



**Office of Inspector General  
City of New Orleans  
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## **PRESS RELEASE**

**April 9, 2010**

### **POLICE MONITOR SELECTION COMMITTEE SELECTS FINALISTS**

The Search Committee for the Independent Police Monitor announced today its selection of 5 finalists for the position. The finalists are:

**Cristina Beamud of Atlanta, Georgia**

**Charles E. Gaither of Los Angeles, California**

**Susan Hutson of Los Angeles, California**

**Carol Abia of Miami, Florida**

**Patrick Hunter of San Diego, California**

All of the finalists have extensive experience in civilian oversight of police. The finalists will appear at two public meetings to answer questions submitted by citizens. Both meetings will be aired on public access TV at a later time.

The first meeting is scheduled for 6-8:30 pm on April 21, 2010 at the Treme Center; the second, at 6-8:30 pm on April 22, 2010 at the Behrman Center on the Westbank. The finalists will be interviewed by the Search Committee on April 22, 2010, and on April 23, 2010, the Search Committee will recommend 3 finalists to the Inspector General, from which he must appoint an Independent Police Monitor.

Resumes of the finalists are attached.



service training and other police executives. Conduct confidential investigations into employee misconduct throughout the City.

- Member of Racial and Gender Profiling Task Force and Working Group
- Agenda for Children Steering Committee
- Multidisciplinary Working Group on Addressing Issues of Homelessness
- Overdose Fatality Prevention Committee for the City of Cambridge
- Project Coordinator for Re-Entry Initiative in City of Cambridge
- Steering Committee for Visioning Project in Police Department designed to encourage accountability to the community
- Sexual Harassment Coordinator

**Massachusetts Department of Correction**  
*Counsel*

**Bridgewater, MA**  
April, 1996-December, 1997

Trial attorney in prisoner litigation and sexually dangerous trials in Massachusetts and Federal Courts.

**Middlesex District Attorney**  
*Assistant District Attorney*

**Cambridge, MA**  
June, 1991-April, 1996

Child Abuse Unit

1994-1996

Prosecuted Superior Court matters involving the abuse of children

Supervisor

1993-1994

Supervised eight Assistant District Attorneys and administrative staff in Framingham, Marlborough and Natick District Courts. Initiated Community Based Justice Program

District Court Prosecutor

1991-1993

Prosecuted jury trials in Framingham, Woburn and Lowell District Courts

**Suffolk Law School**  
*Clinical Instructor*

**Boston, MA**  
1993-1994

Supervised five law students each semester during clinical rotation in Framingham District Court.

**Rochester Police Department**

**Rochester, NY**  
1976-1987

*Criminal Investigator*

1982-1987

Worked in community policing team handling all follow-up investigations including homicide, child abuse, and burglary.

*Internal Investigations Section*

1980-1982

Received and investigated complaints against members of the police department. Completed investigations in civil lawsuits against the police department. Assisted city

attorneys prepare for litigation, disciplinary hearings and dismissal hearings against police officers.

*Patrol Officer*

1976-1980

Patrol officer in a community policing section of the Rochester Police Department. Participated in numerous training seminars sponsored by the F.B.I., New York State, and the Rochester Police Department, covering a broad range of areas, such as Hostage Negotiation, Psychological Profiling of Criminals, Sexual Abuse Intervention, Family Crisis Intervention, Civil Disobedience and Interview and Interrogation. Certified to teach Spanish to community workers at Dartmouth College. Certified by New York State to be a police instructor and field instructor.

the Rochester Police Department, covering a broad range of areas, such as Hostage Negotiation, Psychological Profiling of Criminals, Sexual Abuse Intervention, Family Crisis Intervention, Civil Disobedience and Interview and Interrogation. Certified to teach Spanish to community workers at Dartmouth College. Certified by New York State to be a police instructor and field instructor.

**Computer Experience**

Microsoft Word, Excel, Access, Power Point

**Relevant Skills**

Fluent in Spanish

Certified Mediator (Community Dispute Settlement Center – November 2004)

**CHARLES E. GAITHER, J.D., MPA**

• Corona, CA

• E-mail:

## **SUMMARY**

*I am an accomplished investigations manager with extensive experience in the areas of policy review, development and implementation; civilian oversight of law enforcement, and criminal law. I am highly skilled in police performance audits, internal/external investigations, and dispute resolution and employ a collaborative approach to problem solving. I have comprehensive expertise in the areas of regulatory compliance and investigations involving personnel complaints, excessive use of force, and allegations of police misconduct.*

## **PROFESSIONAL EXPERIENCE**

**Office of the Inspector General (OIG), Los Angeles Police Commission, Los Angeles, CA**

**Special Investigator II**

**2005-Present**

- Evaluate police operations and internal protocols to assure compliance with the federal Consent Decree and the Transitional Agreement.
- Prepare and present Public Reports of politically sensitive investigations adjudicated by the Los Angeles Board of Police Commissioners (“Board”), interpret relevant case law and internal policy, and conduct performance audits of police operations in the areas of search and seizure; arrest, booking and charging reports; anti-terrorism; personnel complaints; and categorical uses of force (e.g., officer involved shootings, in custody deaths, and law enforcement related injuries).
- Provide investigative oversight of the Los Angeles Police Department’s (“LAPD”) Force Investigation Division and monitor its handling of categorical use of force investigations.
- Direct politically sensitive investigations and manage investigative teams to prevail in oral arguments before the Board.
- Identify and recommend best practices in the law enforcement community to the Board through investigative reports and oral arguments when necessary.
- Partner with cross-functional investigative groups within the LAPD to assure compliance with regulations, internal policy and the rule of law.
- Work in close collaboration with executive police staff and city attorneys to discuss policy recommendations.
- Assess investigative reports generated by the Chief of Police for quality and compliance with the Consent Decree and the Transitional Agreement.
- Work in concert with community stakeholders to identify and resolve concerns involving police operations.
- Assess the manner in which personnel complaints are investigated by LAPD’s Internal Affairs Group (IAG) to identify risk and to assure compliance with its own internal protocols.
- Served as the Acting Assistant Inspector General of the Use of Force Section. In this capacity, I reviewed investigative reports and managed a team of five special investigators, assured officer safety by obtaining body armor for OIG command staff and subordinates for use in field operations, managed administrative tasks, and met with Department executives to address concerns raised during case reviews of categorical use of force incidents and performance audits.

**Seattle City Attorney’s Office, Seattle, WA**

**City Attorney (Rule 9 Intern)**

**2004-2004**

- Successfully prosecuted four criminal trials and assisted in the prosecution of four others.
- Investigated and enforced Seattle Municipal Codes and participated in all phases of trial preparation and criminal prosecution.
- Conducted legal research, interpreted case law, sought subpoenas, and prepared legal memoranda associated with criminal complaints.
- Maintained proficiency with rule of law, criminal procedure, and prosecuting methodology.

**Riddell Williams P.S., Seattle, WA****Law Clerk/Summer Associate**

2002-2004

- Assisted in the investigation and litigation of 30 diverse matters involving product liability, labor and employment law, civil rights advocacy, and commercial litigation.
- Drafted several Continuing Law Education (CLE) articles on *Enforcing a Secured Position in Personal Property*; *Ensuring that Security Agreements are Valid*; *Rights of Secured Creditors Upon Default*, and updated Washington Corporate Forms, Second Edition, Release No. 2, Lexis Publishing (2002).
- Conducted legal research through Lexis-Nexis and Westlaw, interviewed and prepared witnesses for trial, interpreted case law, and completed all related reports.

**United States Postal Inspection Service, Los Angeles, CA****Postal Inspector (Special Agent)**

1998-2000

- Led investigations involving bank and mail fraud, robbery, personnel complaints, identity theft, forgery, employee misconduct, and prohibited mailings (e.g., narcotics, anthrax, & mail bombs).
- Oversaw 7 postal stations, which comprised of approximately 250 employees to assure compliance with internal protocol and to guard against workplace violence, sexual harassment, and internal/external crime.
- Conducted employee orientation and training to postal employees to convey the mission and objectives of the Postal Inspection Service.
- Maintained a thorough understanding of criminal law and prosecuting methodology.
- Conducted numerous interviews and interrogations of witnesses and suspects involved in criminal activity.
- Conducted financial audits to ensure compliance with Department goals, policies, and procedures.
- Partnered with federal, state, and local law enforcement agencies to dismantle organized crime and presented investigative findings to federal grand juries, the United States Attorney's Office and other law enforcement agencies.

**Los Angeles Police Department, Los Angeles, CA****Police Officer III**

1994-1998

- Participated in an investigation that resulted in the arrest of 1,200 narcotic offenders within a year's time and reduced burglaries in Downtown Los Angeles by approximately 20 percent.
- Supervised and trained police officers in all phases of law enforcement including: report writing, tactics, interview and interrogation techniques, and community based policing.
- Worked in collaboration with Community Police Advisory Boards ("CPAB") to reduce violent crime.
- Enforced court orders, made arrests when necessary, and testified at criminal proceedings.
- Provided executive protection for members of the entertainment industry.
- Organized and directed training for police recruits and seasoned police officers.
- Led investigations involving narcotics, homicide, robbery, and assault while assigned to several specialized units including: the CRASH unit, the HYPE Task Force, and the Special Problems Unit.

**VOLUNTEER EXPERIENCE****King County Bar Association, Young Lawyers Division, Seattle, WA****Trustee**

2002-2004

- Participated in the administration of personnel, budget, and fiscal operations for Neighborhood Legal Clinics and the Community Involvement Committee.
- Identified programs of interests to young lawyers and law students. Committee projects included *Bridging the Gap*, new attorney orientation, and the annual "Judges Lunch."
- Participated in the management of the annual budget and operations.

**National Black Law Students Association (NBSLA), Seattle, WA****Member**

2001-2004

- Worked with the NAACP and community members to resolve conflicts arising from several officer involved shootings by sworn members of the Seattle Police Department.
- Spoke at local area high schools to further a comprehensive education campaign established by the NBSLA.

**CERTIFICATIONS AND MEMBERSHIP**

- International Law Enforcement Auditors Association, Member.
- National Association for Civilian Oversight of Law Enforcement, Member.
- Loren Miller Bar Association, Member.
- Association of Certified Fraud Examiners, Member.
- Certified Law Enforcement Auditor, Pending

**AWARDS AND HONORS**

- Awarded the Los Angeles Police Department's Meritorious Service Medal.
- Recipient of 26 Letters of Commendation from the Los Angeles Police Department, the Office of the Inspector General, the United States Postal Inspection Service, and the United States Attorney's Office.
- Puget Sound Minority Clerkship Award, ranked first overall.

**EDUCATION**

- *Juris Doctor*, Seattle University School of Law, Seattle, Washington.
- *Master of Public Policy and Administration*, Long Beach State University, Long Beach, California.
- *Bachelor of Science, Criminal Justice*, Long Beach State University, Long Beach, California.

## **SUSAN HUTSON**

██████████, Pasadena, CA ████████ • ██████████ • ██████████

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### **SUMMARY OF QUALIFICATIONS:**

Attorney with over eight years experience and expertise in law enforcement oversight, compliance, risk management, misconduct investigations, best practices reviews, and policy recommendations.

### **EMPLOYMENT EXPERIENCE:**

**Assistant Inspector General**, City of Los Angeles – Office of the Inspector General, June 2007 to present.

- Review risk management concerns that arise from the office's audits of the Los Angeles Police Department (LAPD) and conduct risk-based assessments for compliance with department policies and procedures.
- Report risk management findings to the Los Angeles Board of Police Commissioners, the Department of Justice, and the federal judge overseeing the end of the Consent Decree between the federal government and the City of Los Angeles.
- Attend risk management committee meetings to make recommendations regarding at-risk employees and their reintegration into the department.
- Conduct a review of and make revisions to the office's risk assessment review practices to include more input from various stakeholders within the LAPD.
- Host international guests from oversight agencies to discuss police oversight best practices. Exchange information about the domestic and international aspects of our industry.
- Make recommendations for improvements in department policies and procedures. Review best practices in law enforcement and oversight departments as part of recommendations.
- Review and assess important issues that arise in the LAPD, such as complex use of force incidents, criminal investigations of wide spread officer misconduct, and other issues that arise. Make recommendations regarding such issues.
- Respond to and interact with the Department of Justice, command staff of the LAPD, union management, union representatives, employees of the LAPD, civil rights organizations, and the public.
- Conduct investigations into complaints of misconduct against the Chief of Police and high ranking Police Commission employees.
- Take complaints of misconduct and then monitor, review, and assess completed Internal Affairs' investigations, including complaints of retaliation, discrimination, and hostile work environment.
- Prepare and publish a quarterly report about the LAPD's disciplinary investigations and the discipline issued by the Chief of Police.
- Respond to the Board of Police Commissioners' requests for information.
- Manage daily operations of the section, supervise employees and admin staff.

**Assistant Police Monitor**, City of Austin – Office of the Police Monitor, August 2004 to May 2007.

- Served as the Acting Police Monitor from January 1, 2006 to December 31, 2006.
- Managed the day-to-day operations of the Office of the Police Monitor (OPM).
- Assisted and served the public in filing complaints of officer misconduct.
- Monitored and reviewed completed investigations of officer misconduct.
- Maintained a statistical database on the types of complaints and certain demographic information about complainants and officers.
- Wrote recommendations to the City Manager, Chief of Police, and Internal Affairs Commander regarding the quality, scope, and outcome of investigations, and the type of discipline to be imposed.
- Advised the Citizen Review Panel about recommendations for the Chief of Police on disciplinary issues and departmental policies and procedures.
- Conducted outreach events to advise the public of the Austin Police Department's policies and procedures.
- Responded to the City Manager's Office and media requests for information.
- Initiated improvement of the office's statistical database and website.
- Revived the monthly outreach at the Austin NAACP headquarters.
- Instituted televising all of the Citizen Review Panel Meetings at City Hall.
- Finalized the OPM's 2003 and 2004 Annual Reports.
- Earned an Exceptional Performance Evaluation.

**Assistant City Attorney**, City of Corpus Christi - Legal Department, May 2001 to August 2004.

- Served as Labor Law Counselor providing oral and written advice concerning police, fire and civilian personnel law, ethics, employment discrimination law, Constitutional law, and labor relations matters within the City of Corpus Christi.
- Reviewed proposed City employment policies for legal sufficiency and compliance with federal, state, and local laws.
- Worked with the Human Resources Department and other department personnel to ensure the use of proper internal procedures and methods of operation in discipline, recruiting, and benefits.
- Represented the City of Corpus Christi as a trial attorney before arbitrators, investigators, and administrative hearing examiners in grievance and disciplinary hearings and mediations, including the Civil Service Commission, Civil Service Board, the Equal Employment Opportunity Commission, and the Labor Department.
- Successfully prosecuted and defended all arbitrations or hearings in which I advised the City about the appropriateness of discipline.
- Determined what type of discovery was necessary to develop the facts and collected the necessary discovery.
- Negotiated settlements and stipulations with employees, representatives, and attorneys.

- Advised department personnel on matters involving Texas Public Information Act requests and the application of federal and state privacy regulations.
- Ensured that City departments followed collective bargaining agreements, employment rules, and regulations.
- Assisted in negotiating and drafting collective bargaining agreements.
- Served as the chief prosecutor of the municipal court.
- Prosecuted misdemeanor criminal cases for the City of Corpus Christi.
- Worked with the Corpus Christi Police Department to accomplish law enforcement initiatives.
- Selected for the Career Development Class of 2003 at the City of Corpus Christi. Top employees are selected for this class to be taught a leadership role with the City.
- Received Exceeds Expectations Performance Evaluations.

**Adjunct Professor** - University of Incarnate Word, Corpus Christi, TX, July 2003 to August 2004.

- Taught Business Law and Managerial Economics to undergraduates and MBA students.

**Sole Practitioner**, Law Office of Susan Hutson, Houston, TX, August 1995 to May 2001.

- Provided legal advice to clients in a general practice in the areas of negotiating and preparing contracts, criminal law, family law, business law, probate, and estate administration.

**Associate Attorney**, Burney & Foreman, Attorneys at Law, Houston, TX, June 1993 to August 1995.

- Conducted a general practice, including contract, criminal, civil, employment, family, and probate cases.

## **EDUCATION AND TRAINING:**

**Los Angeles Police Department**, Los Angeles, CA

- Basic Auditing Course 2009
- Internal Investigations Course 2007

**Tulane University School of Law**, New Orleans, LA, Doctor of Jurisprudence 1992

**University of Pennsylvania**, Philadelphia, PA, Bachelor of Arts, Economics 1989

**University of International Business and Economics**, Beijing, China, Summer 1986

## CAROL A. ABIA, ESQ.

[REDACTED]  
Miami, Fl. [REDACTED]  
[REDACTED] [REDACTED]

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### OBJECTIVE

I seek the position of Independent Police Monitor with the Office of Inspector General, City of New Orleans, and bring to the table twenty-five years of public sector experience where I developed a management style and work ethic that emphasizes team and relationship building, a commitment to the cause of the organization and a constant drive towards developing and presenting a superior work product.

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### PROFESSIONAL EXPERIENCE

I have over 25 years of experience in local government to include 20 years in civilian oversight of police, five of which are at the executive level.

*City of Miami Civilian Investigative Panel (CIP), Interim Exec. Director 2009-PRESENT*

- ◆ Perform the functions of executive staff liaison to a 13-member volunteer panel.
- ◆ Act as the City Manager's liaison to the CIP.
- ◆ Represent the Panel before elected officials, tribunals and other organizations.
- ◆ Responsible for the overall management of the administrative, investigative and community outreach functions of the CIP.
- ◆ Manage four to ten employees; conduct employee performance evaluations; ensure efficient and effective service delivery.
- ◆ Develop and implement the office's goals and objectives, policies and procedures.
- ◆ Create an annual CIP budget forecast and proposal for City Commission approval.
- ◆ Administer the office's budget through review and oversight of expenditures and implementation of measures to ensure compliance with departmental, city-wide and statutory requirements for financial reporting, budgeting, purchasing and procurement.
- ◆ Prepare annual and quarterly statistical reports.

*City of Miami Civilian Investigative Panel, Assistant Director 2004-2009*

- ◆ Assisted the Executive Director in all management functions of the CIP. (See above).
- ◆ Primary responsibilities include personnel management, budgeting, purchasing and procurement.

*City of Miami Professional Compliance Representative*

*1989-2004*

- ◆ Monitored and reviewed the Miami Police Department's Internal Affairs (I.A.) functions.
- ◆ Reviewed I.A. investigations into allegations of police misconduct for thoroughness and compliance with police departmental policies and procedures, law enforcement guidelines and legal requirements.
- ◆ Prepared detailed investigative reports on assigned cases.
- ◆ Made recommendations regarding investigations for review by the Director and for submission to the Chief of Police.
- ◆ Prepared weekly, monthly and annual statistical reports.
- ◆ Conducted community outreach.
- ◆ Performed in the capacity of an Assistant to the Director.

**LICENSES/CERTIFICATIONS**

Licensed Attorney, State of Florida.

Licensed Private Investigator, State of Florida.

**EDUCATION**

University of Miami School of Law, Miami, Fl. 2004: Juris Doctorate

James Weldon Johnson Fellow, University of Miami, 2000

Florida International University: Masters in Public Administration, 1988

Florida International University: Bachelor of Science, Criminal Justice, 1981

**MEMBERSHIPS/COMMUNITY INVOLVEMENT**

Guardian Ad Litem

NAACP Member

Big Brother Big Sisters

Norland Preschool Academy Board of Directors

Norland United Methodist Church Finance Committee Member

Akwa Ibom State Association Member

Norland United Methodist Church Staff-Pastor Parish (Personnel) Cmte Chairperson: 2004-2007

**Civilian Oversight of Law Enforcement Professional  
Management Executive • Deputy Director  
Administrative Management • Project Management**

Committed, experienced oversight professional with extensive background in government administration and business management in civilian and military environments. Experience offers a key combination of effective leadership, organizational skills, management, and administrative expertise to successfully support complex operations. Proactive administrator and director, experienced in program institution and administration in fast-paced private and government enterprises requiring in-depth knowledge of legislative processes, sound judgment in the interpretation of legislative issues, and a firm grasp of strategic planning in governmental organizations.

- Management / Administration
- Skilled Communicator
- Project/Program Management
- Community Engagement
- Team Leadership
- Legislative Review/Analysis
- Marketing
- Business Development
- Public-Private Partnerships

Effective organizational skills, proactive team involvement, integrity and independent decision-making have yielded successful program development and improvement. Proven talent for writing, interpersonal relations, communicating effectively to different audiences, including various levels of City management, and members of the public.

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**PROFESSIONAL EXPERIENCE**

**Citizens' Review Board on Police Practices**, San Diego, CA 1997-2005; 2007-2010  
City of San Diego voter initiated program created to independently review internal affairs investigations of serious complaints against San Diego Police Officers. Citizens' Review Board (CRB) also reviews Homicide investigations as a result of officer-involved shootings or deaths in-custody. Reviews administration of discipline, and makes policy, procedure, and training change recommendations to the Chief of Police.

**Executive Director.** Appointed by San Diego Mayor in 2007 to oversee and manage day-to-day operations of a 23-member volunteer board.

- **Police Practices and Internal Investigations.** Demonstrated thorough knowledge and understanding of San Diego Police Department policies and procedures. Participated in three-day Internal Affairs Investigations Course conducted by San Jose State University.
- **Mediation.** Resourceful mediator, communicator and team builder with ability to lead, inspire, reach consensus, and identify and attain goals. Mediated disputes among board members and between board members and San Diego Police Department.
- **Volunteer Recruitment.** Spearheaded recruitment of 18 prospective board members through targeted recruiting plan designed to ensure that board composition reflected San Diego's diverse demographics. Performed more than 60 one-on-one interviews; coordinated interview panels for over 30 candidates; submitted nearly 20 candidates to the Mayor for consideration.
- **Training.** Ensured current and prospective board members provided necessary training to accomplish complete, thorough, and objective review of internal affairs investigations. Ensured accessibility of all Police Academy classes, ride-along opportunities, and presentations by local advocacy organizations.
- **Outreach.** Conducted more than 250 presentations for advocacy organizations, neighborhood community groups, and San Diego Police Department. Frequently called upon to present sessions in civilian oversight and community involvement at local colleges and universities.
- **Board Policies and Procedures.** Updated CRB policies and procedures (By-laws) to ensure that all CRB Members were well informed of their duties and responsibilities. Additionally, in collaboration with CRB Chair, directed six subcommittees in the formulation and resolution of operational issues raised by the CRB.

- **Video Production.** Facilitated the production and distribution of a 12-minute video designed for use in CRB Outreach.
- **International Outreach.** Promoted local government organization, community involvement, and civilian oversight of law enforcement to participants from the U.S. State Department International Visitors Leadership Program and the U.S. Agency for International Development. Presentations conducted for visitors from Europe, Asia, Africa, South, and Central America.
- **Performance Measurement.** Developed and implemented first ever Strategic Management and Tactical Plan for the CRB.
- Appointed by the San Jose City Manager to serve on a Working Group comprised of representatives from the City Manager's Office, San Jose Police Department, and San Jose Independent Police Monitor to develop classification definitions, objective criteria for complaint classification categories, and definitions of allegations. Working Group recommendations were approved by San Jose City Council in January 2008.
- Coordinated Police Regulated-Occupations and Businesses Hearings; served as the sole City of San Diego Hearing Officer for Abandoned Vehicle Abatement Hearings.
- Resource Tracking Unit Leader for City of San Diego Emergency Operations Center.

**Board Member.** Appointed by City Manager in 1997 as Board Member for CRB.

- **Case Review.** Participated in the review of more than 1000 CRB case presentations.
- **Board Officer / Leadership Positions:** Board Chair 2003-2005; First Vice Chair 2001-2003; Policy Committee Chair 2004-2005; Training Committee Chair 2000-2002
- **Policy, Procedure, and Training Recommendations.** Initiated policy, procedure, and training recommendations to the Chief of Police, many of which were implemented. Personally ensured SDPD policy related to the Department's process in Accident Review was compliant with other City of San Diego directives.
- **Early Warning.** Contributed to the creation and implementation of San Diego Police Department Early Identification and Intervention Program, serving as a member of the Policy Sub-Committee.
- **Training.** Regularly participated in ride-alongs with San Diego Police Department to better understand what officers face in their daily contacts with the public. Attended numerous training opportunities at the San Diego Regional Public Training Institute to observe the manner in which officers are trained in practices and procedures.
- **Collateral Activities – NACOLE.** Participated in committee tasked to draft policy for Recommended Orientation and Training: for Board, Committee and Commission Members for National Association for the Civilian Oversight of Law Enforcement (NACOLE) committee relative to training volunteer board and commission members. Proposal was approved by the NACOLE Board in February 2009.

**Citizens' Law Enforcement Review Board on Police Practices, San Diego, CA** 2005-2007  
County of San Diego voter initiated program created to increase public confidence in government and the accountability of law enforcement by conducting impartial and independent investigations of citizen complaints concerning Sheriff's Deputies (law enforcement, corrections, and court staff) and Probation Officers employed by the County of San Diego.

**Board Member.** Recommended for appointment by San Diego County Chief Administrative Officer and confirmed by the County Board of Supervisors.

- **Case Review.** Reviewed more than 200 case investigations conducted by the Citizens' Law Enforcement Review Board investigators.
- **Officer-Involved Shootings.** Initiated and participated in Board communications with San Diego County Sheriff's Homicide and Risk Management Divisions to review Sheriff Department procedures associated with the Department's notification of CLERB in officer involved shooting and in-custody death cases; meetings improved communications between CLERB and Sheriff's Department.
- **Training.** Participated in ride-along activity in every Sheriff Department station and three County jail facilities.
- **Officer Involvement.** Elected Board Secretary for the 2006 and 2007 appointment years.

**Highland Partnership, Inc.**, Chula Vista, CA

1998-2007

Highland Partnership, Inc. is a full service, commercial general contractor and design builder providing quality construction services for public and private enterprises.

**Business Manager.** Directed business development and administrative services for General Contractor specializing in the design and construction of public facilities

- Researched and prepared successful responses to Requests for Qualifications/Proposal for public agencies. Instrumental in firm's selection as Design/Builder, Construction Manager/Constructor and General Contractor for complex construction projects with budgets totaling more than \$300 million in Riverside, Sacramento, Orange and San Diego Counties.
- Business Opportunities and Proposals. Researched, evaluated, and prepared successful responses to Requests for Qualification/Proposal for public and private entities. Instrumental in achieving selection as Design-Builder/Construction Manager-Constructor, and General Contractor for complex construction projects with budgets totaling more than \$300 million.
- Multiple Award Construction Contracts. Prepared successful response to U.S. Navy achieving selection as one of six contractors for a Multiple Award Construction Contract providing firm opportunity to compete for \$900 million in construction contracts.
- Contracts-Government Codes. Ensured development, design, and construction activities were conducted in compliance with federal, state, and local legislation. Communicated regularly with local government officials in connection with projects in design and under construction. Prepared, reviewed and executed Highland Partnership, Inc. client contracts utilizing American Institute of Architects and hybrid documents.
- Bonds/Insurance. Corporate liaison for all Payment/Performance Bonds, and all forms of corporate and project insurance to support contract requirements.
- Facilities. Oversaw preventive/emergency maintenance and operation of 12,000 s.f. medical office building located 220 miles distant from corporate offices.

**County of San Diego**, San Diego, CA

1996-1998

**Board Assistant.** Administrative support to San Diego County Board of Supervisors in the Office of the Clerk of the Board. **Special Events Coordinator/Permits.** Coordinated preparation of County of San Diego Department of Environmental Health permits and the special and temporary community events program conducted in San Diego County

- Directed activity of San Diego County Air Pollution Control District Hearing Board as Clerk for the Board; processed petitions for variance, ensured full compliance with Federal, State and local legislation, conducted Hearing Board meetings and processed all regulatory actions.
- Coordinated Board Letter input in preparation of the weekly County of San Diego Board of Supervisors Agenda. Conducted liaison with Group Staff Officers/Department Project Officers to ensure complete and accurate Board Letters submitted in a timely manner.
- Developed harmonious relationships with San Diego County Communities as Coordinator for Community Enhancement Program in the office of the Clerk of the Board, and Special Events Coordinator for the Department of Environmental Health.

**Administrative Officer, United States Navy** 1983-1996

Assigned as Administrative Officer at Navy Fighter Weapons School (TOPGUN); Administrative Department Head, USS JOHN F. KENNEDY; Administrative Assistant and Aide to Assistant Vice Chief of Naval Operations; Asst Executive Secretary to Chief of Naval Operations for Joint Staff Matters; Administrative Officer for Naval Headquarters, Europe; positions which required increasing responsibility and authority. Achievements include:

- Managed and executed departmental budgets; allocated resources, monitored execution, allocated funds and established internal controls to comply with policy, guidelines and constraints.
- Responsible for the day-to-day operation of the Navy Fighter Weapons School command, particularly when Commanding Officer / Executive Officer were detached for training evolutions.
- Developed personnel goals and objectives to support mission statement; created most effective organization; analyzed personnel resource utilization, developed and determined optimum organization.
- Provided project oversight in the design and construction of a \$22 million Training/Aircraft Facility.

- Managed diverse staff of 80 in aircraft carrier administrative department responsible for personnel actions, public affairs, career counseling, postal services, publication and printing.
- Directed relocation of nearly 3,000 personnel and families in consonance with ship homeport change.
- Managed Congressionally mandated executive travel program; ensured compliance with ethics legislation and standards of conduct. Throughout two years of administration, program was determined free of improprieties; withstood review by the General Accounting Office and Congressional investigation.
- Administered performance recognition programs in organizations of up to 15,000 employees; contributed to program development, award level determination, service on selection committees, and award presentation. Significantly improved personnel recognition procedures and award benefits.
- Researched, interpreted and prepared responses to Congressional inquiries of policy/non-policy nature.
- Supported Pentagon executive staff of 120; including department heads and special assistants.
- Directed compilation and integration of research and reports, coordinated briefings to prepare senior executives for meetings instrumental to U.S. national security.
- Military Awards: Meritorious Service Medals (2), Navy Commendation Medals (3), Navy Achievement Medal.

### **EDUCATION AND TRAINING**

Master of Public Administration, National University, San Diego, CA, 1997

Bachelor of Science, Interdisciplinary Studies (concentration in Personnel Industrial Relations)

Norfolk State University, Norfolk, VA, graduating Summa Cum Laude, 1995

Community College Teaching Certificate, University of California San Diego, 2004

Ethics is Everyone's Responsibility, City of San Diego, 2007

Inclusive Leadership Academy, City of San Diego, 2007

Preventing Workplace Harassment – California Supervisors' Second Edition, City of San Diego, 2007

Employee Performance Review Program, City of San Diego, 2008

Internal Affairs Investigations, Administration of Justice Bureau, San Jose State University, 2008

Emergency Management Institute's ICS-100 (Introduction to ICS) and IS-700 (Introduction to National Incident Management System-NIMS), Center for Domestic Preparedness, 2008

2008 National Association for Civilian Oversight of Law Enforcement Certification Program, 2008

San Diego Police Department Regional Officers Training (included: Officer Survival, Defensive Tactics/Use of Force, Tactical Communication, Arrest & Control, Racial Profiling, Domestic Violence Effect on Children, and Gang Awareness), 2009

Psychiatric Emergency Response Team, SDPD In-Service Training, 2009

Street Gangs, SDPD In-Service Training, 2009

Prison / Outlaw Motorcycle Gangs, SDPD In-Service Training, 2009

Basic Interview and Interrogation, SDPD In-Service Training, 2009

Recognizing and Responding to Sexual Harassment, City of San Diego, 2009

### **COMMUNITY INVOLVEMENT / ASSOCIATIONS / AFFILIATIONS**

- San Diego FBI Citizens' Academy Alumni Association, 2006-2010
  - Vice President 2009, Membership Chair 2010
- County of San Diego Citizens' Law Enforcement Review Board, 2005-2007
  - Secretary 2006-2007
- City of San Diego Citizens' Review Board on Police Practices, 1997-2005
  - Chair 2003-2005, 1st Vice Chair 2001-2003, Training Chair 2000-2002
- Rancho Penasquitos Town Council, 1998-2001
  - Vice President 1999-2001; Community Relations Chair 1998-1999
- San Diego Chapter, National Management Association, 2009-2010
- Navy League of the United States, San Diego Chapter, 1996-2010
- Miramar Chapter Military Officers Association of America, 1996-2000; 2010
- United States Navy, Lieutenant Commander, 1974-1996

**PROFESSIONAL LICENSES:**

Admission to practice, State Bar of Texas, November 1992

Admission to practice, US District Courts, Southern District of Texas, January 1994

**PROFESSIONAL ASSOCIATIONS AND MEMBERSHIPS:**

National Association for the Civilian Oversight of Law Enforcement (NACOLE)

Black Entertainment and Sports Lawyers Association (BESLA)

Executive Women's Golf Association (EWGA)