## **PROFESSIONAL HIGHLIGHTS – FBI: (1983 – 2008)**

- **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)
  - Kidnaping/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

## **PROFESSIONAL HIGHLIGHTS – PEPPERDINE UNIVERSITY: (2008 – 2010)**

### **• 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**

- "Special Agent Man," Chicago Review Press, 2012
- "The Forgotten Killer," Amazon Digital Services, 9/28/14 rank:
  - #1 Amazon: Foreign & International Law
  - #1 Kindle: International Law

***References available upon request***

# Stephen R. Walsh, Jr.

• Hermosa Beach, CA 90254

Contact: [REDACTED] • Email: [REDACTED]

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## 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**  
Internal Revenue Service,  
Los Angeles, CA

1981-1983

**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

| Task   | Team Members                           | Rate  | Hours | Labor Subtotal | Cost subtotal |
|--|--|-------|-------|----------------|---------------|
| Develop Monitoring Plan & Review Methodologies for conducting outcome assessments and compliance reviews           | Monitor and Principals; Senior Advisor | \$280 | 350   | \$98,000       | \$120,500     |
|  | Data analyst                           | \$150 | 150   | \$22,500       |               |
| Assess CPD current data collection, analysis, reporting; Advise & monitor systems development; Periodic assessment | Monitor                                | \$280 | 250   | \$70,000       | \$115,000     |
|  | Data analyst                           | \$150 | 300   | \$45,000       |               |
| Design and Conduct Community Surveys   | Monitor and Principals/Associates      | \$280 | 120   | \$33,600       | \$131,100     |
|  | Data analyst/subcontractor             | \$150 | 650   | \$97,500       |               |
| Perform Compliance Reviews, Outcome Assessments, Audits  | Monitor and Principals/Associates      | \$280 | 160   | \$44,800       | \$67,300      |
|  | Data analyst                           | \$150 | 450   | \$22,500       |               |
| Policy substantive review, Implementation monitoring, Periodic review  | Monitor and Principals/Associates      | \$280 | 300   | \$84,000       | \$125,800     |
|  | Experts                                | \$190 | 220   | \$41,800       |               |
| Use of Force Incidents and Investigations: review and recommendations  | Monitor and Principals/Associates      | \$280 | 550   | \$154,000      | \$214,800     |
|  | Experts                                | \$190 | 320   | \$60,800       |               |
| Foot Pursuits: review and assess individual incidents  | Monitor and Principals/Associates      | \$280 | 200   | \$56,000       | \$84,500      |
|  | Experts                                | \$190 | 150   | \$28,500       |               |
| Addressing Individuals in Crisis: review of incidents and training   | Monitor and Principals/Associates      | \$280 | 280   | \$78,400       | \$139,200     |
|  | Experts                                | \$190 | 320   | \$60,800       |               |
| Stop, Search, and Arrest: data and incident analysis   | Monitor and Principals/Associates      | \$280 | 180   | \$50,400       | \$111,600     |
|  | Experts                                | \$190 | 180   | \$34,200       |               |
|  | Data Analyst                           | \$150 | 180   | \$27,000       |               |
| Bias-Free Policing and Community Engagement: evaluate strategies and measure progress                              | Monitor and Principals/Associates      | \$280 | 180   | \$50,400       | \$111,600     |
|  | Experts                                | \$190 | 180   | \$34,200       |               |
|  | Data Analyst                           | \$150 | 180   | \$27,000       |               |

|  |  |                           |        |                           |                    |
|--|--|---------------------------|--------|---------------------------|--------------------|
| Recruitment and Hiring: assess practices and strategies; measure progress  | Monitor and Principals/Associates      | \$280                     | 200    | \$56,000                  | \$140,800          |
|  | Experts                                | \$190                     | 320    | \$60,800                  |                    |
|  | Data Analyst                           | \$150                     | 160    | \$24,000                  |                    |
| Training Review: assess effectiveness and durability; make recommendations   | Monitor and Principals/Associates      | \$280                     | 320    | \$89,600                  | \$184,600          |
|  | Experts                                | \$190                     | 500    | \$95,000                  |                    |
| Civilian Complaints and Officer Misconduct Allegations: review and recommendations   | Monitor and Principals/Associates      | \$280                     | 210    | \$58,800                  | \$93,000           |
|  | Experts                                | \$190                     | 180    | \$34,200                  |                    |
| Six Month Reports: prep & writing  | Monitor and Principals/Associates      | \$280                     | 540    | \$151,200                 | \$175,200          |
|  | Data Analyst                           | \$150                     | 160    | \$24,000                  |                    |
| Communication with Court, Parties, Outreach & response to Community<br><ul style="list-style-type: none"> <li>• community meetings and outreach</li> <li>• response to community, public progress reports</li> </ul> | Monitor and Principals/Associates      | \$280                     | 400    | \$112,000                 | \$152,000          |
|  | Public communications team             | \$100                     | 400    | \$40,000                  |                    |
| Recommendations re CPD's strategy for implementation of Agreement; Providing Technical Assistance  | Monitor and Principals; Senior Advisor | \$280                     | 100    | \$28,000                  | \$47,000           |
|  | Experts                                | \$190                     | 100    | \$19,000                  |                    |
| Coordination & communication with Chicago oversight entities   | Monitor and Principals                 | \$280                     | 160    | \$44,800                  | \$75,200           |
|  | Experts                                | \$190                     | 160    | \$30,400                  |                    |
| Project Management   | Monitor and Principals                 | \$280                     | 400    | \$112,000                 | \$112,000          |
| Office management and support  | Office Manager                         | \$40                      | 1,200  | \$48,000                  | \$84,000           |
|  | Office Assistant                       | \$30                      | 1,200  | \$36,000                  |                    |
| Task/case tracking software adaptation and computer support  | IT Technician                          | \$70                      | 380    | \$26,600                  | \$26,600           |
|  |  | <b>Total Labor Hours:</b> | 12,940 | <b>Total Labor Costs:</b> | <b>\$2,311,800</b> |
|  |  |                           |        |                           | continued          |

| <b>Non-Labor Costs</b>   |  |  |  |                                 |                           |
|--|--|--|--|---------------------------------|---------------------------|
| Travel & Lodging expenses  |  |  |  | Airfare: \$64,000               | \$159,000                 |
|  |  |  |  | Lodging: \$70,000               |                           |
|  |  |  |  | Meals: \$12,500                 |                           |
|  |  |  |  | Ground transportation: \$12,500 |                           |
| Miscellaneous supplies software (for office) & printing, equipment and space rental, printing, production (for community outreach and communication) |  |  |  |                                 | \$35,000                  |
| Build and maintain website   |  |  |  |                                 | \$12,000                  |
| Insurance costs  |  |  |  |                                 | \$22,000                  |
|  |  |  |  | <b>Total Non-Labor Costs:</b>   | <b>\$228,000</b>          |
|  |  |  |  | <b>Total Labor Costs:</b>       | <b>\$2,311,800</b>        |
|  |  |  |  |                                 |                           |
| <b>Total Estimated Costs</b>   |  |  |  |                                 | <b><u>\$2,539,800</u></b> |

## 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-free 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.