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Re: Letter of Interest to Serve as Monitor of the Cleveland Division of Police

Dear Ms. Rendon, Ms. Ogletree, and Ms. Langhenry:

Please consider this letter in response to your March 26, 2015 Request for Information as indicative of Michael Gennaco and OIR Group's interest in serving as the Independent Monitor of the anticipated Settlement Agreement or Consent Decree between the United States Department of Justice and the City of Cleveland regarding the Cleveland Division of Police ("CDP"). As noted in detail below, OIR Group's extensive experience in all of the areas set out in both the Request for Information and the DOJ's December 4, 2014 Findings leaves it well-positioned to function as an effective monitor for the CDP. With the additional support of a number of police and other subject matter experts skilled in reviewing force, training, and development of best practices, OIR Group has assembled a team that is uniquely qualified to serve the parties and the Court in ensuring that the

objectives of the anticipated agreement are met and that the progress of the CDP towards compliance with its conditions are charted in a meaningful way.

Summary of Relevant Experience

As reflected in our list of Qualifications, Experience and References, OIR Group has expertise in all the specific areas the DOJ Findings identified as problematic within the Cleveland Division of Police:

Unnecessary and Excessive Use of Deadly Force. As the oversight entity for the Los Angeles Sheriff's Department, OIR Group reviewed over 500 officer-involved shootings and scores of incidents involving head strikes with impact weapons. As a result, OIR Group members have developed a particular understanding of the activities and commonalities that result in the use of deadly force and have the ability to dissect and identify contributing factors. Because of its expertise, OIR Group has been engaged repeatedly by county and city leaders to review deadly force incidents involving their law enforcement agencies and offer recommendations for systemic reform. The recommendations range from improvements in tactical policy and training to improvements in the investigative and review processes.

Unnecessary, Excessive or Retaliatory Use of Less Lethal Force Including Tasers, OC Spray and Fists. OIR Group also has recognized the need for police agencies to thoroughly and objectively review less lethal force incidents. As the monitor for Los Angeles County, OIR Group reviewed scores of force incidents involving the use of electronic control weapons, chemical agents, and personal weapons, identifying tactical issues and determining whether the force used was appropriate. In addition, OIR Group has reviewed numerous force incidents for other law enforcement agencies and made recommendations for changes in policy and training as well as the development of systems for review, accountability, and remedial actions. OIR Group also has developed measures designed to change agencies' mindset and culture towards the use of force and helped devise policy and training intended to inculcate in officers principles and strategies of de-escalation and force prevention.

Excessive Force Against Persons Who Are Mentally Ill. OIR Group has been intimately involved in reviewing numerous force incidents involving individuals who are in mental health crises, devising strategies, policies, training and tactics designed to provide officers a different framework and orientation toward interacting with such individuals. For example, after the in-custody death of a homeless mentally ill man in Fullerton, OIR Group conducted a systemic assessment of the way in which the Department responded to those in mental crisis and offered numerous recommendations for improving those responses. The OIR Group team also includes mental health professionals who have responded with police officers to individuals in crisis and provided a smarter and more holistic response designed to lessen the perceived need to use force.

Dangerous Tactics that Place Officers and Civilians at Unnecessary Risk. Poor tactical decisions that are inconsistent with principles of officer safety often lead to deadly force incidents. For years and in countless cases, OIR Group has worked to identify such tactics in officer-involved shooting incidents and worked with agencies to ensure that remedial action plans – including discipline, training, policy development, and supervisory issues – are devised to address them. OIR Group’s team also includes current and retired law enforcement executives who have similarly assessed tactical decision-making in the scope of their duties.

Supervision’s Role in Force Events. As noted in the DOJ findings report, first level supervisors play a large role in how a Department deploys force. In some instances, first level supervisors are on scene prior to a force event and either deploy force themselves or direct force. On those occasions, OIR Group has recommended to police departments that allowing those same supervisors to investigate and review the force used is incompatible with best practices and principles of objectivity. We have also been involved in working with agencies to better define, through policy and practice, supervisors’ roles in responding to force events, and to push forward the notion that supervisors’ performance should be gauged in part by the number of concerning significant force events occurring under their supervision.

Failure to Fully and Objectively Investigate and Review Officers’ Use of Force. For over a decade, OIR Group has monitored numerous force events to assess whether they are thoroughly and fairly investigated. As a result of these repeated analyses, OIR Group members can easily distinguish between robust investigations and those that are inadequate and/or biased. OIR has also reviewed numerous force review systems deployed by law enforcement agencies and has worked to transform those that are little more than “box-checking” paper reviews into ones designed to effectively dissect each event with a critical eye and an orientation toward officer accountability, remedial action, and reform.

Failure to Fully and Objectively Investigate All Allegations of Misconduct. OIR Group likewise has monitored and reviewed hundreds of misconduct investigations not involving uses of force. This work has included reviewing cases in real time, sending cases back for additional work when the investigations are incomplete, and training investigators on best investigative practices. In addition, OIR Group has developed investigative quality control checklists designed to improve the internal review processes within law enforcement agencies.

Failure to Hold Officers Accountable. OIR Group was 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. Uniquely, OIR Group members were able to offer independent recommendations on outcomes on discipline in scores of internal investigations. In that role, OIR Group attorneys frequently encountered the conscious and unconscious bias that can impact

internal decision-makers' objectivity and worked to find ways to insulate the decision from those influences.

Identify and Respond to Patterns of At-Risk Behavior. 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.

Inadequate Support, Training, Supervision and Equipment. OIR Group has worked with its monitored agencies to instill the principle that every force event should be reviewed through the prisms of training, supervision, and equipment, and that reviewers should assess whether the circumstances suggest the involved officers suffered from inadequate preparation, guidance, or support in any of these areas. OIR Group's team includes retired law enforcement officers who have overseen training and reviewed force incidents to determine whether they suggested gaps in these areas.

Policy Development and Enforcement. For over a decade, OIR Group has been involved in systemic improvements, including development and improvement of policies. OIR Group continually researches, learns, and develops best practices in tactics and accountability and exports those policies to agencies it monitors and reviews. OIR has also been involved in auditing policies and procedures to determine the degree to which current policies are being enforced.

Search, Seizure, and Arrest Practices. OIR Group has a wealth of experience and expertise in reviewing Fourth Amendment issues both at the case and systemic level. Most recently, OIR Group is involved in reviewing the remediation of policies and training materials as a result of the judgment in New York Police Department's stop and frisk case. This is only the latest illustration of the systemic reform that OIR Group has initiated or assisted in with regard to ensuring Constitutional-based interactions between the police and the public.

Personnel

If selected, Michael Gennaco will serve as Independent Monitor, with other OIR Group attorneys serving as Deputy Monitors and subject matter experts. OIR Group also has identified additional subject matter experts who will join its team for this project.

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 a hate crime prosecution of Buford Furrow, a white supremacist who killed a Filipino-American postal carrier and shot children at the Jewish Community Center in Los Angeles, and prosecuted human traffickers responsible for enslaving seventy Thai workers for years in El Monte, California.

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. With other OIR Group members, Mr. Gennaco currently monitors the Burbank, Anaheim, and Palo Alto Police Departments' internal affairs and force investigations. Under his leadership, OIR Group has become a 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.

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 misconduct cases and critical incident investigations at the Sheriff's Department, 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 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.

Walter Katz is an alumnus of the Office of Independent Review where he was responsible for ensuring that internal investigations were thorough and objective and that internal dispositions were consistent and fair. Prior to joining OIR, Mr. Katz worked as an attorney with the Alternate Public Defender in Los Angeles. In addition to

representing clients in over 75 jury trials, he was part of a task force in 2001 which reviewed hundreds of convictions that were potentially tainted by perjury and misconduct committed by officers who were part of the Los Angeles Police Department Rampart CRASH team. Mr. Katz is currently a Deputy Inspector General for the Office of Inspector General where he is involved in oversight of the Los Angeles County Sheriff's Department. Along with Ms. Ruhlin, Mr. Katz helped develop the LASD's Custody Force Review Committee. He also assisted in policy development as the LASD installed thousands of fixed cameras in its jails and is currently monitoring a multiple vendor body camera pilot project. In addition, Mr. Katz was involved in a systemic review of the use of deadly force in Santa Maria Police Department. He chaired a panel at the 2013 National Association for Civilian Oversight of Law Enforcement annual conference which examined police shootings of unarmed suspects where he brought together a range of experts to discuss the November 2012, 137 round shooting in Cleveland. He also recently published an article in the Harvard Law Review Forum, "Enhancing Accountability and Trust with Independent Investigations of Police Lethal Force." He graduated from University of Nevada, Reno and the University of the Pacific McGeorge School of Law.

Iana Rosenzweig is also a Principal of OIR Group. Most recently, she served as Chief Administrator of the City of Chicago's Independent Police Review Authority, where she led an agency that had exclusive jurisdiction to investigate all officer-involved shootings, in-custody deaths, and allegations of excessive force and domestic violence made against Chicago Police Officers for either administrative discipline or criminal prosecution. As part of her duties, she set investigative policies and procedures, trained and supervised investigators, and partnered with state and federal prosecutors and the FBI. She worked with the Chicago Police Department to design and implement a Force Analysis Panel to review all officer-involved shootings and other significant force incidents for systemic reforms, and recommended changes to training and policy based on reviews of policies and individual incidents. She regularly engaged an extremely diverse group of stakeholders including community and religious organizations, law enforcement unions, politicians, and the legal community. She participated on an annual basis in the City of Chicago budget process, learning the mechanics of municipal budgeting in order to best advocate for necessary resources in times of fiscal austerity, and managed a budget of over eight million dollars with 99 budgeted personnel.

Prior to her work in Chicago, Ms. Rosenzweig was a founding member of the Los Angeles County Office of Independent Review, providing independent oversight of the County's Sheriff's Department. Ms. Rosenzweig is an experienced attorney and member of the California and Illinois Bars. Her private practice covered a wide range of areas, including white collar criminal defense, internal investigations, antitrust, and complex commercial disputes. She currently serves as the Past President of the National Association for Civilian Oversight of Law Enforcement, and has served on its Board since 2009. She graduated from the College of William and Mary and the University of Michigan Law School.

Cynthia Hernandez also is a Principal of OIR Group and has performed police oversight for over six years. Most recently, Ms. Hernandez was appointed to head the County of Los Angeles' independent oversight of the Los Angeles County Probation Department. Ms. Hernandez joined OIR after practicing law at a union-side law firm in Los Angeles. She began her law career as a trial attorney at the National Labor Relations Board (NLRB) where she investigated unfair labor practices committed by employers and labor organizations. After her tenure at the NLRB, she was appointed by the United Nations International Criminal Tribunal for Rwanda to defend Rwandan detainees who were charged with genocide, crimes against humanity and war crimes for the atrocities that occurred in Rwanda in 1994. Ms. Hernandez graduated from USC Law School after attending UC San Diego, Universidad de Guadalajara, Mexico and the University of Nairobi, Kenya, East Africa as an undergraduate. She also holds an M.A. in Education from Claremont Graduate School. She was a bilingual educator before becoming an attorney and speaks Spanish and Swahili.

Stephen Connolly is a Principal of OIR Group and also currently serves 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. 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. Mr. Connolly graduated from Holy Cross College and Loyola Law School.

Al LaCabe, Jr. is the former Manager of Safety for the City and County of Denver. As Manager of Safety, Mr. LaCabe was responsible for approximately 3600 employees, including the Denver Police Department, Fire Department, and the Sheriff's Department. Prior to his work as Safety Manager, Mr. LaCabe served as both a federal and local prosecutor as an Assistant United States Attorney for the District of Colorado and a Deputy District Attorney and Chief Deputy District Attorney for the Denver District Attorney's Office. Mr. LaCabe is also a former police officer.

Chief Patrick Moers is the Chief of Police of the Henderson, Nevada Police Department. Henderson is the second largest city in Nevada and its Police Department has 336 police officers, 83 corrections officers, and more than 160 full time civilian employees. In his more than 20 years with the Department, he has held leadership positions in Patrol, Investigations, Traffic, Internal Affairs, and the Office of Professional Standards.

Mark Payne has 20 years of experience in government and community relations and currently serves as Deputy Director to the Superintendent's Office at the Chicago Police Department where he leads efforts to revitalize and restructure the Community Alternative Policing Program (CAPS). He is a co-facilitator for the National League of Cities Black Male Achievement Initiative and serves on the leadership team of Mayor Emanuel's Commission for a Safer Chicago as well as the Department of Justice's National Forum on Youth Violence. In 2010, Mr. Payne served as the Director of Public

Affairs for Chicago's newly formed Independent Police Review Authority (IPRA), where he was responsible for strategic partnerships, relationship building and communications with elected officials, community organizations and local and national media outlets. He also has served as the General Manager of Government and Community Relations and as Senior Government and Community Relations Officer at the Chicago Transit Authority (CTA). Mr. Payne's professional experience includes working in various positions in the public, private and non-profit sectors.

Steve Moore is a retired Supervisory Special Agent with the FBI where he oversaw extra-territorial and al Qaeda investigations, civil rights investigations, and domestic terrorism investigations. Agent Moore also served as a Rapid Deployment Team Supervisor and taught as an instructor for various law enforcement academies. Upon retirement, Mr. Moore has worked for Judges for Justice and International Criminal Investigations examining potential wrongful convictions in the United States and internationally. As part of his most recent work, Mr. Moore worked on efforts to identify errors in the Amanda Knox prosecution that eventually led to her acquittal by Italian courts.

Gil Jurado is a retired Commander with the Los Angeles County Sheriff's Department. As Chair of the Department's Executive Force Review Committee, he reviewed countless force investigations to assess the quality of the investigations and, ultimately, whether the force used was consistent with the Constitution and the expectations of the law enforcement agency. Commander Jurado also has extensive experience training officers in the appropriate use of force and ethics-based policing, and with the process and outcomes of imposing discipline and other corrective actions. His established commitment to critical and constructive scrutiny of force events will fortify OIR Group's ability to qualitatively assess force incidents and investigations.

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.

Alex Busansky is currently the President of Impact Justice, a national innovation and research center committed to reducing the number of people involved in the juvenile and adult criminal justice systems, improving conditions of incarceration, providing meaningful opportunities for those coming out of prison, and improving outcomes for crime victims. He previously served as the executive director of the Vera Institute of Justice's Commission on Safety and Abuse for America's Prisons, as President of the National Council on Crime & Delinquency, and as a member of the Los Angeles County Commission on Jail Violence.

Mr. Busansky began his legal career as a prosecutor at the Manhattan District Attorney's Office and later joined the U.S. Department of Justice as a trial attorney in the Criminal Section of the Civil Rights Division. While at DOJ, he investigated and prosecuted cases across the nation involving excessive use of force by federal, state, and local law enforcement and corrections officers, as well as racial and religious hate crimes. In 2002, he served as counsel to Senator Russ Feingold on the U.S. Senate Judiciary Committee, working on a broad range of juvenile justice, criminal justice, and homeland security issues. Mr. Busansky graduated from the University of Wisconsin-Madison and the Georgetown University Law Center.

Seth Stoughton is an Assistant Professor at the University of South Carolina School of Law, teaching Criminal Law, Criminal Procedure, and Regulation of Vice. He previously served as the Climenko Fellow and Lecturer on Law at Harvard Law School. Prior to attending law school, he worked as a police officer for the Tallahassee Police Department and as an Investigator for the Florida Department of Education's Office of Inspector General, conducting complex criminal administrative investigations. He has published articles and made numerous presentations and other speaking engagements on policing practices and legal issues. His recent article, "How Police Training Contributes to Avoidable Deaths," was published in the *Atlantic*, December 12, 2014.

Robert Faigin is currently the Chief Attorney/Special Assistant to the San Diego County Sheriff's Department, responsible for providing advice and guidance to the Sheriff and his command staff. As the Sheriff's legal advisor, Mr. Faigin implemented OIR Group's recommendations to create a more robust system of reviewing major force incidents in San Diego County including officer-involved shootings. He is a frequent lecturer and writer on topics related to law enforcement, and previously worked as a Deputy District Attorney in Solano and Lassen Counties. He holds degrees from the University of Nevada, Reno, California State University, Dominguez Hills, and Pepperdine School of Law.

Judge James Kimbler, served for 18 years as a Common Pleas Court Judge in Medina County and over 10 years as the Wadsworth Municipal Court Judge before retiring at the end of 2014. During his years on the bench, he empanelled nearly 600 juries – approximately 180 of those in felony criminal cases – and published 64 opinions.

Qualifications

The OIR Group team has a wide breadth of experience in each of the identified areas set out in the Request for Information:

Law enforcement practices including use of force and force investigations, community policing, crisis intervention and de-escalation techniques, training, and search and seizure practices

- OIR Group members have spent countless hours reviewing uses of force. Consistent with an overarching philosophy that every use of force needs to be thoroughly and objectively investigated and reviewed, OIR Group has helped agencies design more robust use of force investigative and force review protocols. OIR Group has also reviewed and extensively revised use of force policies for both small and large law enforcement agencies.

Mr. Jurado served for years as Chair of the Los Angeles County Sheriff's Department's Executive Force Review Committee (EFRC), a progressive approach to reviewing force and ensuring accountability and systemic reform. The EFRC evaluated every deputy-involved shooting and other major force incident within the agency of roughly 9,000 sworn members. The role of the EFRC is to assess the thoroughness of each Internal Affairs investigation, to make a judgment about whether the force was within the bounds of the Constitution and the Department's policy, and to determine whether the deputies' performance was consistent with the Department's training and expectations. LASD's Executive Force Review Committee demonstrates a commitment to progressive, constitutional policing that has served as a model for other law enforcement agencies.

Mr. McCabe extensively revised the use of force policies for the Denver Police Department.

Mr. Gennaco and Mr. Connolly led a multi-stakeholder initiative to completely revise the use of force policies for the California Department of Corrections and Rehabilitation.

Collectively, OIR Group attorneys have actively audited and monitored more than one thousand administrative force reviews. As part of this review process, they have rolled out to force, shooting, and critical incident scenes, maintained direct interaction with police internal investigators, and reviewed police reports, interviews, coroner's reports, and other documentation. OIR Group attorneys have regularly audited and evaluated internal investigations of such events and observed and participated in internal reviews of critical incidents. The group's role in these reviews is to ensure thorough and objective investigations into critical incidents. For each major force incident, including officer-involved shootings, the attorneys assess the quality of the

investigation and provide feedback and recommendations to the agency regarding outcomes, discipline, or other corrective action.

- OIR Group members have championed community policing strategies and philosophies in their work recommending systemic and philosophical changes to the way in which police agencies perform their responsibilities. Chief Moers is leading his Department's efforts to redeploy a community policing model to reflect the cultural demographics of the city by, in part, employing an aggressive recruitment plan focused on the need to increase diversity in its ranks. He has focused on expanding youth mentoring by creating an innovative program to help students understand the consequences and benefits of good decision making.

Mr. Payne is leading the effort to revitalize and restructure the Community Alternative Policing Program (CAPS) for the Chicago Police, a neighborhood-based initiative emphasizing the need for increased communication between the police and the community as the key to solving chronic neighborhood problems.

- OIR Group members have reviewed, assessed, and made recommendations for reform for crisis intervention and de-escalation training and techniques. OIR Group has identified practitioners instituting best practices and exported their talents to other law enforcement agencies. After the in-custody death of a homeless man in Fullerton, OIR Group identified and recommended changes to the Department intended to provide a more holistic response from its officers in dealing with persons in mental crisis.

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.

- OIR Group members have reviewed hours of law enforcement training with an eye towards assessing the training and devising recommendations for reform. 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 members have focused law enforcement on reviewing the search and seizure aspects of force incidents to ensure compliance with the Constitution and the agency's policy. OIR Group members have also provided training to law enforcement on search and seizure principles. Mr. Gennaco is currently involved in reviewing NYPD's policies and training materials to remedy defects identified by the Court in stop and frisk litigation. We also have a wealth of experience, frequently as a

result of citizen complaints, reviewing stops and detentions to ensure compliance with constitutional principles and detecting shortcomings in training that may result in problematic stops and detentions. In its experience, OIR Group has been asked to audit and review potential discriminatory policing incidents and provided recommendations on ways to prevent such practices. Mr. Jurado also has dealt extensively with these issues in his various roles with the LASD.

Experience evaluating, developing, or implementing processes for supervisors and managers to oversee accountability in a large organization

Recently, Mr. Gennaco undertook a systemic review of the Westminster Police Department after it suffered a multi-million dollar verdict based on allegations of discrimination and retaliation. As part of that review, Mr. Gennaco reviewed supervisory shortcomings that were obstacles to accountability and offered numerous recommendations for reform. OIR Group members have similarly worked with law enforcement agencies to ensure that first level supervision was effectively holding line officers accountable. One effective reform that OIR Group members helped craft were checklists for supervisors designed to ensure thorough and effective review of force incidents.

Experience Managing or Overseeing Law Enforcement

As chief executives for the Denver Public Safety and Henderson Police Department, respectively, Mr. LaCabe and Chief Moers have a wealth of experience as police managers. Mr. Payne serves as the Deputy Director to the Superintendent's Office at the Chicago Police Department and previously served as Deputy Chief of Staff for Public Safety for the City's Mayor.

Ms. Rosenzweig led a City of Chicago Department with 99 budgeted staff positions responsible for conducting internal administrative and criminal investigations of sworn and civilian members of the Chicago Police Department.

OIR Group created an oversight mechanism when it was first started 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.

Most OIR Group attorneys have worked full time in the field of civilian oversight of law enforcement for a decade or more. Michael Gennaco, Ilana Rosenzweig, and Stephen Connolly began monitoring the Los Angeles County Sheriff's Department in 2001. Julie Ruhlin began working at the Police Assessment Resource Center in 2004 and has made the civilian oversight of law enforcement her career since then. Cynthia Hernandez has been working in civilian oversight since 2008. The group's commitment to oversight 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 the Anaheim Police Department.

Monitoring, auditing, investigating, or otherwise reviewing performance of organizations

OIR Group has extensive experience monitoring and auditing performance of law enforcement. OIR Group is the recurrent monitor and auditor in reviewing police practices for a number of law enforcement agencies including the Portland Police Bureau, Burbank Police Department, Anaheim Police Department and the Palo Alto Police Department. OIR Group has also conducted systems audits for numerous other police agencies and conducted internal investigations for law enforcement.

Evaluating organizational change and institutional reform, including applying qualitative and quantitative analyses to assess progress and performance

As recurrent monitors and auditors for various law enforcement agencies, OIR Group has evaluated trends and improvement over the years both quantitatively and qualitatively. While many can count occurrences and crunch numbers, OIR Group's experience and expertise leave it particularly well-situated to conduct qualitative analyses of performance, a more nuanced skill that requires special expertise drawn from years of experience and review.

When working toward systemic change within an agency, our goal is to ensure that the change is embraced and long lasting. To that end, we ensure that policy and systems reform include an implementation and training component. After the training has been completed, we review reports and other data to assess the degree to which reform has taken hold.

OIR Group is also cognizant of the need for robust infrastructure within each law enforcement agency to ensure that any reform becomes embedded in the organization and is not simply cursory or transitory. OIR Group has recommended sufficient infrastructure and supervision for the agencies it has reviewed to ensure that the policies impact the culture of the organizations in a meaningful way.

Experience monitoring and ensuring compliance with settlement agreements, consent decrees, or court orders

OIR Group attorneys were appointed as court experts for the federal court in *Madrid v. Gomez*, and helped design an oversight entity for the California Department of Corrections and Rehabilitation as well as chaired a major overhaul of CDCR's use of force policy. We have also worked to implement a more robust use of force review

process for the California Department of Juvenile Justice under the auspice of a Special Master assigned to oversee reform of force for that agency.

Our work for the Court in *Madrid* involved convening regular meetings with the parties in order to comment and receive progress reports designed to assess reform and organizational change and compliance with the remedial measures set out in the consent decree. At times, OIR Group was asked to chair these meetings on behalf of the Special Master. Towards the end of the active monitoring of the case, OIR Group worked with the Special Master and assessed outcomes in order to formulate a recommendation to the Court whether the remedial plan had taken hold and active supervision of the case could cease.

Working with government agencies, municipalities, collective bargaining units, elected officials, civilian oversight bodies, and community members interested in policing issues

OIR Group has significant experience working with government agencies, municipalities, and collective bargaining units. The working relationship between OIR Group and the law enforcement agency it has reviewed has usually been defined by contract with the City, County, or other government entity. In its law enforcement agency reviews, OIR Group has interfaced closely with the City Manager, City Attorney, City Council and other governmental units in undertaking its review and reporting back its findings and recommendations. OIR Group has also reached out to collective bargaining units during its reviews in order to gain the perspective of associations formed to represent its members and has included that point of view in formulating recommendations for reform. As detailed elsewhere, OIR Group is the civilian oversight body for a number of police agencies and also works with police commissions or boards in its work as a police auditor. OIR has also regularly interfaced with community members interested in policing issues and reform, including those interested in devising oversight mechanisms for law enforcement agencies.

In her role as Chief Administrator of Chicago's Independent Police Review Authority, Ms. Rosenzweig served in a cabinet-level position appointed by Mayor Richard M. Daley and re-appointed by Mayor Rahm Emanuel. She regularly engaged an extremely diverse group of stakeholders including community and religious organizations, law enforcement unions, politicians, and the legal community.

Engaging with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing

An integral part of OIR Group's work is engaging with the communities served by the law enforcement entities OIR has monitored and evaluated. For example, while engaged with Los Angeles County, OIR Group members regularly attended community meetings in Compton to address issues relating to the Sheriff's Department. In Portland, Mr. Gennaco and Ms. Ruhlin meet on an ongoing basis with community activists working to

promote change within the Police Bureau. In Denver, Gennaco and Ruhlin recently made a public presentation as part of a Community Oversight Board meeting regarding the status of their ongoing work reviewing the Denver Sheriff Department.

Mr. Payne led the Chicago Police Department's efforts to revitalize its Community Alternative Policing program and frequently works with neighborhood groups and community leaders to promote participation and partnership. He is also co-facilitator for the National League of Cities Black Male Achievement Initiative and serves on the leadership team of Mayor Emanuel's Commission for a Safer Chicago as well as the Department of Justice's National Forum on Youth Violence.

As set forth above, Ms. Rosenzweig frequently engaged with numerous and diverse stakeholders in the City of Chicago in her role as Chief Administrator of the Independent Police Review Authority.

Mediation and dispute resolution

OIR Group has been a proponent of mediation and dispute resolution as an alternative mechanism for remediation of concerns by citizens about officer conduct. In many of its independent reviews for police agencies, it has recommended development of mediation programs in order to achieve resolution and allow the complainants' concerns to be taken seriously while at the same time educating officers on the impact their activities have on the individuals they encounter.

As Director of Safety, Mr. LaCabe helped develop a robust mediation program for resolution of complaints between residents and the Denver Police Department.

Use of technology and information systems to support and enhance law enforcement

OIR Group has examined and reviewed information systems in law enforcement that have compromised the ability of agencies to conduct meaningful analysis because of the unreliability of the data entered into the system. OIR Group has recommended improvements in the data management system and worked with Departments intended to improve those systems. With regard to video cameras and body worn cameras, OIR Group has worked on developing policies designed to provide clear guidance to officers on their use and deployment, considering best investigative practices, storage issues, and privacy concerns.

Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony

OIR Group has prepared for and participated in court and administrative proceedings. First, as noted elsewhere, OIR Group attorneys are former prosecutors and trial attorneys and through that experience have prepared for numerous court proceedings. Moreover, OIR Group assisted the Special Master in *Madrid* in preparing for a hearing and

participated in numerous chambers meetings presided over by United States District Court Judge Henderson. Mr. Gennaco has testified as an expert regarding accountability standards in policing and internal investigative standards and has been designated as an expert in ethical-based accountability and as an internal investigator.

Judge Kimbler served for 18 years as a Common Pleas Court Judge in Medina County, Ohio, presiding over 150 civil and 181 criminal trials.

Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies

OIR Group has been involved in providing both formal and informal feedback to law enforcement agencies. During its thirteen years providing oversight for Los Angeles County, OIR Group provided investigative, legal, and systemic advice to executives within the Sheriff's Department on a daily basis. On a more formal basis, OIR Group issues reports encapsulating written recommendations. OIR Group has located technical assistance and training for law enforcement agencies and provided technical assistance and training in areas for which it has special expertise. Law enforcement officers and agencies with whom we have worked regularly reach out to OIR Group members for guidance in a number of areas germane to the issues identified in the Cleveland findings letter.

Experience reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices

Not only does OIR Group have extensive experience reviewing law enforcement policies, procedures, and manuals, we are continually working with law enforcement to revise and reform those policies. In virtually every systemic review that OIR has conducted, our work has involved a review of current policies and recommendations to improve them. The same is true with regard to training – OIR's standard reviews involve observing training, reviewing curricula and devising recommendations for reform.

Experience with municipal budgetary and fiscal issues

Former Director McCabe and Chief Moers have extensive issues with the challenges of running a law enforcement agency while considering budget constraints and fiscal issues. As Chief Administrator for the Independent Police Review Authority for the City of Chicago, Ms. Rosenzweig managed a budget of over eight million dollars and mastered the mechanics of municipal budgeting to advocate for the resources necessary to maintain her office of 99 budgeted personnel through the City's annual budget process.

Experience and References

Michael Gennaco and other OIR Group attorneys worked for 13 years monitoring force and misconduct investigations for the Los Angeles County Sheriff's Department, and have performed numerous audits, investigations, and assessments of other law enforcement agencies throughout California and in other states. Its public reports are accessible on its website – oirgroup.com/.

Office of Independent Review: Los Angeles County Sheriff's Department. In its years monitoring the Sheriff and Probation Departments in Los Angeles County and the Sheriff's Department in Orange County, OIR Group produced numerous public reports. The reports consist of annual reports identifying systemic issues, special reports, and case charts indicating our assessment of each critical incident and investigation.

References: Michael Rothans
Assistant Sheriff
Los Angeles County Sheriff's Department
4700 West Ramona Boulevard
Monterey Park, California 91754
(323) 526-5075
MJRothan@lasd.org

William McSweeney
Chief, Detective Division
Los Angeles County Sheriff's Department
4700 West Ramona Boulevard
Monterey Park, California 91754
(323) 526-5755
WJMcSwee@lasd.org

Court Experts: California Department of Corrections and Rehabilitation – 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 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.

References: Honorable Thelton E. Henderson
Senior District Judge
United States District Court for the Northern District of California
San Francisco Courthouse, Courtroom 12, 19th Floor
450 Golden Gate Avenue
San Francisco, California 94102
(415) 522-3641
tehcrd@cand.uscourts.gov

John Hagar
Former Special Master to Judge Henderson in *Madrid v. Cate*
Law Office of John Hagar
1809 S Street, Suite 101-215
Sacramento, California 95811
(415) 215-2400
Hagarlaw09@gmail.com

Donald Spector
Director
Prison Law Office
1917 5th Street
Berkeley, California 94710
(510) 280-2621
dspector@prisonlaw.com

Denver Sheriff Department: Systemic Audit – OIR Group is currently performing a systemic audit of the Denver Sheriff Department including a full-scale evaluation of the Department’s use of force policies and training; the way in which force incidents are investigated and reviewed; and the Internal Affairs function. The audit will result in a public report in the spring of 2015.

President's Task Force on 21st Century Policing: Policy and Oversight – OIR Group was solicited to provide recommendations for systemic reform as part of President Obama’s Task Force on 21st Century Policing: Policy and Oversight.

San Diego County Use of Force Audit and Evaluation – Following a series of deputy-involved shootings that generated a great deal of public concern and distrust in one city within the county, OIR Group was selected pursuant to an RFP process to conduct an in depth evaluation of a three-year period of deputy-involved shootings and force incidents in the jail and in the field. OIR Group focused on all shootings within the period, evaluating both the criminal and the administrative investigations. We also audited a

broad sample of major and minor uses of force within the period both in the patrol and jail settings. In addition to the documentary review, we conducted extensive interviews with investigators, field training personnel and Department executives. Throughout this project, OIR Group attorneys met with Department Command Staff to apprise them of our early findings and receive feedback on our preliminary recommendations. The project culminated in a 175-page report featuring conclusions and recommendations addressing a broad range of issues including field tactics and equipment, jail operations and custody incidents, policies in need of revision or clarification, internal investigative protocols, misconduct and accountability, and recommending a detailed redesign of the Department's force review protocols. The Department decided to make this report available to the public and invited OIR Group back one year later to do a formal audit of the implementation of the 35 recommendations in the report.

San Diego County Jail Policy Audit – More recently, at San Diego County's request, Michael Gennaco reviewed and analyze current county jail policies and procedures. Based on that review, he formulated a number of recommendations designed to ensure that the jail policies were consistent with best practices.

Reference: William Gore
Sheriff
San Diego County Sheriff's Office
9621 Ridgehaven Court
San Diego, California 92123
(858) 974-2250
Bill.gore@sdsheriff.org

State of California Department of Juvenile Justice – 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.

Reference: Nancy Campbell
Special Master in *Farrell v. Cate*
56 East Road
Tacoma, Washington 98406
(253) 503-0684
nancy@nmcampbell.com

City of Fullerton – The death of a mentally ill homeless man following a brutal encounter with Fullerton Police officers created a public outcry for an independent investigation of the circumstances behind that death. As a result, the City engaged OIR

Group to complete an internal affairs investigation into the involved officers' conduct. In addition, the City requested OIR Group to perform a full systemic audit of the Fullerton Police Department focusing on force policies, internal investigations of force, the imposition of discipline, and police leadership issues. The audit resulted in over fifty recommendations and the findings were presented to Fullerton's Mayor and City Council.

References: Joe Felz
City Manager
City of Fullerton
City Manager's Office
303 West Commonwealth Avenue
Fullerton, CA 92382
(714) 738-6310
joef@ci.fullerton.ca.us

Rusty Kennedy
Executive Director
Orange County Human Relations Commission
Orange County Human Relations Office
1300 S. Grand Avenue
Building B, Lower Floor
Santa Ana, California 92705
(714) 567-7465
rusty@ochmanrelations.org

City of New York – Following a federal court judgment involving Constitutional challenges to NYPD's "stop and frisk" enforcement, OIR Group was asked by one of the prevailing parties to assist in reviewing and evaluating necessary changes in NYPD's policy and training regarding stops and detentions. OIR Group will also be auditing NYPD's training designed to ensure Constitutional policing by its officers.

Reference: Darius Charney
Senior Staff Attorney
Center for Constitutional Rights
666 Broadway, 7th Floor
New York, NY 10012
212-614-6464
DCharney@ccrjustice.org

City of Portland – The death of a mentally ill man shortly after the Portland Police Bureau took him into custody gave rise to a lengthy internal investigation, a civil lawsuit and significant public controversy. Pursuant to a request for proposal, OIR Group was selected by the City to audit the investigation and the internal evaluation processes of the Police Bureau and issued a public report and presentation to the City Council and Mayor

and the Portland Police Citizen Review Committee. Subsequent to our completion of that project, the City of Portland engaged OIR Group to perform an audit of officer-involved shootings and in-custody deaths. We have completed the third of five scheduled reports on that project and regularly make public presentations to the City Council and Mayor and the Portland Police Citizen Review Committee regarding our findings.

Reference: LaVonne Griffin-Valade
Retired City Auditor
City of Portland
auditorlgv@gmail.com

City of Palo Alto – OIR Group has served as the City of Palo Alto’s Independent Police Auditor (IPA) for the past eight 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.

Reference: Hon. LaDoris Cordell
Former Council Member
City of Palo Alto
Current Independent Police Auditor for
City of San Jose
75 East Santa Clara St., Suite 93
San Jose, CA 95113
(408) 794-6226
ind_pol_aud@sanjoseca.gov

City of Oakland – The City of Oakland’s Police Department is currently being federally monitored as a result of allegations of unconstitutional policing, including excessive force concerns. OIR Group performed an extensive audit into unfinished investigations by Internal Affairs discovered by and in consultation with federal monitors. OIR Group also reviewed and evaluated the Oakland Police Department’s investigation of a high profile and politically controversial serial rape investigation and has conducted several internal investigations into allegations of misconduct by high-ranking police executives.

Reference: Rocio Fierro
Senior Deputy Attorney
Office of the City Attorney

City of Oakland
1 Frank Ogawa Plaza, 6th Floor
Oakland, California 94612
(510) 238-6511
RFierro@oaklandcityattorney.org

City of Spokane – OIR Group reviewed the Spokane Police Department’s use of force policies and internal investigative and review processes for the City of Spokane following a federal civil rights prosecution of an officer for excessive use of force resulting in death. A public report was issued to the City’s Use of Force Review Committee.

Reference: Earl “Marty” Martin
Use of Force Committee
502 East Boone Avenue
Spokane, Washington 99258
(509) 313-6118
martine@gonzaga.edu

City of Anaheim – OIR Group has audited force, shooting, and misconduct investigations involving the Anaheim Police Department for City of Anaheim, including a Taser related death in custody. OIR Group recently issued a list of twenty recommendations for systemic reform after a review of twenty-three officer-involved shootings.

Reference: Paul Emory
Interim City Manager
City of Anaheim
200 S. Anaheim Boulevard, Seventh Floor
Anaheim, California 92805
(714) 765-4511
pemory@anaheim.net

City of Pasadena – OIR Group performed an audit into a fatal shooting of a citizen by a Pasadena Police officer. The incident was captured on videotape and parts of it were witnessed by other citizens. Public attention was further galvanized by erroneous information issued by the Police Department in the early stages of the investigation. OIR Group analyzed the incident in minute detail but framed the analysis within the appropriate standards of law and reasonableness. Our final report also emphasized the need for sound tactics that help minimize the need for split second decision making, and recommended ways in which officers’ field judgments could be optimized. We also addressed ways in which the Department’s internal investigations and evaluation process could be made more effective, fair and productive. After the issuance of that report, the City engaged us to audit a subsequent controversial shooting. We completed our review of that shooting, though the entire report has not been made public.

Reference: Bernard Melekian (former Chief of Pasadena Police Department)
Current Undersheriff
Santa Barbara County Sheriff's Office
President, The Paratus Group
60 La Vista Grande
Santa Barbara, CA 93103
(626) 744-3831
bmelekian@aol.com

City of Westminster – Following a multi-million dollar verdict in a lawsuit filed by three Westminster Police Department officers alleging discrimination and retaliation, OIR Group was asked to conduct an independent audit of police services, focusing on evaluations, the promotion process, hiring, force, and internal investigations.

Reference: Eddie Manfro
City Manager
City of Westminster
emanfro@westminster-ca.gov
(714) 548-3172

City of Santa Monica – OIR Group audited a controversial investigation of a school board member by the Santa Monica Police Department and prepared a public report cataloging its findings.

Reference: Marsha Jones Moutrie
City Attorney
City of Santa Monica
1685 Main Street
Santa Monica, California 90401
(310) 458-8336
Marsha.moutrie@smgov.net

City of Burbank – 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.

Reference: Mark Scott
City Manager
City of Burbank
275 East Olive Avenue
Burbank, California 91510
(818) 238-5800
mscott@ci.burbank.ca.us

City of Santa Maria – OIR Group performed an independent audit of force, officer-involved shootings, training, policy, and systems of the Santa Maria Police Department following a series of controversial officer-involved shootings and the resignation of the Chief of Police. OIR Group produced a public report documenting its findings and making recommendations for improvement.

Reference: Rick Haydon
City Manager
110 East Cook Street, Room 1
Santa Maria, CA 93454
(805) 878-4282
rhaydon@ci.santa-maria.ca.us

County of Los Angeles Probation Department and Department of Children and Family Services At the behest of the Los Angeles County Board of Supervisors, OIR Group conducted an audit into internal investigations and review of force and other allegations of misconduct involving members of the Probation Department. OIR Group also conducted an audit into internal investigative processes of the Department of Children and Family Services.

Reference: Jerry Powers
Chief Probation Officer
County of Los Angeles Probation Department
9150 East Imperial Highway
Downey, California 90242
(562) 940-2851
Jerry.Powers@probation.lacounty.gov

City of Riverside – OIR Group provided training to the City of Riverside Police Commission regarding how to audit force incidents involving the Riverside Police Department.

City of Torrance – OIR Group audited a series of officer-involved shootings and designed a force review process for shootings and incidents of significant force for the Torrance Police Department.

Reference: John Neu
Chief of Police
Torrance Police Department
3300 Civic Center Drive
Torrance, CA 90505
(310) 328-3456
jneu@torrnet.com

City of Inglewood – OIR Group audited the City of Inglewood Police Department’s internal investigations and internal review of ten officer-involved shootings.

Reference: Jacqueline Seabrooks (former Chief of Police for Inglewood Police Department)
Chief of Police
Santa Monica Police Department
333 Olympic Drive
Santa Monica, California 90401
(310) 458-8401
Jacqueline.seabrooks@smgov.net

Countries of Turkey, Mexico, and Thailand – As a result of separate United States Department of Justice sponsored initiatives, Mr. Gennaco traveled to Turkey, Mexico, and Thailand to discuss issues involving police oversight. Following each trip Mr. Gennaco was involved in the preparation of reports recommending improvements in how allegations of force and related misconduct were investigated and reviewed and made recommendations designed to improve external oversight.

As we have seen with other recent settlements and consent decrees, OIR Group believes that the Settlement Agreement reached here will provide a road map to ensure that the Cleveland Division of Police performs its policing functions consistent with the Constitution. Based on our review of the DOJ Findings, it seems clear that the objectives of the anticipated agreement are consistent with our own emphasis on progressive policing, as manifested in our work with a variety of different agencies. The skill sets and experience that OIR Group team members possess would bring a valuable qualitative component to the monitoring responsibilities we anticipate the agreement will contain.

Accordingly, we would welcome the opportunity to serve as the Agreement’s Independent Monitor. We feel confident that our experience leaves us well-equipped to perform this role and we would appreciate the opportunity to work with the parties and the Court in achieving the objectives of the Settlement Agreement.

We welcome the opportunity to provide any additional information that might assist you in your selection. Thank you for your consideration.

Very truly yours,



Michael Gennaco
OIR Group

MICHAEL J. GENNACO
7142 Trask Avenue
Playa Del Rey, CA 90293
323-821-0586
Michael.Gennaco@oirgroup.com

I have worked for over a decade reviewing, assessing, providing recommendations for reform, and monitoring numerous law enforcement agencies to ensure that police practices are consistent with the Constitution. Prior to that work for fifteen years, I was a federal prosecutor involving criminal allegations of civil rights offenses for United States Department of Justice Civil Rights Division and US Attorney, Central District of California.

Experience

- | | |
|-------------|---|
| 2001 - 14 | 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. |
| 2014 | Systemic Review of Westminster Police Department
Following an 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 | 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. |
| 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. |
| 2010 - 2012 | In Custody Death Review: Fullerton Police Department
Review of the Fullerton Police Department following the in-custody death of a homeless man, including conducting an internal affairs investigation and continual monitoring of implementation of systemic reforms stemming from 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. |

2009 - Present	Force and Misconduct Audits: Burbank Police Department Regular and ongoing monitoring the quality of investigations and appropriateness of outcomes with respect to force, bias based-policing, and misconduct investigations.
2009 - Present	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.
6/2006 – 2009/2014	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. Audit of jail policies relating to force, suicide prevention, and medical delivery.
9/2006 - Present	Independent Police Auditor for Palo Alto Police Department Review and monitor all complaints, including bias-based policing complaints, misconduct allegations, and use of Tasers in order to provide independent oversight. Special reports on quality of criminal investigations and concerns about bias-based policing.
2008 - 2009	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.
8/2008 - Present	Independent Auditor for Anaheim Police Department Ongoing review of officer-involved shootings, other uses of force, citizen complaints, and internal affairs cases.
1/2009 - Present	Officer Involved Shooting Reviews for Pasadena Police Department Reviews of officer-involved shooting protocols, investigation, and review processes.
2005- 2008	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.
10/2003 - 10/2005	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. Also 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.

1984- 1986

Trial Attorney, U.S. Department of Justice, Civil Rights Division, Voting Section

Conducted voting discrimination investigations and involved in voting rights litigation.

Education

Stanford Law School, J.D. 1983

Dartmouth College, B.A. 1975

JULIE M. RUHLIN

321 Loma Avenue · Long Beach, CA 90814 · (562) 335-5443 · julie.ruhlin@gmail.com

PROFESSIONAL EXPERIENCE

OIR Group

August 2006 – present

Provide consultant services to law enforcement agencies for police-involved shootings, use of force incidents, investigative protocols, force policies, procedures, and training. Clients include:

- 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.

EDUCATION

University of Southern California Law School

J.D., May 1997

Honors: Order of the Coif

Awards: National Association of Women Lawyers Outstanding Woman Law Graduate

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

Walter W. Katz
1905 Cedar Lodge Terrace • Los Angeles, California 90039
walter.katz@oirgroup.com

EXPERIENCE:

Los Angeles County Office of Inspector General, deputy inspector general, 2014 -
OIR Group, consultant, 2011-
Los Angeles County Office of Independent Review (OIR), attorney 2010-2014
Law Offices of the Alternate Public Defender, deputy public defender 1995-2010
Public Defender of San Diego County, deputy public defender 1992-1995

EDUCATION:

McGeorge School of Law, University of the Pacific, Juris Doctorate 1992
University of Nevada, Reno, Bachelor of Arts, Political Science 1989

PROFESSIONAL PROJECTS AND PUBLICATIONS:

- 2014: Co-author, Los Angeles County Office of Inspector General, *Recommendation to the Los Angeles Sheriff's Department for Public Data Disclosure*.
2014: Co-author, OIR Group, report on the Santa Maria Police Department (including review of two high-profile officer involved shootings and POST compliance audit).
2013: Editor: *OIR 11th Annual Report*.
Author, "Part One: Sexual Misconduct Allegations against Deputies."
Author, "Part Three: Video Cameras in Jail: An Effective Work in Progress."
Author, "Addendum: Systemic Changes in MCJ Visiting."
2013: Co-author: *Allegations of Abuse in the Los Angeles County Jails: Status Report on Investigations and Outcomes*.
2012: Contributor: *OIR 10th Annual Report*.
Co-author, "Part One: Violence in the County Jails: A Year of Turmoil and Reform."
Author, off-duty violence section regarding the Quiet Cannon Christmas party.
2012: Primary author: *Report Reviewing the Investigation Regarding the Discovery and Recovery of the Remains of Mitrice Richardson*.
2011: Contributor: *OIR 9th Annual Report*.
Author, "TASER Policy and Techniques: The Evolution Continues."
2011: Co-author, *OIR Report on Violence in the Jails*.

ACADEMIC PUBLICATIONS:

Enhancing Accountability and Trust with Independent Investigations of Police Lethal Force, 128 Harv. L. Rev. F. 235 (2015)

PRESENTATIONS:

2015: (upcoming) Moderator and organizer of NACOLE panel on reform of police department use of force and public complaints data transparency.

2013: Moderator and organizer: NACOLE conference panel “Police Shootings of Unarmed Civilians” with specific on November 2012 Cleveland officer involved shooting.

2012: Panelist: NACOLE conference presentation on jails reforms.

OTHER ACTIVITIES:

2014-present: Member, NACOLE Training and Evaluation Committee

2012-2013: Member, NACOLE Strategic Planning Committee

2010-present: Member, Los Angeles County Bar Association’s Judicial Election Evaluation Committee.

2008-2014: Board of Governors of National Association of Urban Debate Leagues.

Ilana B.R. Rosenzweig

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The Metropolitan
Singapore 158747
(65) 9711 6440
ilana_rosenzweig@yahoo.com

EDUCATION:

University of Michigan Law School, Ann Arbor, MI

J.D., *magna cum laude*, May 1993. Order of the Coif. The Michigan Law Review, Contributing Editor, 1992-93, and Associate Editor, 1991-92.

The College of William and Mary, Williamsburg, VA

B.A., with Honors, in Economics, Minor in English, May 1990. Phi Beta Kappa.

EXPERIENCE:

OIR Group

Principal, October 2005 to August 2007, November 2014 to present

Provide expert advice on law enforcement policies, procedures and training, including use of force, officer-involved shootings, interactions with the mentally ill, custody policies and in-custody deaths, internal investigations, accountability mechanisms, and external civilian oversight. Perform independent investigations into allegations of misconduct and high-profile incidents.

Representative work includes:

- Reviewed internal investigations and review procedures for uses of force and vehicle pursuits by the Burbank Police Department.
- Designed, implemented and audited a civilian oversight agency, the Bureau of Internal Review, for the California Department of Corrections and Rehabilitation. Drafted mission statements and proposed policies and procedures. Provided expert opinions to Federal Court Special Master in Madrid v. Tilton, Case No. C90-3094 TEH (United States District Court, N.D. Cal.).
- Investigated allegations of misconduct made against members of the Oakland Police Department Internal Affairs Division.

City of Chicago Independent Police Review Authority, Chicago, IL

Chief Administrator, September 2007 to May 2013

Led City Department that conducted internal administrative and criminal investigations of sworn and civilian members of the Chicago Police Department. Appointed to a cabinet-level position by Mayor Richard M. Daley, and re-appointed in October 2011 by Mayor Rahm Emanuel. Created a newly-authorized, one-of-a-kind civilian-staffed department with broad powers to investigate and impose discipline on police officers who commit misconduct; investigate officer-involved shootings; and conduct criminal investigations of police officers to refer for state and federal prosecution. Used strategic planning and organizational development to transform performance of legacy employees and build new capacity, while preparing and managing budgets during fiscal austerity. Managed a budget of \$8.3 million, with 99 budgeted personnel.

Initiated joint investigations of alleged criminal misconduct with FBI, United States Attorney, and Cook County State's Attorney's Office. Recommended changes to CPD policies and procedures to enhance CPD's effectiveness.

Established procedures to increase the quality of investigations. Instituted annual recurrent training in police policies and procedures and forensic investigative tools and created program of in-house training on investigative techniques.

Originated major policy initiatives to address systemic weaknesses. Working with CPD, implemented the CPD Force Analysis Panel to review officer-involved shootings for systemic issues relating to CPD policy, training, equipment, or supervision. Successfully recommended that CPD clarify its policies, including those for use of Tasers and officers taking police action when they may have a conflict of interest.

Improved coordination with U.S. Attorney's Office, FBI, and State's Attorney's Office to promote criminal prosecution when appropriate. Improved investigations to meet needs of prosecutors. Initiated joint investigations with the FBI. Efforts resulted in successful prosecutions of CPD members for on-duty and off-duty excessive force and perjury, and nullification of conviction of wrongfully convicted civilian.

Office of Independent Review, Los Angeles, CA

Attorney, October 2001 to August 2007

Counsel to the Los Angeles County Board of Supervisors, providing independent oversight of the Los Angeles County Sheriff's Department. Worked closely with members of the Sheriff's Department to ensure that the Department fairly, thoroughly, and timely investigated allegations of officer misconduct. Reviewed completed investigations and made recommendations to Sheriff's Department managers and executives to promote fairness and consistency in the outcomes of investigations, including any discipline imposed.

Reviewed existing policies and training and recommended changes to conform to best practices. Monitored implementation of any recommended changes adopted by the Department.

Munger, Tolles & Olson LLP, Los Angeles, CA

Associate, November 1994 to September 2001

(Leave of absence July 1998 to August 1999, to teach at UCLA School of Law)

Represented corporate and individual clients in civil and criminal matters, in federal and state courts and binding arbitration, including:

- Internal investigations of complex fraudulent financial schemes, in various industries, both for internal accountability and in support of litigation claims pursued by clients
- Antitrust representation of recorded music industry client in class action litigation, FTC investigation, and regulatory approval of significant merger
- Entertainment industry litigation involving invasion of privacy, First Amendment principles, and contract disputes
- False Claims Act representation establishing new Ninth Circuit law regarding release of claims by *qui tam* relators
- White-Collar criminal defense of theft of trade secrets charges involving multiple defendants in software industry
- Insurance coverage litigation, representing insureds

CLERKSHIP

Hon. John G. Davies, United States District Court, Central District of California
September 1993 to September 1994

BAR ADMISSIONS

California and Illinois State Bar Associations, Active Member

PROFESSIONAL TRAINING:

Various classes on law enforcement and investigative techniques by Los Angeles County Sheriff's Department Education and Training Division and Chicago Police Department Training Academy, Americans for Effective Law Enforcement, Illinois State Police Crime Lab, and Northwestern Center for Public Safety

Publications and presentations available upon request.

CYNTHIA LYNN HERNÁNDEZ

chernandez90032@yahoo.com

EDUCATION

UNIVERSITY OF SOUTHERN CALIFORNIA LAW SCHOOL

Juris Doctor, May 2000-Licensed to practice in the State of California

CLAREMONT GRADUATE SCHOOL: Master of Arts in Education, 1993

UNIVERSITY OF CALIFORNIA, SAN DIEGO: Bachelor of Arts: Sociology/History, 1990

UNIVERSIDAD DE GUADALAJARA, MEXICO: Spanish, History and Literature, 1990

UNIVERSITY OF NAIROBI, KENYA: Swahili, Sociology, Poetry, Literature, 1988-1989

EXPERIENCE

OFFICE OF INDEPENDENT REVIEW. Los Angeles County Probation Department

Chief Attorney

October 2010 to present

Monitor the Los Angeles County Probation Department to ensure that allegations of on-duty and off-duty misconduct involving Probation Department personnel are investigated in thorough, fair and effective ways. Provide recommendations to the Department regarding labor and employment issues, disciplinary action, risk management issues and policies. Work collaboratively with the Department of Justice monitors regarding custodial issues of juveniles/minor clients. Review and provide legal opinions regarding excessive use of force allegations.

OFFICE OF INDEPENDENT REVIEW, Los Angeles County Sheriff's Department

Attorney

February 2008 to June 2014

Conduct civilian oversight for the Los Angeles County Sheriff's Department. Responsibilities include reviewing, monitoring, and consulting on internal affairs investigations; responding to deputy-involved shootings and inmate deaths; reviewing and consulting on deputy-involved shootings and significant force investigations; recommending discipline when internal policies are violated; proposing and drafting policies; attending town hall meetings on a variety of topics including specific community concerns and deputy-involved shootings.

INDEPENDENT POLICE CONSULTANT, Burbank Police Department, CA

Attorney

May 2012 to present

Conduct assessment of the quality of the Department's administrative investigations. Identify investigative strengths/shortcomings. Provide feedback to improve the investigative process.

INDEPENDENT POLICE AUDITOR, Spokane Police Department, WA

Attorney

August 2012 to December 2012

Assessed the Department's use of force practices, policies and procedures. Evaluated use of force incidents, including canine deployments, officer involved shootings and internal affairs investigations.

INDEPENDENT CONSULTANT, Fullerton Police Department, CA

Attorney

July 2011 to July 2012

Performed an independent review of a highly publicized in-custody death to determine whether any of the involved officers violated policies and practices of the Fullerton Police Department. Also, examined current FPD policies and practices and provide recommendations intended to improve on those policies and practices.

INDEPENDENT AUDITOR, Los Angeles Department of Children and Family Services

Attorney

August 2010 to March 2011

Conducted an examination of the quality and timeliness of DCFS Child Fatality, Internal Affairs, and Performance Management unit investigations. Also assessed the ability of those investigations to ensure individual accountability and systemic reform.

INDEPENDENT POLICE AUDITOR, Anaheim Police Department

Attorney

April 2008-present

Ongoing audit of the Department's force and critical incidents and misconduct cases/complaints. Assess the quality and completeness of the Department's internal investigations, to identify systemic issues and to make recommendations aimed at improving the investigative process.

INTERNATIONAL AUDITOR—Mérida Initiative Assessment Team, México

Attorney/Expert

July 2009

Participated in on-site meetings in Mexico City, México with senior management and other personnel from the Asuntos Internos (Internal Affairs) unit of the Secretaría de Seguridad Pública (essentially the Inspector General for Mexico's federal police). Assessed the organization's structures, responsibilities, and efforts to deter, detect, investigate, and punish corruption and administrative misconduct committed by members of the federal police.

GILBERT & SACKMAN, A Law Corporation

Attorney

April 2005-February 2008

Drafted legal memoranda, briefs and other legal documents. Advised unions about traditional labor laws, state and federal laws and regulations. Litigated wage and hour cases. Prepared and presented cases for arbitration hearings and other judicial forums. Negotiated contracts and settlement agreements. Presented educational trainings to union staff and labor attorneys.

HENAAC, INC. Non-Profit Organization, Los Angeles

Director of K-12 Educational Programming

February 2004-February 2005

Developed and managed national educational program. Oversaw research, evaluation data, and K-12 educational programming carried out by the organization. Presented research-based information to a variety of audiences including corporate sponsors. Negotiated contracts, drafted grants and developed training materials.

UNITED NATIONS INTERNATIONAL CRIMINAL TRIBUNAL FOR RWANDA

Defense Attorney (Trials and Appeals)

November 2001-February 2004

Researched and drafted legal memoranda, motions and briefs (trials and appeals). Prepared cases for trial/appeals and conducted pre-trial interrogatory interviews of defense witnesses. Researched international case law and rules of the court, including discovery and evidentiary rules. Detainees were charged with genocide, crimes against humanity and war crimes.

NATIONAL LABOR RELATIONS BOARD, Region 21, Los Angeles

Trial Attorney

November 2000-March 2002

Investigated unfair labor practices committed by employers and labor organizations. Drafted complaints and negotiate case settlements. Litigated cases for hearings before an administrative law judge. Drafted legal memoranda and motions including requests for injunctive relief in Federal District Court. Acted as hearing officer in pre/post election hearings. Conducted NLRB elections in representation cases.

UNITED STATES DISTRICT COURT, Central District of Los Angeles

THE HONORABLE CONSUELO B. MARSHALL

Judicial Law Clerk Intern

January 2000-May 2000

Researched and drafted bench memoranda and judicial orders analyzing federal and state issues: evidentiary and procedural rules, preemption, jurisdiction, jury instruction, and preliminary injunctions. Drafted judicial rulings on pretrial motions.

LAW OFFICE OF TALCOTT, LIGHTFOOT, VANDEVELDE, MEDVENE & LEVINE

Law Clerk

June 1999-December 1999

Drafted legal memoranda and motions. Researched areas of federal criminal law. Drafted legal memoranda for war crimes case pending before the International Criminal Tribunal for Rwanda, Arusha, Tanzania, East Africa.

DIRECTORS GUILD OF AMERICA

Law Clerk

January 1999-May 1999

Drafted legal briefs analyzing labor, employment and contract law. Analyzed various provisions of collective-bargaining agreements and prepared legal documents for arbitration.

USC LAW SCHOOL POST-CONVICTION JUSTICE PROJECT

Law Clerk/Supervisor

August 1998-2000

Supervised other law students in clinical program. Represented clients at Terminal Island Federal Institution and California Institution for Women with post-conviction relief. Matters included immigration law, family law and criminal law (habeas petitions). Prepared court documents, translated legal correspondence, and appeared in court for oral argument. Represented Mariel Cuban Detainees in INS Panel Hearings at the Federal Penitentiary at Lompoc.

ENGLISH AND SPANISH INSTRUCTION

Bilingual Educator

1990-1997

Bilingual Educator. District specialist selected to instruct new teachers in literacy methods and techniques. Visiting lecturer at Claremont Graduate School and Occidental College.

COMMUNITY INVOLVEMENT

MENDING KIDS INTERNATIONAL

Board Member/Volunteer

2003-2009 and 2012-present

Board Member, volunteer translator and consultant for international charity organization that sends volunteer medical teams around the world to perform surgeries, on children.

ARIZONA STATE MUSEUM

Archaeological Assistant

Summer 1996

Homol'ovi Research Program, Winslow, Arizona. Assisted in the collection, mapping, and recording of artifacts used in the litigation of land disputes between the Hopi and Navajo Indians.

PEACE CONFERENCE IN MOSCOW, USSR

May 1986

Delegate to the First Soviet/American Women's Peace Conference in Moscow

COMMUNICATION SKILLS

Proficient in written and spoken Spanish and Swahili.

PUBLICATIONS

Office of Independent Review Seventh Annual Report (2009), *Editor and Contributor*

Office of Independent Review Seventh Annual Report (2010), *Editor and Contributor*

A Special Report—Evaluation and Recommendations Concerning Internal Investigations at the Los Angeles County Probation Department (2010), *Editor and Contributor*

Office of Independent Review Annual Report (Probation) (2011), *Editor and Contributor*

Office of Independent Review Annual Report (Probation) (2012), *Editor and Contributor*

STEPHEN J. CONNOLLY

6230 E. Marita Street

Long Beach, CA

(562) 430-2011

Stefconn@aol.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:

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

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 Ind. 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:

Co-Independent Police Auditor, Palo Alto
Police Department

2013-Present

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

2005, 2007

on two occasions to review alleged misconduct by
Oakland Police Department

Auditor conducting special review projects for **2006 - Present**
various local law enforcement agencies, including the
San Diego County Sheriff's Department, Torrance Police
Department, Anaheim Police Department, Burbank Police Department,
and Inglewood Police Department

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

PREVIOUS WORK EXPERIENCE:

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

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

REFERENCES:

Sheriff Sandra Hutchens
Orange County Sheriff's Department
(714) 647-1805

Deputy Chief Tom Angel
Burbank Police Department
818-238-3202

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PHONE: (303)432-2259 • CELL: (720)413-2069 • e-mail: allacabe@q.com

ALVIN J. LaCABE, JR., ESQ.

AREAS OF INTEREST

- Consultation with regard to systemic and structural reform of police and sheriff departments, as well as conducting in-service training in the areas of:
 - Recruitment/hiring, particularly with regard to development of minimum standards and increased hiring of women and minorities;
 - Development or revision of Department Mission, Vision and Values statements to provide meaningful standards by which to guide department priorities and expectations;
 - Sufficiency of Academy training, field training programs and in-service training;
 - Policy development/revision in all areas of law enforcement and jail operations to conform with current "best practices";
 - 4th Amendment (Search and Seizure) issues;
 - Use of force reporting systems, including development of or revisions to use of force databases;
 - Reduction of physical/deadly force incidents with emphasis on policy development and tactics to help reduce the probability of the need to use physical/deadly force.
 - Understanding the bases of civil liability and employing strategies to reduce potential liability;
 - Data collection and development of databases to assess personnel performance including development of early intervention systems;
 - Establishment of departmental goals and creation of objective criteria to measure progress towards those goals;
 - Implementation of policies and practices to ensure fair intake of citizen or detainee complaints and both thorough and timely investigation of those complaints;
 - Assessment of disciplinary policies and practices and assistance in the development of a discipline system which will:
 - Provide notice to both officers/deputy sheriffs and the public of the standard of conduct expected of officers/deputy sheriffs and the likely consequences for failing to adhere to that standard.
 - Promote corrective and rehabilitative measures, where appropriate.
 - Result in reasonably consistent discipline based on reasonably objective factors while still providing for the appropriate application of managerial discretion.
 - More effectively withstand challenges from discipline appeals and lawsuits;
 - Assessment of the need/viability of external civilian oversight including the understanding of various oversight models and practices;
 - Development of written procedures for continual review of critical incidents and the assessment of the need to revise policies and practices;

- Assessing and addressing detrimental “cultural” issues within the department or divisions/units within the department; and
- Establishment and maintenance of community oriented and constitutionally based law enforcement and jail practices which promote public accountability and trust both within the department and with the community.

EDUCATION

Loyola University of New Orleans
B.A. in Criminology and Law Enforcement Administration, 1972
Honors: Dean’s List. Graduated Cum Laude

University of Denver College of Law
Juris Doctor, 1979

SPECIALIZED TRAINING AND AREAS OF STUDY

- Constitutional requirements applicable to police officers and sheriff deputies including, but not limited to, the first, fourth, fifth, sixth, eighth and fourteenth amendments.
- Relevant State and Federal statutes, case law and legal concepts related to the potential for civil liability on the part of law enforcement officers, their departments and their employing governmental entities. These include intentional and negligent tort actions and civil rights and Monell claims brought under 42 U.S.C. Section 1983.
- Relevant State and Federal statutes, case law and legal concepts related to charges investigated by the Federal Equal Employment Opportunity Commission or the Colorado Civil Rights Division related to potential violations of Title VII of the Civil Rights Act of 1964 and other laws related to employment/workplace discrimination, sexual harassment or hostile work environment.
- Historical and current Commission reports regarding law enforcement misconduct and policies and practices in major metropolitan departments to include:
 - The Knapp Commission (1970-72) related to allegations of corruption in the New York Police Department;
 - The Mollen Commission (1992-94) regarding further allegations of corruption in the NYPD;
 - The Christopher Commission (1991) regarding allegations of uses of excessive force by the Los Angeles Police Department following the Rodney King incident;
 - The reports of the Independent Review Panel (2000), the LAPD Board of Inquiry (2000), and Professor Erwin Chemerinsky (2000), all following the Rampart scandal on the Los Angeles Police Department;
 - The Kolts Commission Report (1992) and the Report of the Citizens’ Commission on Jail Violence (2012) both alleging use of excessive force and other improprieties by members of the Los Angeles County Sheriffs Department.
- Investigative summaries, technical assistance letters, findings letters/reports, settlement agreements, consent decrees and compliance/monitor reports posted by the U.S. Department of Justice, Civil Rights Division, Special Litigation Section, regarding “pattern or practice” civil actions brought against correctional facilities and law

enforcement agencies pursuant to 42 U.S.C. Section 14141, Title VI of the Civil Rights Act of 1964, and/or other enforcement provisions alleging discriminatory practices by law enforcement agencies receiving federal funds.

- Other publications/research studies/articles published by the U.S. Department of Justice and its various divisions including:
 - The National Institute of Corrections (NIC);
 - The National Institute of Justice (NIJ);
 - The Bureau of Justice Statistics (BJS); and
 - The Office of Community Oriented Policing Services (COPS).

These publications discussed areas of concern including, but not limited to: use of force; standards for internal investigations; building trust between police and citizens; principles for promoting police integrity; effective jail operations; jail staffing analysis; risk management in jails; constitutional jail practices; the implementation of early intervention systems; the use of body-worn cameras; and cultural issues such as the non reporting of uses of force by fellow officers and other examples of the law enforcement “code of silence.”

- Disciplinary policies/practices from approximately 25 major police and sheriff departments throughout the United States.
- Relevant publications/research/reports from the Police Executive Research Forum (PERF), the Police Assessment Resource Center (PARC), and the Police Foundation.
- CNA Corporation report entitled, Collaborative Reform Process – A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department (2012).
- Model use of force policy published by the International Association of Chiefs of Police (IACP); examples of use of force policies and internal investigation practices from agencies accredited by the Commission on Law Enforcement Accreditation (CALEA); other use of force policies from major law enforcement agencies throughout the United States.
- Specialized training in civilian oversight models and practices, law enforcement accountability issues, and other relevant topics including the use and reporting of force from the National Association for Civilian Oversight of Law Enforcement (NACOLE) at national conferences and training sessions.
- Americans for Effective Law Enforcement (AELE) specialized training in jail and prisoner litigation issues and internal investigations/discipline practices.

EXPERIENCE

LEGAL AND LAW ENFORCEMENT:

Consultant – After Retirement as Denver Manager of Safety in 2010

July 2010 – Present

- Paid:
 - Part time employee of the Denver Department of Safety. Coordinate, testify/provide depositions in defense of lawsuits brought in Federal and State courts against the City of Denver and Department of Safety entities; coordinate, draft

documents, assist the Denver City Attorney's Office, and testify in defense of disciplinary actions previously taken by me as Manager of Safety which were appealed to the Denver Civil Service Commission; draft and edit public statements of the Manager of Safety analyzing uses of deadly force by the Denver Police Department and the Denver Sheriff Department; draft policies, prepare training materials and conduct in-person and video training in the areas of use of force, discipline and ethics; and any other consultation or assignment as requested by the Denver Manager of Safety (newly re-titled the Executive Director of the Department of Safety).

- Part time consultant services as an associate of KRW Associates, LLC, a Colorado based firm specializing in organizational assessments, promotional assessments, and executive searches for law enforcement agencies and other governmental entities. KRW organizational assessment methodology consists of interviewing department members, other stakeholders, and members of the public; gathering and analyzing department records; reviewing department policies and practices; conducting site visits and ride-alongs; identifying problem areas; and issuing written reports containing recommendations based upon national best practices and particularized department needs to address the issues identified.
- Volunteer (Unpaid):
 - Member of the transition team of Governor John W. Hickenlooper regarding setting criteria, reviewing applications / resumes and conducting interviews for the positions of Director of Public Safety and Director of Corrections for the State of Colorado.
 - Member of the transition team of Mayor Michael Hancock regarding setting criteria, reviewing applications / resumes and conducting interviews for the positions of Manager of Safety and Chief of Police for the City of Denver.
 - Appointed by Executive Director of the Denver Department of Safety (formerly titled "Manager of Safety") to a committee reviewing the use of force and disciplinary policies and practices of the Denver Sheriff Department following an increase in use of inappropriate force incidents between 2011 and 2014.

Department of Safety – City and County of Denver

Manager of Safety, 2003 – June, 2010 (Retired)

Cabinet level appointment by Mayor John W. Hickenlooper in August of 2003.

Civilian department head responsible for approximately 3600 uniformed and civilian employees, including 1500 Denver police officers, 900 Denver firefighters, 750 Denver deputy sheriffs and the Public Safety Cadet Program. Immediate supervisor of the Chief of Police, Fire Chief and Director of Corrections. Performed the duties of the Sheriff of Denver County. The Denver Police Department is responsible for providing all traditional law enforcement related services including the prevention and investigation of criminal offenses occurring in the City and County of Denver. The Denver Sheriff Department is responsible for the care and custody of inmates housed at the Downtown Detention Center and the Denver County Jail, the movement of pre-trial detainees to Denver courts, security in courtrooms and other designated facilities, fugitive apprehension and the service of court orders and civil process. The Sheriff Department houses an average daily population of 2,200 of which 1,400 are pre-trial detainees and 800 are post-conviction inmates.

Oversaw the fiscal and budgetary processes for the entire Department of Safety which involved a budget in excess of \$400M and represented approximately half of the entire City budget. Administered the Department's Community Corrections Program; Pre-Trial Service and Electronic Home Monitoring Programs, the Safe City Program, the Safety Office of Policy Analysis, the Crime Prevention and Control Commission, the Safety Recruitment Office, the Combined Communications Center (Denver 9-1-1), the Department EEO Program and was custodian of all Department of Safety records.

Made the final hiring and disciplinary decisions as to all uniformed members of the Department of Safety. Reviewed in detail the sufficiency of all Internal Affairs investigations where discipline was recommended by the Departments, including major cases where discipline was not recommended. Directed further investigation where necessary. Reviewed and analyzed all police and sheriff uses of deadly force.

Dealt with all policy issues related to the administration and operations of the Denver Police, Fire and Sheriff Departments; participated in the City's legislative process, including testimony before City Council committees, the Career Service Authority and the Civil Service Commission; interacted with employee discipline, grievance, appeals and collective bargaining processes; interacted with employee groups and Unions; extensive interaction with print and electronic media as well as community based organizations; strategic planning, goal setting, data collection and measurement of progress toward set goals; interacted with the Denver District Attorney's Office regarding criminal matters and the Denver City Attorney's Office regarding all policy issues including civil liability, risk management, labor-management, EEO matters, records retention, and open records/criminal justice records requests; and interacted with all law enforcement and criminal justice agencies in the Denver metropolitan area to include, Federal, State and local entities.

Twenty-four hour on-call duties for all major critical incidents including on-scene investigation of all uses of deadly force by Department personnel.

Major Accomplishments

- Reorganization of the Manager's Office to better facilitate meaningful oversight of Safety agencies and centralize functions duplicated in individual agencies.
- Creation of, or major participation in, department-wide and community involved collaborative processes to include the Mayor's Use of Force Task Force; the Manager of Safety's Discipline Advisory Group Task Force; the Manager of Safety's Minority Recruitment and Selection Task Force; and the Manager's Professionalism Task Force. These task forces thoroughly discussed and recommended changes to use of force, training, disciplinary and hiring practices/policies of the Denver Police and Sheriff Departments.
- Revision of Denver Police Dept. and Denver Sheriff Dept. Use of Force policies including changes in training related to the use of force. Drafted changes to use of force policies, arrest powers and training protocols of the Denver Sheriff Department.
- Emphasis on data collection and data-based planning and decision making resulting in an overall decrease in crime in excess of 10% per year beginning in 2006.
- Helped gain voter approval for the construction of a Denver Justice Center to house criminal courts and 1,500 pre-trial detainees. Construction was completed and operations begun in May, 2010, just prior to my retirement on June 30, 2010.

- Reduction in County jail overcrowding by use of evidence-based practices, placing emphasis on recidivism reduction and mental health treatment, re-establishment of drug court and creation of a designated court to service offenders with mental health issues. These were accomplished through the creation of the Crime Prevention and Control Commission and the efforts of the Commission in conjunction with the Sheriff Department.
- Systemic reform of the handling of complaints of police officer/deputy sheriff misconduct through the creation of the Office of the Independent Monitor and major revisions to the Denver Police and Sheriff discipline systems which included the drafting and publication of a Discipline Handbook distributed to all Denver police officers and sheriff deputies.
- Increased transparency through the drafting, editing and publication of detailed public statements regarding the internal investigation of all uses of deadly force by Safety personnel.
- Revision of recruitment and hiring practices to better identify quality candidates for uniformed safety positions and increase minority hiring.
- Extensive personal participation in the recruitment, interview, selection, and training process for all uniformed Safety officers. This included academy, in-service, and video training in the areas of criminal process, courtroom testimony, search and seizure, use of force, disciplinary policies and practices, and ethics.
- Creation of the Equal Employment Opportunity position within the Manager's Office to better facilitate investigations and training in the areas of discrimination and sexual harassment.
- Creation of the Records Coordinator position within the Manager's Office to foster transparency and consistency in responding to requests for Safety records through the Open Records Act and the Criminal Justice Records Act.
- Increase in Denver Sheriff Department professionalism through revisions in hiring and discipline practices, changes in arrest powers and other internal policies and the design and implementation of new uniforms.
- Civilianization of the 9-1-1 Combined Communication Center, removing a cadre of sworn police officers and returning them to normal police duties.
- Exhaustive planning, coordinating and implementing of security for the Democratic National Convention in August 2008. This involved extensive interaction with the U.S. Secret Service and other Federal, State and local agencies.

United States Attorney's Office - District of Colorado

Assistant United States Attorney, 1994 – 1996; 1998 - 2003

Investigated and prosecuted violations of federal law including drugs, gangs, firearms and violent crimes. Drafted pre-trial documents and conducted jury trials in these areas in United States District Court. Supervisory duties included being Chief of the Narcotics and Violent Crimes Section, Chief of the Organized Crime Drug Enforcement Task Force and Senior Litigation Counsel. As Section Chief dealt with personnel, planning and budget issues for attorneys and support staff. As Senior Litigation Counsel, responsible for selected complex prosecutions including death penalty litigation and the presentation of continuing

legal education programs for the Criminal Division of the U. S. Attorney's Office. Developed expertise in search warrants, Title III wiretaps and other forms of electronic surveillance. Dealt extensively with issues involving witness protection, witness segregation, fugitive apprehension and offenses in the United States Bureau of Prisons. Legal counsel and extensive interaction with Federal law enforcement agencies to include the Drug Enforcement Administration, U.S. Marshals Service, Federal Bureau of Investigation, Bureau of Alcohol, Tobacco and Firearms and the United States Probation Office.

Davis, Graham & Stubbs LLP

Of Counsel, July 1996 -1998

Drafted documents and litigated civil cases in the areas of employment law, products liability and oil and gas. Conducted trial tactics training program for firm lawyers.

Denver District Attorney's Office

Deputy District Attorney and Chief Deputy District Attorney, 1983-1994

Drafted pre-trial documents and conducted jury trials in Colorado state court involving misdemeanor and felony violations of all aspects of the Colorado Criminal Code. As a Chief Deputy District Attorney, served in various positions including legal advisor to the Denver Police Department Vice and Narcotics Bureau. Developed expertise in search warrants and other search and seizure issues, trial tactics, dealing with mental defenses such as insanity, and death penalty litigation. Also developed expertise in all areas of jail operations as a result of investigating/prosecuting two major capital cases. One involved a meticulously planned escape from the Denver County Jail, the Denver Criminal Courts building and Denver General Hospital which resulted in the murder of a Denver deputy sheriff. The other involved the murder/attempted murder of four prosecution witnesses which was orchestrated from inside the Denver County Jail.

Colorado Bureau of Investigation

Agent, 1979-1983

Conducted conventional and undercover investigations primarily in the areas of organized crime, intrastate and interstate transportation of stolen goods, official misconduct/public corruption, environmental hazards, and narcotics. At the request of the Aurora Police Department, conducted a major months-long internal investigation into misconduct and policy violations committed by members of its narcotics division.

Denver District Attorney's Office

Criminal Investigator, October 1977 - 1979

General investigative duties involved in preparing cases for trial in the Complex Prosecutions Section, including locating hostile witnesses and interviewing witnesses for trial.

New Orleans Police Department

Patrol Officer and Detective, 1970-1977

Investigated crimes involving violations of all areas of the Louisiana Criminal Code. Participated in highly successful community policing/team policing strategy responsible for investigating all criminal offenses in high crime, densely populated housing projects. Developed expertise in all areas of patrol procedures, conducting investigations, search and seizure, informant development and community relations.

ACADEMIC:**University of Denver, College of Law***Adjunct Professor of Law, 2002 - 2005*

Taught a 3 credit hour course entitled "Criminal Trial Practice".

The course involved both lectures and practical exercises in the basics of prosecuting and defending criminal cases.

LECTURER/GUEST SPEAKER

- Awarded the National College of District Attorneys (NCDA) Lecturer of Merit Award (1990) and Distinguished Faculty Award (1996) while serving as a member of the faculty of the College from 1987 to 2004. The NCDA, based at the National Advocacy Center, University of South Carolina, Columbia, S.C., provides training for trial attorneys and criminal investigators throughout the United States. Conducted practical demonstrations and lectured at the National Advocacy Center and at NCDA conferences across the country on various topics such as conducting investigations, ethics, witness preparation, courtroom testimony, search and seizure, persuasion techniques, mental defenses, expert witnesses, opening statements and closing arguments.
- From 1988 to present, invited lecturer at continuing legal education conferences and law enforcement training programs in approximately twenty-five states teaching various topics including criminal investigations, Fourth and Fifth Amendment issues, trial tactics and persuasion techniques. Featured speaker and Master of Ceremonies at various professional and community based events.
- Colorado POST certified instructor in criminal law and investigations. Conducted recruit and in-service training programs for the Denver Police Department, Denver Sheriff's Department, Aurora Police Department, Commerce City Police Department, Greenwood Village Police Department, Colorado Bureau of Investigation, Federal Bureau of Investigation, Drug Enforcement Administration, U.S. Courts, and private companies offering approved training to law enforcement officers in the Rocky Mountain region.
- Guest lecturer at Red Rocks Community College, Metropolitan State College, University of Colorado, University of Denver College of Law, University of Colorado School of Law and Creighton University School of Law.
- Invited lecturer/guest speaker /panel member at Colorado Bar Association continuing legal education programs involving various subjects as well as programs for the Colorado District Attorney's Council, the National Institute of Trial Advocacy (NITA) and local Bar associations in the Denver metropolitan area.
- Participant in area schools outreach programs at the elementary, middle and high school levels as well as other community based programs involving various criminal justice issues such as drug awareness (DARE), gang violence, and access to police and court services (Weed and Seed Program).
- Speaker/lecturer/panel member at National Association for Civilian Oversight of Law Enforcement (NACOLE) training conferences.

PROFESSIONAL AFFILIATIONS

American College of Trial Lawyers
Colorado Bar Association
Denver Bar Association
Sam Cary Bar Association (African American Bar Association)
National Association for Civilian Oversight of Law Enforcement (NACOLE)
International Association of Chiefs of Police (IACP)
Police Executive Research Forum (PERF)
National Sheriff Association (NSA)
National Organization of Blacks in Law Enforcement (NOBLE)
American Jail Association (AJA)

PROFESSIONAL AWARDS AND COMMENDATIONS

New Orleans Police Department Commendation and Meritorious Service Medal for off-duty arrest of multiple in-progress armed robbery and kidnapping suspects (1974)
New Orleans Police Department Meritorious Unit Citation for Outstanding Service in the Formation of the NOPD Urban Squad (1975)
United States Air Force Meritorious Service Award for conducting long-term undercover narcotics investigation in association with the USAF Office of Special Investigations, while serving as an Agent of the Colorado Bureau of Investigation (1982)
National College of District Attorneys Lecturer of Merit Award (1990) and Distinguished Faculty Award (1996)
Induction into the American College of Trial Lawyers recognizing outstanding achievement as a trial lawyer (2001)
University of Denver College of Law Honorary Doctor of Laws Degree for achievements in legal and government service (2004)
Dr. Syl Morgan-Smith, Colorado Hall of Fame Award for Excellence in Government (2008)
Denver District Attorney Meritorious Service Award for extraordinary law enforcement and public service (2010)
Denver Mayoral and City Council Proclamations for outstanding service as Denver Manager of Safety (2010)
National Organization of Black Law Enforcement Executives (NOBLE) Lloyd Sealy Award for achievement in the field of criminal justice (2010)
National Association for Civilian Oversight of Law Enforcement (NACOLE) Award for significant contributions to the field of civilian oversight of law enforcement (2010)
Sam Cary Bar Association Courage Under Fire Award for outstanding service in Law Enforcement, Prosecution and as Denver Manager of Safety (2011)

PERSONAL DATA

Born/Reared:	New Orleans, Louisiana. Resident of Colorado since 1977. Resident of city of Denver, Montbello neighborhood, until 1999. Currently residing at 6751 Quartz Way, Arvada, CO 80007.
Family Status:	Two adult children. Two grandchildren. Married to Grace H. Sena, Retired Supervisory United States Probation Officer for the District of Colorado.
Military:	Enlisted in the United States Marine Corps and served from 1964 through 1968 at various duty stations in the U.S. and Asia.
Bar Status:	Admitted to practice law in the State of Colorado (1982), United States District Court, District of Colorado and the 10th Circuit Court of Appeals (2004). (Currently on inactive status due to retirement)

REFERENCES

Available upon request.

PATRICK MOERS
Chief of Police
Henderson (Nevada) Police Department
223 Lead Street
Henderson, Nevada 89015
702-400-6122 personal cell
patrick.moers@cityofhenderson.com

Professional Experience

- Henderson Police Department, Henderson, Nevada (1991 – Present)
- Chief of Police (2012 – Present)

Achievements and Recognitions

- Executive leader of the second largest city in the State of Nevada
- Led Henderson to be recognized as top ten safest cities in America for the three years as Chief
- Responsible for budgeting over \$90 million for operations/staffing expenditures
- Manages over 650 multi-level staff employees
- Advanced instructional, written and oral communication
- Strong interpersonal skills that adhere to core values during challenging situations
- Strong understanding of the Civil Service Process
- Responsible for leading the department to CALEA Gold Standard certification
- Developed the Office for Use-of-Force Training and Analysis position with the only Advanced Specialist certified by Force Science Institute
- Created the Police Action Review Committee (P.A.R.C.) involving citizen participation and bringing a “lessons learned” awareness back into training
- Implemented mandatory educational requirements for supervisors
- Implemented rotational policies for specialized units
- Created a career development officer assigned full time to training to get employees on educational paths
- Educational based discipline practices in internal investigations
- Created diversity committees to enhance recruiting and community partnerships
- Assisted in creation of Eldorado Valley Regional Police Training Center between the City of Henderson and the City of Boulder City, Nevada
- Received \$750,000 in State & Federal research grant, targeting electronic data mining of stolen property; first of its kind in nation
- Identified by International County Management Association Public Safety Section as having a “model training” division for policing (2013)
- Assisted in the development and rollout of Mobile Audio Video (in-car cameras) program in all patrol vehicles
- Developed department’s first dedicated in-house human resources expert

Areas of skills & Areas managed and supervised

- Office of Professional Standards – Internal Affairs, Accreditation, Background Investigations
- Investigations – Led detective bureau in areas to include crimes against persons, property, fraud and computer forensics; supervised officer involved shooting and use of force cases
- Crime Lab- Development and expansion of Henderson's own crime lab
- Technology – Technology projects; including in-car camera, field-based reporting, record management systems, online citizen reporting
- Jail – 540 bed detention center including contract inmates from local and federal agencies
- Traffic – Traffic enforcement units and 150 part-time crossing guard program
- Support Functions – Evidence Vault, Supply, Fleet, Records, Dispatch, Planning and Analysis
- Patrol – all shifts to include days, swings, graves, as well as the bike unit and community relations bureau
- Volunteer Units – Oversaw both volunteer program (75 volunteers) and police chaplains

Education and Committees

- Nevada State College – Bachelor's Degree in Public Administration in Law Enforcement
- Graduate of F.B.I. National Academy, 2008, Session #234
- Graduate of Northwestern University's Staff and Command, 2005, Session #105
- FBI Law Enforcement Executive Development (LEEDS) 2014
- Nevada Sheriffs and Chiefs Association Board member since 2013 (Vice-President currently)
- State Agency Chief of Police Representative for Nevada (SACOP)
- Vice-Chair for Nevada HIDTA board
- Member and participant in good standing with IACP, Mid-Size City agencies, Benchmark Cities, PERF
- Executive board member on local Homeland Security Committee
- Currently applied for new committee position for SACOP to help evaluate new policies developed by IACP

Patrick E. Moers
Chief of Police
Henderson Police Department

Contact:

Office Telephone: (702) 267-4501
Office Fax: (702) 267-5001
E-Mail: Patrick.Moers@cityofhenderson.com

Professional Biography:

Chief Patrick E. Moers leads the police department of the second largest city in Nevada (pop. 280,000) with 579 employees – 336 police officers, 83 corrections officers, and more than 160 full-time civilian employees.

Background:

Chief Patrick Moers is originally from Chicago, Illinois. He began his career with the Henderson Police Department as a patrol officer in September 1991. In July 2012, he was ratified by the Henderson City Council as the 12th chief of police since the city's incorporation in 1953. In his 20-plus years in the department, he has held leadership positions in Patrol, Investigations, Traffic, Internal Affairs and the Office of Professional Standards.

Philosophy:

Chief Moers spent the first two years of his tenure in a rebuilding phase filling supervisory posts in the department as a large out flux of longtime leaders and officers took early retirements as a result of the Great Recession. Through this phase of less officers than in years past, his focus on greater efficiencies and use of technology – coupled with the hard work and dedication of the men and women of the department – has allowed the department to achieve and maintain crime rates (FBI reported statistics) that have designated Henderson as one of the “safest cities in America” for three years in a row (2012 *Forbes*, 2013 *Law Street*, 2014 *Movoto*).

As revenues have stabilized, the department has begun to rehire under an aggressive recruitment plan that focuses on the need to increase diversity in police ranks. This will allow a redeployment of the traditional “community-policing” model that ensures greater service levels for residents and one that reflects cultural demographics as the city's ethnic makeup continues to change. He has focused on expanding youth mentoring by creating an innovative program to help Henderson students understand the consequences and benefits of good decision-making through the D.R.E.A.M.S. program (Decisions / Responsibilities / Education / Achievements / Motivation / Self-Esteem) – since the use of the DARE program has waned across the country and Clark County has eliminated it altogether.

Furthering an effort to connect with all parts of the city, he employed an expanded outreach program becoming a member of chambers of commerce and other community organizations to begin building stronger officer-and-citizen relationships. By relating low crime rates as a component of a vibrant business climate, he has helped further the argument that Henderson is the best place in the valley to establish a business and attract employees.

He instituted an educational prerequisite for leadership positions requiring officers to obtain formal college credits in order to advance into supervisory roles, which is in response to public demands for a more educated police force with higher levels of thoughtful decision-making on the ground. He revamped the mission of SWAT (Special Weapons and Tactics) and its focus, de-emphasizing a “militaristic” mentality and appearance and also shifting portion of the unit to part-time. This allows SWAT-trained officers to get back into supporting under-staffed patrol units – the backbone of city policing.

Greater emphasis has been placed on officer Use of Force training and shifting to a philosophy that emphasizes de-escalation and better officer communication skills with members of the public. Chief Moers has pushed the department toward greater transparency by creating a Police Action Review Committee (PARC) that allows Citizen Academy graduates the ability to review in-car videos and other questionable actions taken by officers to help police leadership improve the department.

Professionalism will also be in the forefront as evidenced by the department achieving the CALEA Gold Standard Assessment in 2014 (Commission on Accreditation for Law Enforcement Agencies). The department is the first agency in Nevada to receive such distinction. And despite a still constrained budget, Chief Moers’ tenure will focus on maintaining Henderson in the top 10 safest cities in America.

Education and Leadership:

Chief Moers holds a BA in Public Administration in Law Enforcement. He is a graduate of the FBI National Academy, Session 234 and the Northwestern University’s School of Police Staff and Command College, Session 105.

In 2015, Chief Moers advanced into the position of Vice President for the Nevada Sheriff and Chiefs Association (NVSCA). He will also serve as the SACOP (State Agencies Chief of Police) representative for the entire State of Nevada through 2015. In this capacity, he will represent the opinions of Nevada law enforcement to the International Association of Chief of Police (IACP) on national issues.

Also starting in 2015, Chief Moers will serve as Vice Chair of the HIDTA (High Intensity Drug Trafficking Act) Executive Board, which oversees all Nevada-Federal drug task force initiative.

Mark E. Payne
Bio

Mark E. Payne currently serves as Deputy Director to the Superintendent's Office at the Chicago Police Department where he leads efforts to revitalize and restructure the Community Alternative Policing Program (CAPS). He is also co-facilitator for the National League of Cities Black Male Achievement Initiative and serves on the leadership team of Mayor Emanuel's Commission for a Safer Chicago as well as the Department of Justice's National Forum on Youth Violence.

Mark has 20 years of experience in government and community relations, economic development and youth development. Prior to his present role, he served as the Deputy Chief of Staff Public Safety for Mayor Rahm Emanuel at the City of Chicago. In 2010, Mark served as the Director of Public Affairs for Chicago's newly formed Independent Police Review Authority (IPRA), where he worked with the Chief Administrator to successfully lead the transition from the Chicago Police Department's Office of Professional Standards (OPS). At IPRA, Mark was responsible for strategic partnerships, relationship building and communications with elected officials, community organizations and local and national media outlets.

He served as the General Manager of Government and Community Relations and as Senior Government and Community Relations Officer at the Chicago Transit Authority (CTA) where he managed, coordinated, and represented CTA as a liaison to legislative bodies, units of government, community organizations, and key CTA staff members on local and regional transit issues. During the CTA's \$530 million dollar Brown Line Capacity Expansion Project, Mark facilitated outreach to state and local elected officials and served as a representative with CTA's lobbying team for the Illinois General Assembly.

Mark's professional experience includes working in the public, private and non-profit sectors. He has held positions with SAS (Data Analytics Corporation), The Steans Family Foundation, Chicago Urban League, Mid-South Planning and Development Commission, Elliott Donnelley Youth Center, and the Near West Side Community Development Corporation where he spearheaded the community organizing efforts for the comprehensive community plan "More than Bricks and Mortar" as a part of the LISC New Communities Program.

Mark has received various awards and recognitions for his service, including: Illinois's 20 for the 20th leadership awards for AmeriCorps Alums; Chicago City Council Resolution for exemplary service to the City of Chicago through his work at CTA, Introduction speeches for President William Clinton at Civic Opera House in Chicago and again at the University of Chicago in celebration of youth service. Mark was also a recipient of the UnSung Hero Award by the Associated Colleges of the Midwest Urban Studies Program and the Hewlett Packard Leadership Award for leadership in the City of Chicago.

In 2001, Mark traveled to South Africa at the request of President Bill Clinton and Nelson Mandela as part of a ten-member delegation for an advocacy campaign to engage South African youth in National Service. Mark was awarded the ALL AMERICORPS Award at the White House, which honors visionary AmeriCorps members working toward shared goals within community. He is an alumnus of City Year Chicago, Public Allies Chicago and the Lugenia Burns Hope Center Leadership Training Institute.

Mark E. Payne

Relevant Experience

City of Chicago

(May '12 – Current)

Deputy Director, Superintendent's Office Chicago Police Department

- Lead Staff – City of Chicago team - Department of Justice National Forum on Youth Violence
- Design and Implementation of Community Policing Restructure at the Chicago Police Department
- Lead Staff / National League of Cities/ Black Male Achievement and City United

Deputy Chief of Staff, Public Safety – Mayor's Office

- Staff to Mayor Emanuel and Operations and Policy Liaison to Chicago Police Department, Chicago Fire Department, Office of Emergency Management and Communications, Independent Police Review Authority, and the Chicago Police Board.
- Managed and led CPD's Community Alternative Policing's (CAPS) policy change.
- Policy staff for the City of Chicago Disciplinary Process for sworn officers
- Led City of Chicago local policy and planning team for the Department of Justice National Forum on Youth Violence Prevention

SAS Institute

State and Local Government – IL, City of Chicago, Cook County, Account Executive (May '11- May '12)

SAS software for State and Local Government enables governments to be more efficient and effective in their delivery of services by creating a holistic view of individual citizens, thereby ensuring government programs and services address the overall needs of its citizens.

- Sold a portfolio of SAS software products including Data Integration, Data Cleansing, Data Warehousing, Reporting and Advanced Analytics.
- Managed the State of Illinois (Springfield) territory / after four months was assigned the Chicago and Cook County territory
- Managed relationships on SAS yearly leases of up to 1 million dollars with County, City and State agencies.

Chicago Transit Authority

General Manager – Government and Community Relations (September 09- May 2011)

- Coordinated activities with legislative bodies, units of government and key CTA internal staff members on CTA and regional transit issues.
- Served as a liaison with elected officials and community organizations at the local, state, and federal level.
- Managed six staff members and oversaw outreach to constituencies. Researched activities to support the Chicago Transit Authority's endeavors.

Independent Police Review Authority (IPRA)

Director of Public Affairs (March 08 – September 09)

IPRA is an independent department of the City of Chicago directly responsible for intake and investigations of allegations and misconduct made against Chicago Police Department members involving excessive force, domestic violence, and verbal abuse including bias, and coercion, and all police involved shootings.

- Responsible for communications and relationship building with City of Chicago local elected officials, community organizations and local and national media outlets.
- Wrote and prepared Chief Administrator's comments, speeches, and talking points for local media shows, panel discussions, and press interviews.
- On-camera spokesman for local news programs and radio shows. Frequent guest on WVON (Cliff Kelly show) and WGN to discuss police-involved shootings and other agency related issues.
- Co-wrote first annual report which details IPRA processes to the public.
- Developed and coordinated IPRA's local community meetings.
- Prepared Chief Administrator and IPRA staff for City of Chicago - City Council budget process.

Chicago Transit Authority

Senior Government and Community Relations Officer (May 04 - March 08)

- Liaison to Chicago City Council meetings.
- Represented CTA in Springfield on various issues related to annual budget and capital projects.
- Liaison to Aldermen and state officials regarding \$530 million Brown Line Capacity Expansion Project.

Facilitated meetings with Aldermen and internal CTA departments on Brown Line related issues.

- Represented CTA at community meetings focused on Brown Line designs, contractor meetings, business outreach, etc. Over 300 meetings were held in North Side community since May 2004.
 - Organized monthly Brown Line Task Force meetings with local Aldermen and surrounding community organizations, and maintained consistent follow-up to address community concerns.
 - Coordinated meetings with community chambers and businesses to help develop CTA's Brown Line Business Outreach Program. Provided proactive outreach to assist businesses and chambers with local community events during construction.
 - Designed CTA Brown Line construction permit process in 2006 due to OEMC requirement that Aldermen approve all Brown Line construction impact permits.
- Responded to requests for transportation-related information from CTA internal and external affiliates, stakeholders, elected officials, and community-based organizations or nonprofit groups.

Near West Side Community Development Corporation

Outreach Coordinator (August 00 – April 04)

- Worked in conjunction with LISC's, New Communities Initiative (NCI) to organize community planning process that creates a comprehensive Quality of Life Plan for the West Haven community.
- Organized over 100 community residents to develop the "More than Bricks and Mortar" quality of life plan for West Haven. *Portions of the five- year plan were accepted by the City of Chicago and are currently being implemented.*
- Successfully leveraged relationships with community organizations, residents, and institutions and raised over \$125,000 to build a local playground with the Young President's Organization, Chicago Park District and City Year.
- Developed and organized the West Haven School Network, a collaborative project between local principals, students, and teachers, to increase the effectiveness of eight Chicago Public Schools in the West Haven community.
- Instituted and organized Leadership Development Days for over 400 West Haven residents to build capacity and train leaders around housing, employment, and quality of life issues.
- Organized the West Haven Organizer's Alliance for outreach professionals to strengthen capacity of local community organizations.
- Supervised one staff person.

Additional Experience

Steans Family Foundation - Small Grants Initiative

Youth Grant Coordinator (August 99 – September 00)

- Developed and implemented the Youth Action Fund with 20 students from North Lawndale. Youth developed RFP and awarded eight grants totaling \$5,000 each to youth led projects and organizations.
- Established and maintained relationships with local elected officials to support local program.
- Supervised volunteers and one staff person.

Chicago Urban League/ Quantum Opportunities Program-Health and Family Services

Coordinator (September 98 – August 99)

- Coordinated program for out-of-work and out-of-school youth (ages 16-24) and oversaw on-site activities for all Department of Health and Families Services' associates and other Quantum Opportunities agencies.
- Mentored 30 youth and worked with their families to ensure that youth stayed engaged in improving skills, continuing education, and finding and retaining employment.
- Collaborated with job developers, alternative high schools, and college placement agencies to provide an array of services and products for Quantum Opportunities youth.
- Supervised two Quantum Opportunities staff.

Mid-South Planning and Development Commission

Special Projects Coordinator (August 96 – September 98)

- Coordinated the 5th and 6th Annual 43rd Street Blues Festivals to celebrate the rich blues tradition in the Grand Boulevard community.
- Organized the Muddy Waters Blues District Business Association with 15 local businesses to foster business development.
- Provided resource information and acted as a liaison for the Muddy Waters Blues District Business Association.
- Organized community forums such as the "Overton Charette," to garner community support for local initiatives.
- Served as staff to the Economic Development Committee of Mid – South Planning and Development

Commission.

- Recruited and organized volunteers for the Annual Bronzeville Historic House Tour.

Awards/Recognition/Affiliation

2014

- Illinois Americorps Alum 20th Anniversary –State Leadership Award

2008

- Resolution presented by City of Chicago Aldermen and adopted by the Mayor of Chicago and City Council commending Mark Payne for exemplary service to the City of Chicago through the Chicago Transit Authority

2004

- Introduction speech for President William Clinton at Civic Opera House in Chicago
- UnSung Hero Award – Associated Colleges of the Midwest, Urban Studies Program/ Chicago

2003

- Hewlett Packard Leadership Award presented to City Year alumni
- Center for Third World Organizing Community Action Training Achievement.

2001

- Introduction speech for President William Clinton at the University of Chicago
- Clinton Democracy Fellows Program- traveled to South Africa with City Year and President Clinton at the request of Nelson Mandela - as part of ten-member delegation to engage South African youth in National Service. The delegation worked to successfully initiate City Year South Africa.

1999

- ALL *AMERICORPS/COMMON GROUND AWARD - Presented by President William Clinton and Coretta Scott King at the White House during the fifth anniversary of Americorps.

1996

- Commendation - Mid-South Planning and Development Commission Board of Directors for Coordination of the annual 43rd Street Blues Festival.
- Public Allies Chicago – Recognized for outstanding service and leadership to the City of Chicago.
- Lugenia Burns Hope Center Leadership Training Institute – recognized for service to the Bronzeville community.

1995

- City Year Chicago – Recognized for outstanding volunteer service to communities in the City of Chicago.

Education

DePaul University

Chicago , IL – Political Science – Present

Lewis University, Romeoville, IL

Secondary Education/History, August, 1991- June 1993

Stephen K. Moore

FBI Supervisory Special Agent (Retired)

1422 Strawberry Hill Road
Thousand Oaks, CA 91360
(805) 558-6000

stevemoore25@msn.com
steve@gmancasefile.com

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

CURRICULUM VITAE

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E-Mail: Jurados@socal.rr.com

EMPLOYMENT HISTORY

During his 33 years in law enforcement Commander Jurado (Retired) supervised, managed and commanded a vast number of police personnel and units covering a wide comprehensive range of assignments. During his career with the Los Angeles County Sheriff's Department Commander Jurado was assigned as a manager and executive level administrator in the areas of field patrol, jail and custody supervision, and criminal investigations.

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT 1974 – 2008 (Retired)

Commander Assignments - 2000

Leadership and Training Division – Supervised the Training Bureau, Professional Development Bureau and S.T. A.R. Unit.

Field Operations Region II - Supervised Lomita, Carson, Lennox and Marina Del Rey Stations, as well as the Community College Bureau.

Captain Assignments - 1995

Safe Streets Bureau, East Los Angeles Station

Lieutenant Assignments - 1990

Century Station, Lynwood Station, Biscailuz Center Jail

Sergeant Assignments - 1983

Recruit Training Bureau, Safe Streets Bureau, Carson Station

Deputy Assignments - 1974

Special Enforcement Bureau, Norwalk Station, Firestone Station, Bailiff's Bureau, Men's Central Jail, Hall of Justice Jail, Academy

CALIFORNIA STATE UNIVERSITY – LONG BEACH, CA. 2005 - 2007

Lecturer, Professional Studies Department

PROF-456, Attitude Awareness in Education and the Workplace (3 units) - Introduction to and application of the principles of communication, human relations, understanding

other people, attitude recognition and development, and mental steps to motivation. Contributions of the behavioral sciences to more effective teaching will be examined and plans for their implementation will be prepared.

PROF-485, Identifying Management Competencies (3 units) - A lecture and discussion course focusing on the identification of competencies requisite for effective management of occupational education programs. These competencies are categorized in three domains, including, but not limited to: the interrelationships on concepts, things and people.

PROF-486, Emergency Management Operations and Techniques (3 units) – Management operations and techniques in contemporary emergency service organizations. The role of supervisors, managers, and executives in the leadership process.

PROF-488, Case Studies of Critical Incidents (3 units) – Case studies to illustrate commonly encountered problems and issues in the management of human caused and natural disasters. Incidents will be studied for the purpose of learning best practices and for the development of mitigation, response, and recovery plans.

UNION INSTITUTE AND UNIVERSITY – LOS ANGELES, CA. 2007 - Present

Lecturer, Criminal Justice Department

CLE 409 - Contemporary Issue in Criminal Justice (4 units) - This course presents a comprehensive management perspective and overview of contemporary issues and problems associated with the criminal justice system. The course provides an in-depth examination of current and vital issues in criminal justice such as current research trends, policy development, implementation and review, liability issues, personnel as well as political and ethical obligations involving social justice.

CLE 408 – Management of Criminal justice Programs (4 units) - This course examines management and delivery of criminal justice services from the historical, theoretical and practical points of view. It includes an analysis of current programmatic delivery models such as community policing, problem oriented policing, community courts and community corrections. Additional topics will include the management of conflict and cooperation between services, programs, other criminal justice service providers as well as between criminal justice service providers and other government services.

RIO HONDO COMMUNITY COLLEGE – WHITTIER, CA. 1985 – 1990

Lecturer, Administration of Justice Department

Advanced Officer Training – “Continuing Professional Training” (CPT) requirements; including Street Gang Training, Narcotics Update and Cultural Diversity.

PROFESSIONAL HIGHLIGHTS

Chair Executive Force Review Committee 2004 - 2008

Reviewed and evaluated in excess of 500 Use of Force cases including all deputy-involved shootings, all bites by Department police service dogs, and a percentage of other serious patrol and custodial force cases (usually involving significant injury to the inmates.) The details of each case were presented to the Committee and a determination was made regarding policy, procedure, supervision, equipment, and/or training. Depending on the circumstances of the case the outcomes could included individual accountability (up to and including discipline) for the officers, designated individualized or department level training, individualized or station level briefings, proposed reforms to policy and procedure, and/or further study regarding questions about tactics, equipment, or other relevant issues.

Chair Less-Lethal Committee (LLC) 2008

The LLC was tasked to revise all less lethal policies with a focus on standardization of training, equipment, munitions, and threshold for deployment.

Taught "Leadership" at Field Training Officer's School 2004 - 2008

Taught "Use of Force" at Sergeant Field Operations School 2004 - 2008

Facilitated Sergeant and Lieutenant Promotional Exam Seminars 1995 – 2008

Incident Command Team (ICT) Commander 2002 - 2006

The ICT Commander is responsible for all law enforcement incident activities, including the development of strategies and the coordination of tactics (broad perspective), as well as the acquisition and release of resources. The ITC Commander has complete authority and responsibility for the management of overall operations, consistent with the mission of the Department.

Field Operations Region II Use of Force Analysis 2000- 2004

Responded to or reviewed 86 FOR II Deputy Involved Shootings and assisted in the review of over 2500 Use of Force reports. Designed a Use of Force analysis system that enabled each FOR II station to conduct a three year retrospect of their Use of Force.

Chair Community College Merger Committee 2003

County Wide Gang Strategy 1999 – 2000

Developed and implemented a multi-strategy approach to reduce gang violence at all Los Angeles County Sheriff's Department patrol stations.

Chair Los Angeles County Coordinating Council Inter-Agency Gang Task Force	1999
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EDUCATION

Masters of Public Administration California State University, Long Beach	2001
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Bachelors of Science (Criminology) California State University, Long Beach	1978
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Associates of Arts Los Angeles Harbor Community College	1973
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COURSES DEVELOP 1992 - 1993

Los Angeles County Sheriff's Department - Cultural Diversity Training Course designed, developed and delivered course for Deputy Sheriff's.

Cultural Diversity Training – Delivered mandated training to Rialto, Pasadena, Downey and Torrance Police Departments.

AWARDS RECEIVED 2001

California State University, Long Beach – J. Julien Baget Outstanding Research Project: Reducing Gang Violence in the New Millennium: A Multi-Strategy Approach

CREDENTIALS/LICENSES

Vocational Education Teaching Credential (CSULB)	1985
Community College Credential	1985

CERTIFICATIONS

P.O.S.T. Management
 P.O.S.T. Middle Management
 P.O.S.T. Supervisory
 P.O.S.T. Advanced Peace Officer
 Tactical Science
 Special Weapons and Tactics
 Teaching Techniques
 Career Integrity Facilitator
 Cultural Diversity Facilitator
 Criminal Investigation
 Positive Thinking for Law Enforcement
 Ethnic Street Gangs and Sub-cultures

PROFESSIONAL AFFILIATIONS

Board Member of the Los Angeles County Hispanic Manager Association
Member of Hispanic American Police Command Officer Association
Member of Latino Peace Officer Association
Member Los Angeles County Management Council
Member California State Sheriff's Association

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

Alex Busansky

President
Impact Justice
2323 Broadway
Oakland, CA
202-386-0001
info@impactjustice.org

Alex Busansky began his career as a prosecutor at the Manhattan District Attorney's Office in 1987. During his twelve years at the district attorney's office, he handled homicides, serious domestic violence and other family violence, and sex abuse cases.

In 1998, Alex left New York City to work for the US Department of Justice in Washington, DC where he became a trial attorney in the Criminal Section of the Civil Rights Division. While at DOJ, he investigated and prosecuted cases across the nation involving excessive use of force by federal, state, and local law enforcement and corrections officers and racial and religious hate crimes. In 2002, he served as counsel to Senator Russ Feingold on the US Senate Judiciary Committee. In that role, he worked on a broad range of juvenile justice, criminal justice, and homeland security issues including developing strategies to address the USA PATRIOT Act, drafting legislation concerning the use of excessive force by US Customs agents, and developing the Anti-Gang Act.

In 2004, Alex joined the Vera Institute of Justice as executive director of the [Commission on Safety and Abuse for America's Prisons](#). He was the founding director of the Washington, DC, office, where he led Vera's work on numerous national and local initiatives including the [National Prison Rape Elimination Commission](#). Alex also served as an adjunct professor at American University School of Law, co-teaching the Prosecution Seminar.

In 2010, Alex joined the National Council on Crime & Delinquency as President. During his tenure, Alex led NCCD to become a leading organization working at the forefront of criminal justice innovations. He and his team built several groundbreaking initiatives including the Restorative Justice Project, the PREA Resource Center, the Media for a Just Society Awards and the Pay for Success initiative. He also expanded the reach of NCCD to include the launch of a Washington, DC office. In 2011 he served as a member of the [Los Angeles County Commission on Jail Violence](#).

Alex earned his Juris Doctor at the Georgetown University Law Center and received a Bachelor of Arts in history from the University of Wisconsin-Madison. He lives in the Bay Area with his wife and four children.

SETH W. STOUGHTON

701 Main Street
Columbia, SC 29208
swstough@law.sc.edu

ACADEMIC APPOINTMENTS

University of South Carolina School of Law

Assistant Professor, July 2014 – present

Courses: Criminal Law, Criminal Procedure, Regulation of Vice, Advanced Topics in Criminal Law

Awards: Eboni S. Nelson Award, 2015 (presented by BLSA)

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

Supreme Court Litigation Clinic Participant

Florida State University

B.A. English Literature, 2008

Rohrmann Scholar

Certificates in Emergency Management and Public Administration

BAR ADMISSIONS

Virginia (Associate Member)

PROFESSIONAL EXPERIENCE

The Honorable Kenneth F. Ripple

United States Court of Appeals for the Seventh Circuit

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 allegedly unlawful 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 Officer, March 2001 – October 2005
Special Response Team member, 2003 – 2005
Reserve Officer, November 2005 – June 2006
Taught report writing and technology to sworn and civilian employees
Developed policies related to new technologies
Prepared and taught Self Defense & Rape Prevention courses
Developed and implemented the Kid Defense Program, partnering with local community members to teach abduction/molestation prevention techniques to local children

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 techniques

Operator Certifications (selected)

Patrol Rifle, Pepper-ball, and Breath Alcohol Testing

**ACADEMIC
PUBLICATIONS
& WORKS IN
PROGRESS**

Evidentiary Rulings as Police Reform, 69 MIAMI L. REV. ____ (forthcoming 2015)

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

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

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

**OTHER
PUBLICATIONS**

Police Training Contributes to Avoidable Deaths, THE STATE, Jan. 4, 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

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**

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

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

Strengthening Communities by Improving Police Training, 2015 Rally for Unity: Building Stronger Communities in South Carolina, Project Unity USA, Jan. 10, 2014

Policing & Immigration Colloquium, University of South Carolina College of Social Work, Oct. 10, 2014

Evidentiary Rulings as Police Reform, CrimFest Conference, July 2014

Domestic Policing & the Rule of Law, New 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

The Incidental Regulation of Policing, Faculty Workshop, Harvard Law School, October 2013

Policing the Constitution, Law & Society Association Conference, May 2013

Regulating Police, Climenko Workshop, Harvard Law School, March 2013

A Meta-Analysis of Fiscal Loss and Fraud Prevention in Disaster Recovery Consumer and Victim Populations, The International Emergency Management Society Conference, Prague, Czech Republic, June 2008

ROBERT PAUL FAIGIN, ESQ.

9342 Audubon Road • Lakeside, CA 92040 • (619) 402-0880
Admitted to practice: Nevada - January 1995 • California - June 1995

EDUCATION

GRADUATE <i>Senior Management Institute For Police</i>	JUNE 2008 <i>Boston, MA</i>
GRADUATE <i>LEAD San Diego</i>	SEPTEMBER 2007- MAY 2008 <i>San Diego, CA</i>
MASTER OF PUBLIC ADMINISTRATION <i>California State University, Dominguez Hills</i>	SEPTEMBER 2006-MAY 2008 <i>Carson, CA</i>
JURIS DOCTORATE <i>Pepperdine School of Law</i>	AUGUST 1992-DECEMBER 1994 <i>Malibu, CA</i>
BACHELOR OF ARTS – Criminal Justice <i>University of Nevada, Reno</i>	AUGUST 1987-MAY 1991 <i>Reno, NV</i>

PROFESSIONAL EXPERIENCE

SHERIFF'S CHIEF ATTORNEY/SPECIAL ASSISTANT <i>San Diego County Sheriff's Department</i> Responsible for providing advice and guidance to the Sheriff and his command staff. In charge of the day to day operation of the Sheriff's Legal Affairs Unit.	FEBRUARY 2001-PRESENT <i>San Diego, CA</i>
FACULTY/ INSTRUCTOR <i>Alliant International University</i> Currently teaching corrections for undergraduate students.	JANUARY 2015 - PRESENT <i>San Diego, CA</i>
FACULTY/ INSTRUCTOR <i>University of Phoenix</i> Provide instruction for administration of justice courses including communications, and diversity.	SEPTEMBER 2011-SEPTEMBER 2013 <i>San Diego, CA</i>
LEGAL AUTHOR <i>California Peace Officers' Association</i> Briefed cases relating to law enforcement issued by the U.S. Supreme Court, Ninth Circuit, and California courts.	JANUARY 2005 –JUNE 2011 <i>San Diego, CA</i>
DEPUTY DISTRICT ATTORNEY <i>Solano County District Attorney</i> Family violence prosecutor responsible for handling domestic violence, child abuse, and elder abuse prosecutions.	OCTOBER 2000-JANUARY 2001 <i>Fairfield, CA</i>
SENIOR DEPUTY DISTRICT ATTORNEY <i>Lassen County District Attorney</i> Conducted over 50 misdemeanor and felony criminal jury trials. Served as the juvenile and child support prosecutor.	MARCH 1998-SEPTEMBER 2000 <i>Susanville, CA</i>
ADJUNCT PROFESSOR <i>Lassen Community College</i> Taught criminal law, constitutional law, and corrections.	JANUARY 1999-SEPTEMBER 2000 <i>Susanville, CA</i>
SOLE PRACTITIONER <i>Law Offices of Robert P. Faigin</i> General practitioner handling civil, criminal, and family law.	JANUARY 1996-MARCH 1998 <i>Reno, NV</i>
DEPUTY CITY ATTORNEY <i>Reno City Attorney</i> Handled misdemeanor criminal prosecutions and civil litigation. Conducted hundreds of bench trials.	JANUARY 1995-JANUARY 1996 <i>Reno, NV</i>

Resume of
Judge James L. Kimbler (Retired)
P.O. Box 227
107 Cedar Court
Seville, OH 44273
330-322-6737
jimkimbler@gmail.com

Judicial Experience

Medina County Common Pleas Court Judge

Served 18 years

Empanelled 331 juries

Approximately 181 criminal juries

Approximately 150 civil juries

Handled death penalty trial

Published 38 opinions as Common Pleas Court Judge

(see attached list)

Instituted first certified drug court docket for Medina County Common Pleas Court

Instituted first certified mental health docket Medina County Common Pleas Court

Wadsworth Municipal Court Judge

Served over 10 years

First judge in the United States recognized by Mothers Against Drunk Driving

Empanelled 251 juries

Established first full time municipal court probation office for Medina County

Established first municipal court sponsored community service program

Established motor vehicle immobilization program for repeat driving under suspension offenders

Published 26 opinions as Municipal Court Judge

(see attached list)

Huron County Common Pleas Court Judge Referee

Presided over domestic relations cases

Wrote opinions regarding domestic relations cases

Legal Experience

Associate at Murray & Murray, Co. LPA

Did civil and criminal litigation

Represented appellant in the Sixth Circuit Court of Appeals which became a published opinion on statute of limitations in Federal Courts for 10b-5 litigation

Represented appellants in various Ohio Courts of Appeal

Huron County Assistant Prosecutor

Handled criminal cases

Was lead attorney on criminal jury trials

Handled civil litigation

Handled non-support cases

Medina County Assistant Prosecutor

Legal advisor to county officials and agencies
Legal advisor to township boards and officials
Was lead counsel on several criminal jury trials

Kimble Law Office

Opened law office in Lodi, Ohio
Handled civil litigation
Handled criminal litigation
Handled domestic relations litigation
Handled bankruptcies

Service on Committees/Commissions

Governor's Committee on Prison and Jail Crowding
Committee made recommendations to Governor's Office and General Assembly
Ohio Criminal Justice Sentencing Commission
Served as representative of the Ohio Association of Municipal & County Court Judges

CLE Lecturer Experience

Topics taught include: Ohio Rules of Evidence, Ohio Rules of Criminal Procedure, Ohio's Right to a Speedy Trial, Insurance Law, Ohio Rules of Civil Procedure, Trial Advocacy, New Judges Orientation
Organizations include Ohio Judicial College, Ohio Association of Municipal & County Court Judges, Ohio State Bar Association, Parma Bar Association, Ohio Chief Probation Officers' Association, Medina County Bar Association

Non-Profit Board Membership

Ohio Association of Municipal & County Court Judges
Medina Chapter of the American Red Cross
Medina Salvation Army Advisory Board
Hands Across Medina County
Hospice of Medina County

Bar Admissions

Admitted to the Ohio bar in 1974
Admitted to the Federal District Court for the Northern District of Ohio bar in 1975
Admitted to the Court of Appeals for the Sixth Circuit in 1975

Education

Received BA with Honors from Ohio University
Graduated from Case Western Reserve Law School