

MERRICK JOHN BOBB

Police Assessment Resource Center (PARC)

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Professional Background

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

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

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

Current Position

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

PARC was formed in 2001 by its current Executive Director, Merrick Bobb, and the Vera Institute of Justice (Vera), with the financial backing of the Ford Foundation. Although PARC has been in operation for 10 years, it has, in that short time, established a national and international presence as a leading authority on contemporary American policing. PARC is dedicated to the advancement of effective, respectful, accountable, and constitutional policing.

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

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

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

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

Past Employment

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

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

Merrick Bobb's legal practice specialized in complex litigation and investigation for public agencies, government, and corporate clients. He has conducted detailed investigations for corporate boards of directors and other fiduciaries of possible liability of officers and directors and possible antitrust liability. He has conducted investigations for federal agencies, including the United States Department of Justice, the FSLIC, and the FDIC, and other governmental agencies and commissions. For the last 14 years, he has concentrated on detailed investigations of police agencies.

Education

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

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

Awards

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

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

NACOLE lifetime achievement award, 2004

Relevant Projects

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

General Counsel, Kolts investigation of the Los Angeles County Sheriff's Department, 1991-92.

Special Counsel to Board of Supervisors of Los Angeles County, 1993-

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

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

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

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

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

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

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

Appointed by Chief William Bratton to examine LAPD SWAT

Professional Associations and Community Activities

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

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

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

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

Ketchum Downtown YMCA: Board of Directors, 1992-2000.

Legal Aid Foundation of Los Angeles: Board of Directors, 1983-91; and Chair of the Board, 1989-90. Board of Governors, 2000- 2003

JULIO A. THOMPSON

PROFESSIONAL EXPERIENCE

Office of the Vermont Attorney General (September 2004 – present)

Assistant Attorney General. Director, Civil Rights Unit, 2009 – present. Lead counsel in office's enforcement of state civil rights laws, including hate crimes and discrimination statutes. Hate crimes instructor at Vermont Police Academy. Provide legislative review and advice. Coordinate joint state / federal civil rights investigations.

Police Assessment Resource Center (PARC) (June 2002 to September 2004)

Consultant, police oversight and best practices. Emphasis upon use of force and other search and seizure issues. Provide police-related risk management and best practices advice to various police monitors and municipalities. Conduct best practices-related research in numerous jurisdictions.

Overland & Borenstein (February 2002 to September 2003)

Of Counsel, Litigation, Employment/Labor, Risk Management. Practice included a broad range of complex commercial litigation with a focus on employment / civil rights litigation.

Shapiro, Borenstein & Dupont, LLP (December 2000 – February 2002)

Partner, Litigation, Employment/Labor, Risk Management.

Tuttle & Taylor, Los Angeles, California (1990-2000)

Partner, Litigation, Employment/Labor, Risk Management.

Deputy Special Counsel to Los Angeles County Board of Supervisors (1991-September 2004)

Served on Kolts Commission's investigation of alleged excessive force and lax discipline by Los Angeles Sheriff's Department (LASD), 1991-92. Conducted with Special Counsel Merrick Bobb semi-annual audits of LASD's implementation of sweeping reforms.

Law Clerk to Judge Cynthia H. Hall, U.S. Court Of Appeals For The Ninth Circuit (1989-90)

EDUCATION

University of Michigan, Ann Arbor, Michigan

J.D., Law School, 1989 (Cum Laude)

Associate Editor, Michigan Law Review, 1987-88

Executive Note Editor, Michigan Law Review, 1988-89

Wayne State University, Detroit, Michigan

B.A., Economics, 1986 (Summa Cum Laude)

PROFESSIONAL ACTIVITIES

Member, Employment Law Section, California State Bar; Member, Employment Law Section and Access to Justice Committee, Los Angeles County Bar Association; Member, Constitutional Rights Foundation.

PUBLICATIONS

Modern Tools For Litigators, ABA Pretrial Practice (Summer 2001); *Smart Surfing: A Litigator's Guide To Internet Research*, ABA Pretrial Practice (Summer 2000); *Employee Contracts and Waivers*, The Employment Severance Answer Book (1998-2001); *A Board Does Not A Bench Make: Denying Quasi-Judicial Immunity To Parole Board Members In Section 1983 Damages Actions*, 87 Mich. L. Rev. 241 (1988).

JULIO A. THOMPSON

POLICE OVERSIGHT / AUDITING

State of Vermont

Hate crimes instructor, Vermont Policy Academy. Assist in drafting Attorney General's model bias-free policing policy. Evaluate deadly and serious force incidents occurring within the state, including those involving municipal police agencies. Duties ongoing.

United States Department of Justice

Engaged from 1999-2009 by Civil Rights Division regarding (1) 1999-2000 civil rights investigation of Metropolitan Police Department (Washington, D.C.) and (2) oversight of department pursuant to consent decree. Engaged to provide expertise in analyzing variety of police practices, including:

- Use of Force;
- Internal Affairs investigations;
- Early warning systems;
- Officer discipline (including arbitration and civil service appeals); and
- Risk management.

City of Oakland, California

Engaged in 2011 to analyze Oakland Police Department's Internal Affairs policies, practices, and investigations.

County of Los Angeles, California

Deputy Special Counsel to Los Angeles County Board of Supervisors since 1991 regarding implementation of reforms designed to reduce alleged excessive force and sexual harassment by members of the Los Angeles County Sheriff's Department (LASD).

- Trained numerous county investigators (including LASD's Internal Affairs Bureau) in advanced sexual harassment investigation techniques.
- Conducted numerous audits and studies of Los Angeles County Jail System relating to use of force, complaint investigation, and handling mentally ill inmates.

City of Denver, Colorado

Engaged in March 2006 to conduct study of Denver Police Department's deadly force incidents, force training, and internal investigations.

City of Los Angeles, California

Engaged in April 2004 to audit and advise Los Angeles Police Department regarding investigations of officer-involved shootings and serious force incidents. Project funded by national grant from Police Foundation.

City of Portland, Oregon

Engaged in fall of 2002 and fall of 2007 to conduct two separate studies of Portland Police Bureau's officer-involved shootings and in-custody deaths for the periods 1997-2000 and 2002-2004. Responsible for case review and best practices research. Engagement ongoing

City of Detroit, Michigan

Engaged in 1997 to conduct in-depth, independent analysis of alleged patterns of police excessive force and lax discipline. Provided expertise re officer-involved shootings, Internal Affairs investigations, and early warning systems.

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September 8, 2012

Jean.Boler@seattle.gov
Sara.OConnor-Kriss@seattle.gov
Michael.Diaz@usdoj.gov
Michelle.Leung@usdoj.gov

Re: Seattle Monitor

Dear representatives of Seattle and of the Department of Justice:

I write this letter to express my interest in serving as monitor in Seattle pursuant to the July 27, 2012 Settlement Agreement and Stipulated Order of Resolution. I have been monitoring and reviewing law enforcement agencies for more than 20 years and have substantial experience with law enforcement agencies of all kinds.

In 2001, pursuant to a generous grant from the Ford Foundation, I founded the Police Assessment Resource Center (PARC) with the assistance of the Vera Institute of Justice. PARC is a national nonprofit providing research, investigation, and evidence-based analysis on law enforcement issues for cities, counties, police departments, and independent monitors. I continue to serve as President and Executive Director of PARC.

Before and after the formation of PARC, I have consulted with many government agencies, including the federal government; the County of Los Angeles; King County, Washington; as well as the cities of Detroit, Michigan; Los Angeles, Pasadena, Burbank, and Oakland, California; Wallkill, New York; Farmington, New Mexico; Milwaukee, Wisconsin; Portland and Eugene, Oregon; Denver, Colorado; New Orleans, Louisiana; Boise, Idaho; and Mesa, Arizona. I led the development of the *National Guidelines for Police Monitors* (2008), supported by the Bureau of Justice Assistance, and took a leading role in the drafting of guidelines for internal affairs practitioners. A copy of my resume is attached.

I have developed excellent relationships with the law enforcement agencies I have monitored or reviewed. Among others, I have long-standing and constructive relationships with the Sheriff and Undersheriff of the Los Angeles County Sheriff's Department (LASD), former Chief Bratton

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and current Chief Beck of the Los Angeles Police Department (LAPD), former Chief Bernard Melekian of the Pasadena Police Department, and District Attorney George Gascón of San Francisco and former Chief of Mesa, Arizona and San Francisco and Assistant Chief of the LAPD. PARC was staff to Chief Dean Esserman, former Chief of Providence, Rhode Island and current Chief of New Haven, Connecticut, when he was the federal court-appointed monitor in Wallkill, New York. After the consent decree was dissolved, the Chief and Town Council of Wallkill asked PARC to stay on and continue assisting the police department in the implementation of best practice – a job PARC was delighted to take on. The federal judge overseeing the consent decree praised PARC from the bench on the excellent job it had done.

PARC is not an advocacy organization but rather sees itself as an honest broker providing counsel and advice on best practice and constitutional policing to all who are interested. Neither PARC nor I have ever testified in contested private litigation either for the plaintiff or the defendant. We have declined all requests to do so. I have twice testified as an expert retained by the federal government.

I listen carefully to what law enforcement has to say and therefore have developed good relations with police departments, Chiefs of Police and Sheriffs, mayors and city councils, and the courts. I do not hesitate to disagree if I must, I am rigorous and analytical in my approach, and I call them as I see them, but I believe I am respected and considered fair to all.

I have substantial experience in drafting, editing, and implementing new policies in the areas of use of force, biased policing, officer-involved shootings, shooting review boards, and community policing. I have drafted standards and processes for accountability for managing the risk of police misconduct applicable up and down the chain of command. I have helped construct tracking systems and procedures for the identification and correction of problem or potentially problem officers. I have developed and implemented monitoring plans. I have reviewed several hundred, if not 1000 or more, use of force reports, shooting reviews, and internal analyses. It is not my practice to reinvestigate incidents but rather to extract lessons learned from them and corrective action that should be undertaken to prevent unlawful or unconstitutional ones in the future. I do not tend to assess blame. I strongly encourage reviewing incidents from the perspective of the criminal law, administrative policy, strategy and tactics, and training. My monitoring is intended to evaluate how well the police department in question is doing those tasks.

If selected, I will put together a team. It will include present and former staff at PARC. It likely will also include present or former police officers. The team will also likely include lawyers. While PARC has considerable in-house expertise, it may become necessary to engage data or statistical experts. The PARC website, www.parc.info, contains all of our published reports, many of our draft policies, and provides all 31 of our monitoring reports of the LASD. Perusing

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our website and reports give the clearest possible picture of our approach to equitable, efficient, accountable, and constitutional policing. I am the author of numerous police oversight related publications. I have authored, in whole or in part, over thirty semiannual reports in my role as Special Counsel of the County of Los Angeles monitoring the LASD. I have authored a number of reports regarding other law enforcement agencies. These reports can be found on PARC's website. Examples in the previous ten years include: *The Portland Police Bureau: Officer-Involved Shootings and In-Custody Deaths (August 2003)*; *Review of National Police Oversight Models (February 2005)*; *Promoting Police Accountability in Milwaukee: Strengthening the Fire and Police Commission (June 2006)*; *Assessing Police-Community Relations in Pasadena, California (August 2006)*; *Promoting Police Accountability and Community Relations in Farmington: Strengthening the Citizen Police Advisory Committee (June 2007)*; *A Bad Night at Powell Library: The Events of November 14, 2006, (August 2007)*; *Evaluation of a Pilot Community Policing Program: The Pasadena Police-Community Mediation and Dialog Program (February 2008)*; *Use of Deadly Force in Denver (June 2008)*.

In summary, I would like to be considered by the parties and the court as monitor pursuant to the July 27, 2012 Settlement Agreement and Stipulated Order of Resolution. Please let me know if you have any questions about the foregoing.

Yours truly,

/mbobb

Merrick J. Bobb



Peter Ehrlichman

Partner

[Seattle](#)

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Peter is a partner and senior member of the Seattle Trial practice. Mr. Ehrlichman's practice is focused on complex litigation, including in the areas of securities, financial services, real estate and general commercial. Mr. Ehrlichman has substantial experience defending class actions. In addition to working with companies and individuals from Washington and Oregon, Mr. Ehrlichman has represented clients throughout the United States. He has extensive trial and arbitration experience during his 35 years as a trial attorney, including having recently successfully defended a four-week securities fraud jury trial in federal court brought by the Securities & Exchange Commission, and a 17 day arbitration involving multimillion dollar breach of contract and tort claims. In the financial services area, Mr. Ehrlichman has defended banks in multiple suits, including involving corporate trust and fraud claims.

Mr. Ehrlichman served as chair of the Dorsey & Whitney Seattle Trial group, and has served in a variety of bar leadership positions, including as a member of the state bar association's board of governors, member of the ABA House of Delegates, state co-chair of the American Bar Foundation Fellows (receiving the 2011 Outstanding State Chair award), and as an elected trustee of the King County Bar Association Board of Trustees. He is recognized in the Best Lawyers In America in several litigation categories (securities, general commercial, employment, IP and real estate) and has been recognized by Washington Super Lawyers since inception (including Top 10, and Top 100 rankings.)

Representative Litigation

Peter has tried numerous significant cases to verdict or decision, including a 2011 four-week federal securities fraud trial and a 17-day trial in Oregon (settled before judgment), as well as a 14-day contested arbitration in 2007

Representative cases include the following:

Financial and Securities Litigation

- *SEC v. Fuhlendorf*. Defended CFO in 10b-5 suit, tried before jury during a four week trial, resulting in a hung jury. Favorably settled (no money involved) before retrial. Also settled related class action. (W.D. Washington, 2011)
- *Norton v. U.S. Bank et al.* (King County Superior Court, WA, 2012) Currently defending bank against multi-million dollar fraud claims arising out of alleged ponzi scheme involving real estate in Peru.
- Defended large financial institution in FINRA arbitration involving auction rate securities (Settled.)
- *U.S. Bank v. Eel River Investment Company*. Successfully commenced recovery action against Eel River entities in U.S. District Court (W.D. Washington, 2009)
- *Merton McGrew v. Northwestern Trust, et al.* Defended U.S. Bank in a class action involving Partners Mortgage bankruptcy. Settled on favorable terms. (King County Superior Court, 2005)
- *In re Charter Communications Inc. Securities Class Action*. These securities cases were consolidated in the U.S. District Court of the E.D. Missouri. We were co-counsel for Paul Allen, chairman of the Board of Charter. (USDC E.D. Mo.)
- *Hill v. BDO Seidman LLP, et al.* Represented national accounting firm in securities case arising out of bankruptcy of its audit client. (USDC W.D. Wash.)
- *Midcom Communications Inc. Securities Litigation*. One of the first class actions brought locally under the Private Securities Litigation Reform Act, alleging misrepresentations in a recent IPO and interim reports, and involving 1933 and 1934 securities acts and state law claims. We obtained a dismissal order in favor of all defendants, and the case ultimately settled on favorable terms. (USDC W.D. Wash.)

Health Law and Litigation

- *Swedish Medical Center*. Certificate of Need litigation involving the Washington Department of Health's denial of CON for Issaquah Hospital and other facilities. Obtained reversal of Health Law Judge's decision denying certificate of need (Judge Bruce Hilyer, King County Superior Court, 2007); obtain Dept. of Health and Health Law approval of hospital after judge's additional adjudicative proceedings and appeals. (2008)
- *Swedish Medical Center. adv. University of Washington Medical Center* Certificate of Need litigation involving Liver Transplant CN. Obtain 9-0 decision from the Washington State Supreme Court affirming Health Law Judge's decision to grant Certificate of Need and reversing Thurston County Superior Court decision. (June, 2008)
- *MultiCare Health Systems, Inc.* Involved in a variety of Certificate of Need proceedings, including Gig Harbor ASC.
- *UnitedHealth Group*. Involved in a variety of representations including in U.S. District Court for Oregon.
- *Confidential Provider*. Representing provider in seeking to obtain CN for significant new facility.

Complex Corporate, Commercial and Intellectual Property Litigation

- *Smith Optics v. Oakley* (USDC, Idaho, 2012) Design and utility patent claims involving sunglasses and helmets.
- *Hartman v. Comcast Business Communications*. (USDC, W.D. Washington) Defended class action involving alleged violations of state ADAD statute. (recently settled)
- *Baron v. Direct Capital Corp.* (USDC WD WA 2009) Defend class action involving alleged violations of ADAD and “Robo Call” federal and state statutes. (Settled)
- *B-Line Holdings, L.L.C., et al. v. William S. Weinstein, et al.* (Multnomah County Circuit Court, Oregon, 2009). Represented one of the leading purchasers and servicers of consumer bankruptcy accounts in a complex, multi-million dollar, multi-party lawsuit involving corporate control, contractual drag-along rights, legal malpractice, and breach of fiduciary duty claims. (Settled on favorable terms).
- *CMN, Inc. dba Colliers International v. Colliers Property Consultants, Inc. Delaware Chancery Court.* (2007) Suit against board for breach of fiduciary duties resulting in favorable corporate governance reorganization.
- *SSI v. Matsuda*. A case brought by one Japanese company against our Japanese client Sourcnext, dismissed on forum non conveniens grounds, and affirmed by the 9th Circuit Court of Appeals.
- *Pacific Market International v. The Thermos Company*. Tried a 7-day jury trial to verdict in a Lanham Act action.
- *Simpson Manufacturing Co. v. Commins Manufacturing Co.* Representing the defendant in trade secret and contract claims including rights to patented construction (tie-down) device. Settled on favorable terms. (USDC N.D. Calif.)
- *Ferguson, et. al. v. Riverside School District Number 416, JELD-WEN, inc., et. al.* This case was filed as a putative class action against the window manufacturer. It involved claims arising out of the construction of a new wing of classrooms at the Spokane area high school, including toxic mold tort claims. The motion to certify the class was defeated, and the case (along with a companion state court action) ultimately settled following several mediation sessions on very favorable terms in 2003. (USDC E.D. Wash.)
- *In Re Flat Glass Antitrust Litigation*. Represented a national window manufacturing company as plaintiff against national glass manufacturers in price-fixing antitrust action. (USDC W.D. Penn.)
- *Regional Disposal Company v. The County of King*. We defended the County regarding a public procurement process in which King County contracted with RDC (Rabanco) to receive CDL. RDC received substantial amounts of CDL, but sought millions of dollars from the County in “lost profits.” The case was successfully settled in mediation for an amount substantially less than originally authorized by the King County Council. (King County Superior Court)
- *In Re Residential Doors Antitrust Litigation*. A MDL antitrust/price fixing class action brought against a large national door manufacturing company and other national door manufacturers following a Department of Justice investigation in the door industry. Following intense two years of litigation, the case settled on extremely favorable terms. (USDC E.D.Penn.)

- *ATL Ultrasound v. General Electric Co.* A nondisclosure case brought against GE Medical Systems attempting to preclude officer in sales from working at GEMS; injunction avoided. (King County Superior Court)
- *Fuddruckers v. Flakey Jakes.* Suit for infringement of trade dress and Lanham Act claims (successfully defended). (USDC E.D. Wash.)
- *In re Sea Galley Stores, Inc. and Flakey Jakes, Inc.* Defended franchisor in series of suits involving franchisees' claims involving unsuccessful development of national chain of Flakey Jakes restaurants. (King County Superior Court)

Presentations

Speaker at Continuing Legal Education seminars, industry group seminars and radio on securities, litigation, intellectual property and employment issues, including:

- Speaker at "Real Estate Mortgage Market Litigation,- Ethical Considerations for Lawyers Practicing in the Real Estate Mortgage Market" Seattle, WA, February 2010 (The Seminar Group CLE)
- WSBA - "High Profile Cases: Experience the Cases with the Lawyers Who Tried Them Seminar," Seattle, WA, December 2008
- KIRO News Radio 710, Dori Monson Show. Commentary on Sonics Litigation. May, 2008
- Chair and speaker at "Rules of Evidence," Seattle, WA, May 2008 (Lorman CLE)
- WSBA - "The New Rules for Business Litigators," Seattle, WA, November 2007
- King County Bar Association (KCBA) Ethics Workout: "Overview of Committee Mandate and Work Product: The Initial Assignment," King County Bar Association, Seattle, WA, December 2006
- Organized and chaired the all-day CLE sponsored by the Washington Bar Association (WSBA) generally entitled "50 Ways to Lose your Client: Pitfalls Every Business Lawyer Should Avoid," October 2006
- The New Rules of Professional Conduct, WSBA, Sept. 18, 2006 speaking about "Information Relating to Representation."
- WSBA - "Ethics with Ease: Ethics for Business Lawyers," Seattle, WA, December 2004
- WSBA - "Ethics in the Courtroom," Young Lawyers Division, Seattle, WA, November 2004
- King County Bench Bar Conference: "Practicing in a World of Change (Early Mediation)," KCBA, Seattle, WA, November 2004
- WSBA - 24th Annual Northwest Securities Institute - "Ethics, Reporting Up and Other Developments," February 2004.
- "WSBA - Ethics 2004 Committee," General Counsel Forum, November 2003
- "Ethics in the Courtroom," Washington Young Lawyers Division Trial Advocacy Program, November, 2003
- "Selected Topics on Securities Enforcement From a Trial Lawyer's Perspective," PWC Roundtable, October 2003
- "Protecting Trade Secrets," 6th Annual Intellectual Property Institute, March 2001

Professional Activities

- American Bar Association
 - Delegate to the House of Delegates, 2006 – 2010
 - ABF, Life Fellow; Co-Chair for Washington State, Fellows of the American Bar Foundation, 2006 – present
 - ABA, Member, Litigation & Intellectual Property Sections; Member, Securities Litigation Committee
 - ABA Forum on Franchising, Member, 2007 – present
- Washington State Bar Association
 - Board of Governors, 1994–1997
 - Chair, Board of Governors Discipline Committee, 1995–1997
 - Chair, Board of Governors Ad-Hoc Litigation Committee, 1995–1997
 - Chair, Ad-Hoc Discipline Oversight Committee, 1997
 - Member, Committee for the Evaluation of the Rules of Professional Conduct - 2003–2004
 - Member, Blue Ribbon Committee to Define the Practice of Law, 1999–2001
- King County Bar Association
 - Trustee of the Board, 2009-2012
 - Representative to ABA House of Delegates, 2006-2010
 - King County Bar Foundation, Trustee 2002-2009; Chair, Breakfast with Champions; Executive Committee
- Washington State
 - Governor-Attorney General Risk Management Task Force; Member, 2001–2002
 - Washington Attorney General's Committee to Review Tort Division, Member, 2002–2003
- Federal Bar Association (W.D. Washington)
- Washington State Society of Healthcare Attorneys, Member, 2006 – present
- Arts Fund, Board Member, 2009 - present

PATRICK M. GANNON

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Summary of Professional Qualifications

Thirty-four years of law enforcement experience with the Los Angeles Police Department (twelve years of management level experience) with a strong emphasis in operations, emergency management, criminal investigations and disciplinary issues. Highly skilled at providing a full range of police services tailored to meet the needs of a variety of constituencies in the City of Los Angeles. My peers know me as an innovative police manager, with exceptional leadership skills.

Education

Masters, Public Administration, University of Southern California (USC), 1989

Bachelor of Science, Public Administration, California State University Dominguez Hills, 1983

Professional and Community Awards

2011 Presidents Award for Community Partnerships - Police Officers Association of Los Angeles County

2011 Victim Advocate Award – Justice for Homicide Victims Memorial Foundation

2008 Saint Michael’s Guardian Angel Award – St. Michael’s Parish, Los Angeles

2006 Mitch Maricich Award for Outstanding Youth Service - Gang Alternatives Program

2005 Keystone Award for Outstanding Community Service - Harbor Area Boys and Girls Club.

2002 Management Achievement Award for Community Police Partnerships

Professional/Management Level Experience

Deputy Chief, November 2009-August 2012 (retired)
Commanding Officer, Operations-South Bureau, LAPD

Responsible for planning, organizing and directing comprehensive law enforcement services to 800,000 residents in South Los Angeles and the Harbor Area. These services are delivered through four full service police stations, a traffic division and a centralized homicide and gang division. To complete this task, I rely on the hard work completed by 1700 sworn and 150 civilian employees who are committed to problem solving and community partnerships.

Patrick M. Gannon

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Accomplishments:

- In the past two years achieved a ten percent reduction in Part I Crime.
- In the past two years successfully managed tight budget constraints as it relates to overtime management, support services and furloughs of civilian employees while continuing to reduce crime. Identified funding sources outside of the City resources to purchase equipment and enhance training.
- Developed a five million dollar Community Partnership Project with the Los Angeles City Housing Authority and the Advancement Project (Non-Profit) for four housing developments in Los Angeles. Enhanced community policing efforts in these developments that improved relationships and developed strong partnerships.
- Partnered with FBI (Operation Save Our Streets) to investigate unsolved murder investigations in South Los Angeles. Successfully cleared 90 murder investigations in the past two years.
- Executive Board Member of the United States Coast Guard, Central California Area Maritime Security Committee. Chair of the Operations Section which is responsible for coordinating emergency response in the Ports of Los Angeles and Long Beach.
- In response to controversial Officer Involved Shootings involving the mentally ill, established specific response protocols for officers and supervisors and ensured that all 1700 sworn employees assigned to my Bureau received refresher training on dealing with the mentally ill.
- Responsible for planning and implementing all security issues for the 2011 National Basketball Association All-Star Week at the Los Angeles Convention Center and Staples Center. Coordinated the duties and responsibilities of 800 sworn officers who were assigned to the event. In excess of 200,000 people visited the downtown area during this week.
- Incident Commander for 2012 Los Angeles Kings championship game and victory parade. Maintained peaceful celebrations using lessons learned from previous Laker celebrations. Managed victory parade through downtown Los Angeles with crowds estimated at 250,000 people.
- Created Virtual Homicide Library. With no local funding available secured funding from Federal Government to digitize all homicide investigations dating back to 1991. Also obtained a software to search these cases for clues that could link homicide cases together.
- Instituted a training program for sworn officers for evidence recovery. These officers augmented civilian criminalists who were being furloughed and not available for evidence recovery. This effort ensured that valuable evidence was recovered appropriately so that criminal prosecutions could move forward without delay.
- Established a working group to examine alternatives for juvenile offenders who were arrested for the first time. Currently working with detectives, non-profit groups and the Los Angeles County District Attorney's Office to establish protocols that keep certain first time juvenile offenders from getting an arrest record while also ensuring that the juveniles and their parents complete programs with community based organizations to ensure the behavior does not recur.

Patrick M. Gannon

Resume

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Commander,

June 2008- November 2009

Assistant Commanding Officer, Detective Bureau, LAPD

Responsible for the functional supervision of specialized detective assignments with citywide investigative responsibilities.

Accomplishments:

- Developed policy, procedures and training for detective operations for the LAPD.
- Member of the Los Angeles City Gang Reduction and Youth Development Executive Committee.
- Assisted in the development of a training curriculum with the Los Angeles County Sheriff's Department and the Advancement Project for gang intervention.
- Developed the auditing method to ensure that over 2000 sexual assault investigations had been examined for DNA evidence and that positive DNA results had been entered into National database.
- Maintained oversight of the Michael Jackson death investigation. Managed media inquires for the Chief of Police.

January 2008-
June 2008

Commander, Commanding Officer, Criminal Gang Homicide Group
Established centralized investigative group to investigate all homicides in South Los Angeles.

October 2005-
January 2008

Captain III, Commanding Officer, 77th Street Area
Responsible for delivering comprehensive law enforcement services to 200,000 residents in South Los Angeles. Introduced "District Policing" as a means of reducing crime and improving community partnerships. Achieved three consecutive years of crime reductions with strategic strategies and improved community relations by using a method known as "living room dialogues."

May 2003-
October 2005

Captain III, Commanding Officer, Harbor Area
Responsible for managing and delivering law enforcement services to 171,000 residents living in San Pedro, Wilmington, Harbor City, and Harbor Gateway. Achieved unprecedented crime reductions. Reduced violent crime by 43 percent and property crime by 26 percent. In addition to improving morale and productivity, I used innovative policing strategies and secured Federal funding (one million dollars) for a Police/Community partnership program.

January 2002-
May 2003

Captain II, Chief Investigator, Internal Affairs Group
Responsible for 84 complaint investigators and support staff, assigned to investigate high profile allegations of misconduct against police department employees. Ensured that all complaint investigations exceeded Department of Justice guidelines and that all criminal allegations were brought to the attention of the Los Angeles County District Attorney.

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July 2000-
January 2002

**Captain I, Commanding Officer, Southeast Operations
Support Division**

Responsible for managing the activities of 125 employees who were assigned to detectives, vice, Special Enforcement Unit and crime analysis. Instrumental in building an effective relationship with Los Angeles City

Housing Authority, in developing an overall strategy to police five major housing developments. The strategies included effective enforcement and community teambuilding by using a neighborhood police academy approach.

October 1999-
July 2000

**Lieutenant II, Officer-in-Charge, Rampart Task Force,
Internal Affairs Group**

Established a task force of 16 complaint investigators to investigate allegations of corruption against police officers and supervisors assigned to Rampart Area. Worked in partnership with Robbery Homicide Division Task Force, Los Angeles County District Attorney, United States Attorney, The Federal Bureau of Investigation (FBI) and California State Department of Justice to investigate allegations of criminal wrongdoing.

July 1998-
July 1999

Lieutenant II, Officer-in-Charge, Internal Affairs Group

Supervised investigators assigned to investigate personnel complaints. At Special Operations Section oversaw high profile complaint investigations against police department employees and those investigations where surveillance or undercover assets were needed.

January 1997
July 1998

Lieutenant I, Watch Commander, 77th Street Patrol Division

Supervised a variety of patrol watches at 77th Street Community Police Station. Loaned for six-months as Acting Officer-in-Charge, Operations-South Bureau CRASH. Worked closely with FBI and United States Attorney on targeting violent street gang members.

May 1994
January 1997

Sergeant II, Assistant Watch Commander, Harbor Patrol Division

Selected from a pool of candidates to be an Assistant Watch Commander. Instrumental in successfully developing and implementing a compressed work schedule on a trial basis. Selected as Supervisor of the Year for 1995.

April 1993-
May 1994

Sergeant II, Vice Supervisor, 77th Street Area

Supervised six vice investigators who focused specifically on alcohol related offenses and prostitution activity.

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- February 1991-
April 1993 **Sergeant I, Patrol Supervisor/Adjutant, 77th Street Patrol Division**
Supervised field officers and was selected to serve as the adjutant to the Commanding Officer, 77th Street Patrol Division. Supervised an office staff of three people. Provided advice and counsel to the commanding officer on various issues like deployment, projects and administrative controls.
- May 1990-
February 1991 **Sergeant I, Complaint Investigator, Internal Affairs Division**
Recruited to return to Internal Affairs Division to work on a confidential corruption investigation that involved members of the Los Angeles County Sheriff's Department and the Los Angeles Police Department. Worked closely with the United States Attorney's Office, and the FBI.
- September 1989-
May 1990 **Sergeant I, Field Supervisor, Wilshire Area**
Assigned as a patrol supervisor and supervised a Career Criminal Unit consisting of 10 police officers. Worked closely with California State Parole.
- August 1987-
September 1989 **Detective II, Internal Affairs Division**
Assigned to investigate allegations of misconduct against Department employees.
- March 1986-
August 1987 **Detective I, Juvenile Division**
Assigned to the Abused Child Unit where I was responsible for investigating crimes against children including murder, sexual assaults and physical abuse.
- January 1981-
March 1986 **Police Officer III, 77th Street Area**
Selected as a Field Training Officer to train probationary police officers. In 1984 was selected to work as a Detective Trainee. As a Detective Trainee I worked a variety of investigative tables including sexual assaults, juvenile crimes, crimes against persons and automobile theft.
- May 1980-
January 1981 **Police Officer II, 77th Street Area**
Worked a variety of patrol functions as a Police Officer.
- January 1980-
May 1980 **Police Officer II, Jail Division**
Completed duties of a Detention Officer.
- September 1978-
January 1980 **Police Officer I, Newton Patrol Division**
Upon graduation from the police academy completed designated time as a probationary police officer.
- April 1978-
September 1978 **Police Officer, Training Division**
Assigned to the Los Angeles Police Academy as a recruit officer.

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Training (management level)

Texas Engineering Extension Service- National Emergency Management Unified Command Training, College Station, Texas, 2009

Ethical Decision Making/Preserving the Public Trust, Josephson Institute of Ethics, 2007

Police Executive Research Foundation - Senior Management Institute for Police, Boston University, Boston, 2004

Command Development Training - Los Angeles Police Department, 2000

California Peace Officer Standards and Training (POST) Middle - Management Training- California POST, 1997

West Point Leadership Program, 1997

Supervisory Leadership Institute – California POST, 1996

Hughes Management Action Network – Manager Training, 1998

Personal Information

I am a third generation police officer, following after my father who retired as a policeman in 1974 and grandfather who retired as a Detective-Sergeant in 1947.

Eldest son, Michael is a police officer with the Los Angeles Police Department.

Married for 33years to wife, Teresa with three adult children.

MERRICK J. BOBB
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September 23, 2012

Jean.Boler@seattle.gov, Sara.OConnor-Kriss@seattle.gov,
Michael.Diaz@usdoj.gov, Michelle.Leung@usdoj.gov

This letter supplements my initial letter of interest sent to you on September 7. You specifically ask for the identity of team members and a sense of the budget. I first turn to members of the team.

Key Members of the Monitoring Team

I will be the lead monitor and Peter Ehrlichman will be the Deputy Monitor. Peter is one of the most distinguished and capable members of the Seattle bar and a senior litigation partner in the firm of Dorsey & Whitney. His profile is attached. Peter is well-respected and well-known for his excellence as a lawyer and for his wisdom, judgment, and reasoned decision-making. He is respected by the parties to this litigation and will play a key role in helping to monitor the Seattle Police Department's implementation. Peter's skills, good judgment, and negotiating abilities will provide assurance that the implementation process will proceed as smoothly as can be. The resources of his law firm will be available, and it is anticipated that some law firm associates may be retained to work on the project.

Peter's decision to work on the monitoring reflects his desire to become involved in public safety and integrity issues of the most delicate nature. His reputation in the Seattle area for good judgment and reasonableness will immediately engender respect for the monitoring process.

Julio Thompson, currently the Special Assistant Attorney General for the State of Vermont, will be a key staff member. He has been the Director of the Attorney General's Civil Rights Unit since 2009. He is the lead counsel in Vermont's enforcement of state civil rights laws, including hate crimes and discrimination statutes. He is an instructor at the Vermont Police Academy. Julio Thompson has developed substantial expertise in the area of police use of force.

Working with Merrick Bobb and others at the Police Assessment Resource Center (PARC) as a senior member of Special Counsel's staff, and as a consultant to the United States Department of Justice, since 1992, he has analyzed more than 500 officer-involved shootings and serious uses of force. Julio Thompson has given tutorials on analysis of officer-involved shootings for the Civil Rights Division of the Justice Department, PARC, the Inspector General of the LAPD and his staff, and the Attorney in Charge of the Office of Independent Review for the LASD and his staff. Julio Thompson's resume is attached.

A well-respected police professional is a key member of any monitoring team. He or she can assure that the police understand the monitoring requirements and that the monitoring team understands the police perspective. I am in active discussion with such persons and hope soon to be able to provide a specific name.

Two members of PARC's staff will be part of the team. Nick Armstrong lived in Seattle while studying for and receiving his Master's Degree in Public Policy from the University of Washington. Chris Moulton holds a Master's Degree in Public Policy from UCLA. Each has particular expertise in statistical analysis and manipulation of data. Both will assist with all quantitative aspects of the monitoring process.

Budgetary considerations

Monitoring has cost municipalities several millions of dollars. This is often the case when the monitor is from a for-profit organization and does not have prior experience monitoring the police. We believe our team does not run that risk. I am with a nonprofit organization and am used to working leanly with a sharply focused and highly efficient group of individuals.

Predicting cost, however, is difficult because of the variables involved, and there is no variable as critical as the degree of cooperation the monitor has from the police

department. Active or passive resistance to the word and spirit of the decree means a longer, dragged out process that often exceeds the initial estimates of the time it will take for the department to come into substantial compliance. Much also depends upon the federal court and its approach to the monitoring.

If all were to go smoothly with good cooperation, it is possible that substantial compliance could be achieved in four to five years. Under that scenario, the cost of monitoring could be less in each successive year until the last.

At this point, it is impossible to say what the degree of cooperation will be. Accordingly, it is not possible to give a firm written estimate. For now, however, we think it unlikely that the annual cost of the monitoring would reach seven figures under optimistic assumptions about cooperation.

I have monitored law enforcement for more than 20 years and have become deeply involved in many of the major police departments in the United States – the LAPD, the LASD, Oakland, the Metropolitan Police Department in Washington DC, Milwaukee, Albuquerque, and others. I know the issues; I know consent decrees; I know the practical and political impediments; I know the community; and I know how to manage the risk of excessive force and other kinds of unconstitutional policing. Further, I know how to do these things at a reasonable cost.

References

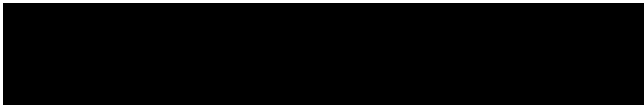
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145 N Street NE
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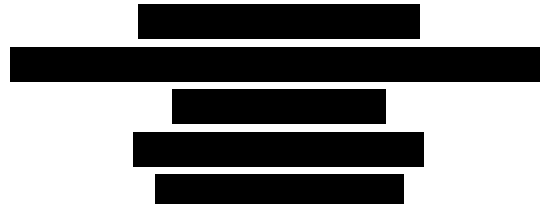
Christopher Stone
Open Society Foundations
400 W. 59th St., #4
New York, NY 10019
(212) 548-0600

Michael Jacobson
Vera Institute of Justice
233 Broadway
New York, NY 10279
(212) 334-1300

Richard Rosenthal
Independent Investigations Office
Vancouver, British Columbia



JOSEPH E. BRANN



EMPLOYMENT HISTORY

CEO **2001 – present**
Joseph Brann & Associates

Founder and CEO of Joseph Brann & Associates (also known as JBA), a consulting firm serving public sector clients, JBA provides tailored services to achieve improvements in policing, emphasizing attention to and improvements in management performance and accountability along with the adoption of effective policies and problem solving measures. Particular emphasis is placed on diagnosing the organizational and community culture so that community policing and community governance solutions developed are appropriate and tailored to unique agency features or mission. New and evolving best practices, policies, information system technologies and other considerations are evaluated for their ability to improve organizational accountability and efficiency, crime reduction goals and public safety. The firm provides monitoring and oversight services of police reform measures on behalf of federal and state courts and DOJ authorities, as well as consultation services to affected entities. JBA has served as a special consultant to the California Attorney General in evaluating and monitoring police departments and also as a Special Master for the Federal Court in relation to police reform efforts.

Senior Vice President **1999 – 2001**
PSComm, LLC

Served as Senior Vice President with this international public safety consulting firm, working with public sector organizations to address organizational development challenges, policy analysis and the development and application of crime reduction strategies and evolving technologies to improve police performance. The firm was headquartered in the Washington, D.C. metropolitan area.

Director **1994 – 1999**
COPS Office, U.S. Department of Justice

Appointed by President Clinton to serve as the founding Director of this newly created component of the Department of Justice, with responsibility for implementing key elements of the 1994 Crime Act. The COPS Office was the lead agency at the federal level for advancing community policing and administering grant programs to support over 13,000 local and state law enforcement agencies, further “best practices” in the field, and drive research regarding policing strategies and programs. The budget for this program was \$9.6 billion.

**Chief of Police
City of Hayward, CA**

1990 - 1995

Served as Chief of Police in this ethnically diverse, urban community of approximately 150,000 residents located in the San Francisco Bay area. The Hayward Police Department received national recognition as a model community-policing agency during Chief Brann's tenure as Police Chief, based on the innovations undertaken and leadership displayed in merging the concepts and philosophy of community policing (COP) with problem-oriented policing (POP) strategies.

**Police Captain
City of Santa Ana, CA**

1969 – 1990

Served in a wide array of command positions over divisions and bureaus, including Field Operations, Personnel & Training, Narcotics & Vice, and Management & Budget. Santa Ana is a densely populated and highly ethnically diverse community of more than 355,000 residents. The SAPD was one of the earliest pioneers in the community policing movement. Beginning in the 1970's the SAPD was instrumental in developing innovative organizational strategies and programs that have long been recognized for their effectiveness in changing traditional policing culture and institutionalizing the community policing philosophy.

PROFESSIONAL ACCOMPLISHMENTS

COPS Office, United States Department of Justice:

Established a new federal agency within the U. S. Department of Justice that was created to advance community policing and reduce crime. The COPS Office provided funding for over 13,000 law enforcement agencies and the hiring/redeployment of more than 100,000 police officers. COPS sponsored initiatives and strategies accelerated the adoption and expansion of community policing at the state and local levels. National studies and program evaluations have identified the COPS program as a major factor in contributing to the reversal of persistent, increasing crime rates across the country following the establishment of the Office in 1994.

Created a national network of 35 Regional Community Policing Institutes to provide training and support for local law enforcement agencies and community members.

Advocated for and provided funding to support research initiatives, launch new strategies and evaluate programs dealing with critical contemporary policing issues including: Racial Profiling, Police Ethics/Integrity, Youth Firearm Violence, Gangs, Domestic Violence, the Reintegration of Ex-Offenders and initiatives dealing with "Community Justice" and "Restorative Justice" models.

Pioneered the development and funded the implementation of "3-1-1" in communities across the

United States. 3-1-1, the first national non-emergency phone number approved by the FCC, was established to create improved access to non-emergency public safety and other local government services and to reduce demands on an overworked 9-1-1 system.

Hayward, California Police Department:

Established a strategic planning process, involving broad-based employee and community participation, to guide the implementation and evolution of HPD's Community Oriented Policing and Problem Solving (COPPS) philosophy.

Implemented a centralized data and information services bureau to support and oversee the installation of a state-of-the-art computer system capable of meeting the department's dispatching, records management and information systems (CAD/RMS/MIS) needs.

Instituted a decentralized patrol (Area Command) system in order to improve police department responsiveness and management accountability at the neighborhood level.

Substantially revised recruitment, hiring and training practices and significantly improved the Department's ability to attract successful candidates and establish a representative workforce. Many of these personnel strategies involved innovative approaches that have since been widely adopted by other agencies.

Successfully addressed major budget shortages and organizational downsizing by leading the agency through a process to identify alternative funding sources (new fees, grants, and enterprise fund charges) and service delivery strategies (service prioritization, creation of volunteer programs, expanded use of civilians, etc.)

Santa Ana, California Police Department:

Chaired the development of SAPD's "Five Year Plan" to develop long-term organizational strategies to deal with increasing service demands, growth and diversity in the community while also promoting improved collaboration with other governmental agencies.

Designed, developed and managed a wide array of crime prevention programs that received recognition as national models by the National Crime Prevention Institute, FBI, American Association of Retired Persons, California Department of Justice and Office of Criminal Justice Planning.

In concert with other local agencies, created a Regional Narcotics Suppression Program that resulted in asset seizures exceeding \$100,000,000 in five years and major reductions in street level narcotics activity. This program later served as a model touted by DEA for other regional drug enforcement programs involving federal, state and local agencies.

Implemented personnel and financial practices to correct significant financial and human resource problems associated with disability retirements and worker's compensation claims. Disability retirements were reduced by 50% annually and industrial injuries by 47%.

Initiated and chaired the development of the California Model Building Security Ordinance. This document was subsequently adopted by the International Conference of Building Officials as Chapter 41 of the Uniform Building Code and has contributed to significant reductions in burglaries and thefts across the country.

EDUCATION

Master of Public Administration - University of Southern California, 1979

Bachelor of Arts in Criminal Justice - California State University, Fullerton, 1975

Graduate, FBI National Academy, 144th Session, 1986

PUBLICATIONS

- 2004 Campbell, D., J. Brann, D. Williams. "Officers-Per-1,000 and Other Policing Myths: A Leadership Model for Better Police Resource Management", Public Management, ICMA.
- 1999 Brann, J.E., J. Travis. Measuring What Matters: Proceedings from the Policy Research Institute Meeting. NIJ & COPS Office, USDOJ.
- 1997 Brann, J.E., "COPS: Partnerships With Communities", Law Enforcement in a Free Society, Vol. II, No. 4, USIA
- 1997 Brann, J.E., J. Travis. "Police Integrity: Public Service With Honor", NIJ & COPS Office, USDOJ.
- 1992 Brann, J.E., S. Wallace. "COPPS: The Transformation of Police Organizations", Community Oriented Policing and Problem Solving. California Attorney General's Crime Prevention Center.
- 1992 Brann, J.E., C. Calhoun, Paul Wallace. "A Change in Policing Philosophy", Community Oriented Policing and Problem Solving. California Attorney General's Crime Prevention Center.

PROFESSIONAL AFFILIATIONS/HONORS

"New Pioneer" Award, National Association of Drug Court Professionals, 2000

Honored as the "1998 Person of the Year" by *Law Enforcement News* for the creation of 3-1-1, the national non-emergency public safety phone number

Distinguished Alumni Award (1998) – California State University, Fullerton

Advisory Board Member, Community Safety Initiative, Local Improvement Support Corporation

Member, International Association of Chiefs of Police (IACP)

Member, Police Executive Research Forum (PERF)

Member, California Police Chief's Association (CPCA)

Former Ex-Officio Member – U.S. Attorney General's National Advisory Committee on Domestic Violence

Former Member – Advisory Committee for the Federal Law Enforcement Training Center, Glencoe, GA

Past President and Member, Alameda County Police Chiefs' and Sheriff's Association

Former Member, International City/County Management Association

- Advisory Board Member, Community Policing Task Force

Former Member, California Attorney General's Advisory Committee on Community Oriented Policing and Problem Solving (COPPS)

Joseph Brann

jbrann@jballc.com

Joe Brann is founder and President of Joseph Brann & Associates, LLC. and a member of the Public Strategies Group Network. The firm specializes in public safety issues with a focus on improving managerial performance and accountability in police organizations. Among other activities, Joe serves as the California Attorney General's consultant who monitors the Riverside Police Department's reform efforts. He was also appointed by the Federal Court to serve as Special Master for the Cincinnati, Ohio consent decree under actions brought by the United States Department of Justice in 2002.



From 1994 to 1999, Joe served as the first Director of the Office of Community Oriented Policing Services (COPS Office) in the U. S. Department of Justice. The COPS Office was responsible for advancing community policing throughout the country and funding 100,000 additional police officers. Director Brann built this new agency to be responsive to and supportive of local government, resulting in a national reputation for delivering quality customer service.

Under his leadership, the goal of providing funding for the hiring of these officers was achieved more than a year ahead of schedule and significantly under budget. The COPS Office has been widely acclaimed for their support of and assistance rendered to local agencies, and their success in helping significantly reduce crime through innovative community policing strategies. For his pioneering efforts in creating "3-1-1", a national non-emergency number to reduce emergency calls for service while also improving the public's access to government services, the *Law Enforcement News* honored him as "Person of the Year" in 1998.

As a member of the PSG Network, Joe and our team have recently completed a department assessment for the Sacramento County, CA Sheriff's Department. His extensive knowledge and experience was an irreplaceable asset.

Joe began his law enforcement career in 1969 with the Santa Ana, CA police department - an early pioneer in the community policing movement. In 1989, he was appointed as Chief of Police in Hayward, CA where his successful integration of community policing and problem solving concepts led to his appointment as Director of the COPS Office. He earned his bachelor's degree in Criminal Justice from California State University, Fullerton, a master's degree in Public Administration from the University of Southern California and is also a graduate of the FBI's National Academy.