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EXPERIENCE

POLICE PRACTICES AND POLICE ACCOUNTABILITY CONSULTANT

2008-Present Consultant, expert witness, and speaker on civilian oversight and police practices. Specialized focus on development of oversight/accountability programs, analyzing and conducting investigations of police misconduct, statistical analysis, policy review, audits of internal affairs practices and investigations, review of police reports. Trainer on interviewing and investigation techniques, ethics, statistical reporting, and civilian oversight.

SAN JOSE INDEPENDENT POLICE AUDITOR (IPA)

75 East Santa Clara Street Suite P-93, San Jose, CA 95113

POLICE AUDITOR
1/2005-12/2008 Audited SJPD internal affairs misconduct investigations, developed comprehensive reports and made policy recommendations. Responded to the scene of officer-involved shootings and reviewed shooting investigations. Conducted extensive community outreach through personal appearances, community forums, and media interviews. Fiscal and personnel management responsibilities. Reported directly to the San Jose City Council.

BERKELEY POLICE REVIEW COMMISSION (PRC)

1947 Center Street, Berkeley, CA 94704

PRC OFFICER
1/98-12/2004 As chief investigator: Conducted and/or supervised investigations of police misconduct complaints and policy review. Reviewed reports of investigation to determine need for additional legal research, analysis or investigation. Organized up to 30 annual hearings of misconduct cases. As director of the PRC office: Fiscal and personnel management responsibilities. Worked with staff to develop new procedures and policies to increase productivity, efficiency and improve service. As administrative officer to the PRC: Prepared agenda and supplemental information for meetings. Reviewed pending legislation and present recommendations for action to the PRC on relevant legislative issues. Presented PRC issues and recommendations to City Council. Handled media relations to include issuing press releases and responding to inquiries. Ensure that Commission business is conducted within the parameters of relevant open government laws. Liaison to City government. Conducted orientation workshops and training for commissioners. Organized public hearings and community forums on topical issues.

THE OFFICE OF CITIZEN COMPLAINTS, (Current name, Office of Police Accountability),

S.F. Police Commission

25 Van Ness Avenue, Suite 100, San Francisco, CA

SPECIAL ASSISTANT TO THE DIRECTOR
9/96-12/97 Worked to develop and implement outreach project, particularly to underserved populations. Analyzed complaint data for Early Warning System that targets officers with multiple complaints for counseling. Reviewed complaint issues to determine policy failures and prepared policy recommendations. Developed comprehensive training program for full staff and conducted in-house investigator training. Monitored legislation and determined strategy for agency response. Acted as liaison to other government agencies, spokesperson for agency when assigned. Coordinator of hearing and mediation programs.

SENIOR INVESTIGATOR
9/88-9/96

Supervised, trained, and evaluated investigative staff. Lead on officer-involved shooting and large demonstration cases. Set office policies and procedures for the office as member of the management team. Spokesperson for the agency at various community and civic forums, and before the Police Commission and the Board of Supervisors in the absence of the director. Liaison between investigative staff members and police command staff. Helped develop organizational strategies and goals report. Prepared agency budget and statistical report.

INVESTIGATOR
9/83-8/88

Investigated complaints against police officers and made policy recommendations. Extensive report writing. Member of original staff group that organized OCC at its inception.

FRIENDS OUTSIDE, San Francisco, CA

**PROGRAM DIRECTOR/
JOB DEVELOPER**
8/78-8/83

Administrator, counselor and employment development director of program that worked with ex-offenders recently released from state prison and county jail. Responsibilities included program development, grant writing, interfacing with funding agency, budgeting, staff development and management.

SAN FRANCISCO SHERIFF'S DEPARTMENT, City and County of San Francisco, CA

COUNTY PAROLE COUNSELOR
1/78-7/78

Worked with inmates and those recently released from SF County Jail to develop re-entry plan. Placed participants in drug and alcohol programs, and educational and employment settings.

EDUCATION

1995 UNIVERSITY OF SAN FRANCISCO
Master of Arts Degree: Public Administration

1978 HUMBOLDT STATE UNIVERSITY, Arcata, CA
Bachelor of Arts Degree: Social Science and Philosophy

1969-70 CITY COLLEGE OF SAN FRANCISCO

PROFESSIONAL TRAINING / LICENSES

BUSINESS REGISTRATION Licensed in City and County of San Francisco, Certificate #476694

1986 to present **LICENSED PRIVATE INVESTIGATOR**, State of California, #00011670

PROFESSIONAL TRAINING

NACOLE Certified Practitioner of Oversight Credential 2014-Present
ILEAA (International Law Enforcement Auditors) Audit Certification
POLICE OFFICERS STANDARDS AND TRAINING (POST)
Homicide Investigations, Criminal Investigations, Internal Affairs, Officer Involved Shootings, Interview and Interrogations
PC 832, LAWS OF ARREST CERTIFICATION, S.F. Police Academy
CITY OF BERKELEY
Frontline Leadership, Performance Measurement, Progressive Discipline, Sexual Harassment Prevention, CORE Employee Training
S.F. CIVIL SERVICE COMMISSION
Management Seminar, Managing Problem Performance
GRANTSMANSHIP AND PROPOSAL PREPARATION TRAINING
State Department of Mental Health
MEDIATION WORKSHOP: IACOLE Conference, 1995, Vancouver, BC, Canada
TASER TRAINING: San Jose Police Department

PROFESSIONAL ASSOCIATIONS, BOARD OF DIRECTORS POSITIONS

NACOLE National Association of Civilian Oversight of Law Enforcement
1994-Present President, 2006; Past President, 2007; Vice-President, 2001-2005; Secretary, 2000-2001, active member since 1994.

Hunter's Point Family
2007-2012 Former member Board of Directors of engagement program for severely at-risk youth in San Francisco's Bay View Hunter's Point District

National Lawyers Guild
2009-Present Member, Active on Legislation Committee

HONORS AND AWARDS

2009 Commendation from Councilmember Madison Nguyen, awarded for leadership in improving the police complaint process, and increasing accountability of the San Jose Police Department.

2009 Freedom Fighter Award, awarded by the Silicon Valley Chapter of the NAACP, for leadership of the Office of the San Jose Independent Police Auditor

2008 Don Edwards Civil Liberties Award, awarded by the Northern California ACLU, Silicon Valley Chapter, for leadership of the Office of the San Jose Independent Police Auditor.

2008 Commendation from Assemblyman Mike Honda, for leadership of the Office of the San Jose Independent Police Auditor.

2006 Public Safety Award from Mayor Gonzales, City of San Jose, for promoting public safety through the Office of the San Jose Independent Police Auditor.

2002 Public Safety Award from Mayor and City Council, City of Berkeley, for promoting public safety through leadership of the Police Review Commission.

1990 Public Managerial Excellence Award, Awarded by Mayor Agnos, City and County of San Francisco for management and leadership of the Office of Citizen Complaints.

CAREER ACHIEVEMENTS

- Planned outreach and development of program, met with stakeholders, and co-authored recommendations to establish the Austin Community Police Review Commission, 2020.
- Developed project in partnership to conduct outreach to city of Davis stakeholders and made recommendations for oversight of the Davis Police Department to the Davis City Council, 2018.
- Met with stakeholders and developed and co-authored recommendations for oversight of the Pasadena Police Department, 2016.
- Developed recommendations for oversight of the U.C. Davis Police Department, May, 2013.
- Conducted international training on US civilian oversight models, investigations and professional standards: Abuja, Nigeria; Brasilia, Brazil; Chilpancingo, Guerrero, Mexico; Vancouver, BC Canada.
- Lead board member in producing NACOLE professional development conferences 2001-2008. Organized panels for annual NACOLE conferences 2001-2015.
- Presented expert testimony at forums in communities seeking to implement or change civilian oversight programs: Bay Area Rapid Transit (BART) Board of Directors, Eureka, Fresno, Riverside, Oakland, Santa Cruz, San Jose, Santa Rosa, Sonoma, CA, University of California, Davis.
- Developed training manuals and training programs for staff in San Francisco OCC, Berkeley PRC and San Jose IPA offices.
- Published updated and expanded "A Student's Guide to Police Practices," three language primer for youth and parents on issues from profile stops and discrimination to "common crimes," to bullying and cyber-bullying, youth as victims of crime, child abuse and internet safety.
- Brought forth successful policy recommendations to the San Jose City Council that the SJPD establish written TASER guidelines and expand its shooting at vehicles policy.

- Authored published article on mediation in police misconduct cases, “In Praise of Mediation.” Directed alternative dispute resolution/mediation programs at SF OCC and Berkeley PRC.
- Convened task force meetings with community groups and individuals, civic leaders, commissioners in Berkeley, CA, and BPD command staff to develop policy and training recommendations and City Council items. Subjects include: Gay, Lesbian, Bi-sexual Training; Homeless Issues; Critical Mass/Bicycle Issues; Proposal of a Canine Program.
- Developed "Early Warning System" for detecting and counseling San Francisco police officers whose citizen complaint records indicated possible problematic behavior patterns.
- Selected as member of “Police Discipline Roundtable”—a task force comprised of members of the San Francisco Police Commission, police administration, the police union, and the community, which made recommendations to solve problems in the S.F. police discipline system.
- Presentations on radio talk shows, at community forums and schools, at the commission meetings, and before the legislative bodies in San Francisco, Berkeley, San Jose, and Sacramento, CA.
- Negotiated procedures for referral of police complaints from the San Francisco Youth Guidance Center Juvenile Probation Department medical staff, and Juvenile Division police officers.
- Organized and promoted a series of community meetings culminating in a public forum on community policing in Berkeley, CA. Organized and promoted a successful PRC community forum on racial profiling and a public hearing on homeless issues.

PUBLICATIONS

Co-authored, *Police Misconduct Complaint Investigations Manual—For Investigators, Auditors, Monitors, and Others Conducting or Reviewing Investigations*, a training manual and handbook for those concerned with or overseeing policing in their communities. Self-published 2016. Second edition published through Routledge/Taylor and Francis 2021.

Co-authored, “Overview of Civilian Oversight of law Enforcement in the United States,” an analysis and description of oversight mechanisms.

Authored peer-reviewed article on the importance of civilian oversight of law enforcement, a critical overview. *Pace Law Review* Vol. 30 Issue 5, Fall 2010 “Oversight of Law Enforcement is Beneficial and Needed—Both Inside and Out”.

Co-authored Op-Ed in *San Francisco Chronicle*, “SFPD needs to explain how it would use Tasers,” March 16, 2010.

Authored article “In Praise of Mediation”, published in *California Association of Human Relations Organizations, CAHRO Newsletter*, Winter 1999, Reprinted by *National Association for Civilian Oversight of Law Enforcement NACOLE Review*, Summer, 2000.

Authored 2006 NACOLE President’s Message and NACOLE Annual Report.

Authored in part, edited and directed 2008 revisions and updates to “A Student’s Guide to Police Practices”.

Authored in part and edited for the years 2004-2007 annual and mid-year reports, San Jose Independent Police Auditor. Report presented in-depth analysis of audits of complaints investigated by the San Jose internal affairs department. Also reported on policy issues and presented recommendations to improve police policies.

Authored Annual Reports of the Berkeley Police Review Commission (PRC) for the years 1999-2003. Reports analyzed complaints filed and investigated by the PRC, as well as annual reporting by internal affairs. Also reported on policy review and recommendation process.

Authored article, “Stun Guns, ECD’s Are Not *Nonlethal* By Any Name—Debunking Some ECD Myths”, Published in San Francisco Bay Guardian and National Lawyers Guild Newsletter, March, 2013.

EXPERT WITNESS TESTIMONY

April, 2009: CA Assembly Public Safety Committee—Testified as expert witness on civilian oversight for the legislative committee hearing to establish BART oversight.

December, 2009: ProPublica investigative journalism—Provided review and expert analysis of internal affairs investigations of police shootings after Hurricane Katrina.

January, 2010: CA Assembly Public Safety Committee: Testified as expert witness on civilian oversight at committee hearing to establish BART oversight.

January 14, 2010: US District Court, Northern District of California, Judge Lowell Jensen—Certified as expert witness in criminal trial; provided testimony on police practices, foot pursuits, officer and public safety, safe handling of weapons, and supervision.

March, 2010: Provided review and expert analysis of officer’s signed statements for investigative journalism project regarding police shootings following hurricane Katrina.

April, 2010: Advised and provided expert testimony on Taser use and training for National Public Radio (NPR) news story on a Taser incident involving BART police officers.

April, 2010: Consulted with New Orleans Inspector General Edouard Quatrevaux and staff of the office of the New Orleans Office of the Independent Police Monitor regarding police oversight.

September, 2010: Provided on-camera commentary for news analysis of Taser incident involving Marin County Sheriff’s Department.

November, 2011: Interviewed by Cy Musiker, National Public Radio, regarding use-of-force during demonstrations.

November, 2011: On-camera news analysis of use-of-force during Oakland, CA Occupy demonstrations.

December, 2011: Testified at CA Senate Education and Assembly Higher Education Joint Committee Hearing convened in response to use of force at Occupy demonstrations. Informed legislators about policing demonstrations, police accountability, and issues that have arisen on college

February, 2012: Testified at CA Assembly Public Safety Committee hearing convened in response to use of force at Occupy demonstrations. Spoke about police use of force and police accountability.

January 2012: Consulted with University of California (UC) committee assigned to review, system-wide, police orders and policing of campuses in the UC system. Discussed police oversight and accountability.

December, 2016: Presented use-of-force analysis of BART police arrest during press conference.

PRESENTATIONS AND PROJECTS

2000 Lihue, HI, NACOLE Conference, Presenter and Moderator, Mediation of Complaints.

2001 Denver, CO, NACOLE Conference, Co-presented training session “Evaluation of Investigations.”

2002 Cambridge, MA, NACOLE Conference, Moderator and Speaker “Making Sense of the Choices: Gaining an Understanding of Established Models of Oversight.”

2004 Toronto, Ontario, Canada Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) Conference, Speaker on Trends in Oversight of Policing in the United States.

- 2005 Brasilia, Brazil, United Nations Development Program Conference on Civilian Oversight of the Police. Participated in 2-day conference and presented on oversight in the US.
- 2006 Vancouver, BC, Canada, CACOLE Conference, Presentation on establishing a code of ethics.
- 2007 Chilpancingo, Guerrero, Mexico: Conference to establish oversight of the police in La Montana Presenter on US oversight and consultant to review proposed oversight model.
- 2007 San Jose, CA, Hosted Thirteenth Annual NACOLE Conference. Moderated and organized workshops on: Oversight through the Media, Oversight of Jails and Prisons, International Oversight; Presenter on Statistical Reporting.
- 2007 Eureka, CA, Presenter on models of civilian oversight in the United States.
- 2007 Fresno, CA, Delivered presentation on models of civilian oversight.
- 2008 Palo Alto, CA, Presenter on establishing Taser policy and oversight of use of Tasers.
- 2008 Cincinnati, OH, NACOLE Conference, Moderated and organized presentations on Domestic Violence Perpetrated by Police Officers and International Oversight.
- 2008 Fresno, CA Speaker at forum on establishing oversight and overcoming resistance.
- 2008 Abuja, Nigeria, CLEEN Foundation Training Program for the Police Service Commission, Developed and co-trained workshops on ethics, investigations, analysis, statistics, use of force, early intervention, policy review, biased-based policing, civilian oversight in the US and internationally.
- 2009 Oakland, CA, Development of Oversight for Bay Area Rapid Transit Police (BART) Met with members of the BART Board of Directors to present history of oversight and review of models of oversight in the U.S. Discussed statistical reporting, policy development and strengths and weaknesses of models.
- 2009 Met with delegation of members of the Jamaican Police Civilian Oversight Authority. Presented overview of civilian oversight agencies in the San Francisco Bay Area, discussed strengths and weaknesses of models, introduced delegation to members of oversight agencies in San Francisco and Berkeley.
- 2009 Worked with California legislators regarding BART oversight. Invited presenter before the State Senate Public Safety Committee.
- 2009 Austin, TX, NACOLE Conference: Organized panel presentation discussing hidden injuries of war, post traumatic stress disorder (PTSD) and traumatic brain injury (TBI)—the implications for policing, and the importance of testing and treating.
- 2010 Seattle, WA, NACOLE Conference: Designed panel discussion of police dealing with persons with mental illness.
- 2011 Oakland, CA, Consultant and advisor to community groups working to increase civilian oversight of the Oakland Police Department.
- 2009 New Orleans, LA, NACOLE Conference: Organized and moderated panel of investigative journalists to discuss their investigation and reporting of police shootings after hurricane Katrina, which resulted in federal prosecution of responsible officers.
- 2011 New Orleans, LA, NACOLE Conference: Worked with New Orleans civil rights attorney to hone presentation regarding re-thinking issues of police loyalty and overcoming the barriers to ethical policing presented by the “code of silence.”
- 2012 Presented to the Vallejo, CA, Public Safety Committee about civilian oversight models in the United States.

- 2012 Member of working group that is developing a “police peer intervention” training program. This comprehensive proposal presents training to teach police officers “critical loyalty”—training them to intervene to prevent misconduct, rather than having to live with the consequences of covering up for unwarranted excessive force or other problematic behavior.
- 2012 San Diego, CA, NACOLE Conference: Presented concept of “police peer intervention” training with other members of the police peer intervention working group.
- 2013 Los Angeles, CA, International Law Enforcement Auditors Association (ILEAA) presenter at training seminar on oversight of law enforcement in the United States.
- 2012 University of California, Davis. Presenter at community meetings regarding development of oversight in the United States. Presented recommendations to the UCD Chancellor for oversight of UCD police department.
- 2013 Moscow, Russian Federation. Participated in an “exchange of information” project funded through the Eurasia Foundation. Members of civil rights non-governmental organizations in Russia partnered with members of the National Association for Civilian Oversight of Law Enforcement (NACOLE) in the United States to inform groups in the United States about oversight of prisons in Russia, and inform groups in Moscow about oversight of law enforcement in the U.S.
- 2014 Eurasia Foundation Project. Member of Rule of Law Working Group. Members of civil rights non-governmental organizations in Russia partnered with members of the National Association for Civilian Oversight of Law Enforcement (NACOLE) in the United States to create “how to” informational documents and videos about oversight. Our U.S. project was writing an investigative handbook for oversight practitioners.
- 2014 Austin, TX. NACOLE/ILEAA Conference presenter of an interactive workshop, “Introduction to Investigation of Police Misconduct Incidents”.
- 2014 King County, WA, Consulted with Auditor’s Office regarding important components of independent oversight to enhance police transparency and accountability.
- 2015 Oakland, CA, IGNITE Conference to Empower Young Women, Panelist on police issues discussion.
- 2015 Riverside, CA, NACOLE Conference. Developed and moderated panel discussion, “International Perspectives on Police Oversight.”
- 2015 New Orleans, LA. Worked with the NOPD Police Monitor to develop and present a taped “Know Your Rights” workshop with high school students.
- 2016 Pasadena, CA. Consulting project in partnership to conduct outreach in the Pasadena community and make recommendations for oversight of the Pasadena Police Department to the Pasadena City Council.
- 2017-2018 San Francisco, CA. Member of SFPD Executive Working Group for Accountability reviewing and implementing recommendations set forth in the DOJ COPS “Collaborative Reform Initiative—An Assessment of the San Francisco Police Department”.
- 2017-2018 Davis, CA. Consulting project in partnership to conduct outreach in the Davis community and make recommendations for oversight of the Davis Police Department to the Davis City Council.
- 2019-2020 Austin, TX. Consulting project in partnership to conduct outreach and make recommendations to establish the Austin Community Police Review Commission.
- 2022 NACOLE Virtual Conference. Developed proposal and co-presenter of a virtual session of NACOLE Conference, “A Guide to Establishing or Reinventing Oversight”.

- 2023 Chicago, IL, NACOLE Conference. Developed proposal and presented panel discussion, “Journalists as Catalysts for Change”. Discussion featured journalists Ali Winston and Kelly Davis in conversation with oversight leaders Paul Parker (San Diego, CA) and Michele Phillips (Oakland, CA).
- 2024 Berkeley, CA. Presenter in “Celebration of 50 Years of Oversight in Berkeley”.
- 2024 National Lawyers Guild Virtual Training. Developed session and presented discussion of oversight in “2024 Staying True to Your Roots Program”.