

Commission on Police Practices

COMMISSION ON POLICE PRACTICES

Wednesday, June 3, 2026

5:00pm-8:00pm

REGULAR BUSINESS MEETING AGENDA

St. Paul's Cathedral – Guild Room

2728 Sixth Ave.

San Diego, CA 92103

The link to join the meeting by computer, tablet, or smartphone at 5:00pm is:

[Microsoft Meeting Link](#)

Meeting ID: 248 355 363 103 944

Passcode: MV9WF3WB

**Downloading the latest version of Microsoft Teams is required.*

PURPOSE OF THE COMMISSION ON POLICE PRACTICES

The purpose of the Commission on Police Practices (CPP or Commission) is to provide independent community oversight of SDPD, directed at increasing community trust in SDPD & increasing safety for community and officers. The purpose of the Commission is also to perform independent investigations of officer-involved shootings, in-custody deaths and other significant incidents, and an unbiased evaluation of all complaints against members of SDPD and its personnel in a process that will be transparent and accountable to the community. Lastly, the Commission also evaluates the review of all SDPD policies, practices, trainings, and protocols and represents the community in making recommendations for changes.

The Commission on Police Practices (Commission) meetings will be conducted pursuant to the provisions of California Government Code Section 54953 (a), as amended by Assembly Bill 2249.

The Commission business meetings will be in person, and the meeting will be open for in-person testimony. Additionally, we are continuing to provide alternatives to in-person attendance for participating in our meetings. In lieu of in-person attendance, members of the public may also participate via telephone/Teams.

- I. CALL TO ORDER/PUBLIC COMMENT INSTRUCTIONS (Chair Ada Rodriguez)
- II. ROLL CALL (Executive Assistant Alina Conde)
- III. APPROVAL OF MINUTES
 1. Regular Business Meeting – May 6, 2026

NON-AGENDA COMMUNICATIONS FROM THE CHAIR & EXECUTIVE DIRECTOR

NON-AGENDA PUBLIC COMMENT (Direct Community Engagement & Internship Programs Yasmeen Obeid)

NON-AGENDA COMMUNICATIONS FROM STANDING COMMITTEES
Executive (Chair Ada Rodriguez), Rules (1st Vice Chair Bonnie Benitez), Community Outreach (Commissioner Armando Flores), Policy (Commissioner Imani Robinson), Recruitment (Commissioner Doug Case), Training (Commissioner Darlanne Mulmat)

NON AGENDA COMMUNICATIONS FROM COMMISSIONERS

IV. PRESENTATIONS

A. IA and OIS Investigations Overview (Training Curriculum item)
Presenter: Captain Judd Campbell

V. NEW BUSINESS

A. Election of 2026-2027 CPP Officers

1. Public Comment
2. Discussion
3. Action
 - Chair
Nominations
 - Vice Chair for Policy
Nominations
 - Vice Chair for External Affairs
Nominations
 - Vice Chair for Strategic Planning
Nominations
 - Vice Chair for Commissioner Development
Nominations

VI. INFORMATIONAL ITEM

A. Community Roundtable (Outreach Chair Armando Flores)

1. Public Comment
2. Discussion

B. 2025 NACOLE Conference Debrief (Commissioner Darlanne Mulmat)

1. Public Comment
2. Discussion

VII. FUTURE AGENDA ITEM REQUESTS

VIII. CLOSED SESSION

A. Public comment

B. Lead CPP into Closed Session
(Not Open to the Public)

C. PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE
Discussion & Consideration of Complaints & Reports: Pursuant to Government Code Section 54957 to discuss complaints, charges,

investigations, and discipline (unless the employee requests an open public session) involving San Diego Police Department employees, and information deemed confidential under Penal Code Sections 832.5-832.8 and Evidence Code Section 1040. Reportable actions for the Closed Session items on the agenda will be announced and posted on the Commission's website at www.sandiego.gov/cpp.

- a. New Commissioners Nomination Discussion
- b. SDPD Feedback on Case-Specific Matters – None
- c. Review of Internal Affairs Investigations
 1. Case 2025-0520 (CATI)
 2. Case 2024-0589 (CATI)
 3. Case 2025-0532 (CATI)
 4. Case 2024-0557 (CATI)
 5. Case 2026-0060 (CATI)
- d. Discipline Memos - None

IX. REPORT FROM CLOSED SESSION

NON-AGENDA PUBLIC COMMENT (Direct Community Engagement & Internship Programs Obeid)

X. ADJOURNMENT

Materials Provided:

- May 6, 2026 Regular Business Meeting minutes
- Community Roundtable Report
- 2025 NACOLE Conference Report (Darlanne Mulmat)
- 2026-2027 Officer Election Packet

In-Person Public Comment on an Agenda Item: If you wish to address the Commission on an item on today's agenda, please complete and submit a speaker slip before the Commission hears the agenda item. You will be called at the time the item is heard. Each speaker must file a speaker slip with the Executive Director at the meeting at which the speaker wishes to speak indicating which item they wish to speak on. Speaker slips may not be turned in prior to the day of the meeting or after completion of in-person testimony. In-person public comment will conclude before virtual testimony begins. Each speaker who wishes to address the Commission must state who they are representing if they represent an organization or another person.

For discussion and information items each speaker may speak up to three (3) minutes, subject to the Chair's determination of the time available for meeting management purposes, in addition to any time ceded by other members of the public who are present at the meeting and have submitted a speaker slip ceding their time. These speaker slips should be submitted together at one time to the Executive Director. The Chair may also limit organized group presentations of five or more people to 15 minutes or less.

In-Person Public Comment on Matters Not on the Agenda: You may address the

Commission on any matter not listed on today's agenda. Please complete and submit a speaker slip. However, California's open meeting laws do not permit the Commission to discuss or take any action on the matter at today's meeting. At its discretion, the Commission may add the item to a future meeting agenda or refer the matter to staff or committee. Public comments are limited to three minutes per speaker. At the discretion of the Chair, if a large number of people wish to speak on the same item, comments may be limited to a set period of time per item to appropriately manage the meeting and ensure the Commission has time to consider all the agenda items. A member of the public may only make one Non-Agenda Public Comment per meeting. In-person public comment on items not on the agenda will conclude before virtual testimony begins.

Speakers may not allocate their time to other speakers. If there are eight or more speakers on a single issue, the maximum time for the issue will be 16 minutes. The order of speaking generally will be determined on a first-come, first-served basis. A member of the public may only provide one non-agenda comment per agenda.

We welcome all viewpoints and encourage open participation. However, to ensure everyone has a chance to be heard and that we can complete our work, we ask that speakers respect time limits and refrain from disruptive behavior. Continued disruption after warning may result in removal as permitted under state law.

Virtual Platform Public Comment to a Particular Item or Matters Not on the Agenda: When the item you would like to comment on is introduced (or it is indicated that it is time for Non-Agenda Public Comment), raise your hand by tapping on the "Raise Your Hand" button on your computer or tablet. To raise your hand in a Microsoft Teams meeting on your smartphone (iOS or Android), tap the three-dot menu, then select the "Raise Hand" option. You will be taken in the order in which you raised your hand. You may only speak once on a particular item. When it is indicated that it is your turn to speak, click the unmute prompt that will appear on your computer, tablet or Smartphone.

Written Comment through Webform: Comment on agenda items and non-agenda public comment may also be submitted using the [webform](#). If using the webform, indicate the agenda item number you wish to submit a comment for. All webform comments are limited to 200 words. On the [webform](#), members of the public should select Commission on Police Practices (even if the public comment is for a Commission on Police Practices Committee meeting).

The public may attend a meeting when scheduled by following the attendee meeting link provided above. To view a meeting archive video, click [here](#). Video footage of each Commission meeting is posted online [here](#) within 72 hours of the conclusion of the meeting.

Comments received no later than 8am on the day of the meeting will be distributed to the Commission on Police Practices. Comments received after the deadline described above but before the item is called will be submitted into the written record for the relevant item.

Written Materials: You may alternatively submit via U.S. Mail to Attn: Office of the Commission on Police Practices, 525 B Street, Suite 1725, San Diego, CA 92101. Materials submitted via U.S. Mail must be received the business day prior to the meeting to be distributed to the Commission on Police Practices.

If you attach any documents to your comment, they will be distributed to the Commission or Committee in accordance with the deadlines described above.

Late-Arriving Materials: This paragraph relates to those documents received after the agenda is publicly noticed and during the 72 hours prior to the start of, or during, the meeting. Pursuant to the Brown Act, (California Government Code Section 54957.5(b)) late-arriving documents, related to the Commission on Police Practices' ("CPP") meeting agenda items, which are distributed to the legislative body prior to and/or during the CPP meeting are available for public review by appointment in the Office of the CPP located at Procopio Towers, 525 B Street, Suite 1725, San Diego, CA 92101. Appointments for public review may be made by calling (619) 533-5304 and coordinating with CPP staff before visiting the office. Late-arriving documents may also be obtained by email request to CPP staff at commissiononpolicepractices@sandiego.gov. Late-arriving materials received prior to the CPP meeting will also be available for review, at the CPP public meeting, by making a verbal request of CPP staff located in the CPP meeting. Late-arriving materials received during the CPP meeting will be available for reviewing the following workday at the CPP offices noted above or by email request to CPP staff.

Access for People with Disabilities: As required by the Americans with Disabilities Act (ADA), requests for agenda information to be made available in alternative formats, and any requests for disability-related modifications or accommodations required to facilitate meeting participation, including requests for alternatives to observing meetings and offering public comment as noted above, may be made by contacting the Commission at (619) 533-5304 or commissiononpolicepractices@sandiego.gov.

Requests for disability-related modifications or accommodation required to facilitate meeting participation, including requests for auxiliary aids, services, or interpreters require different lead times, ranging from five business days to two weeks. Please keep this in mind and provide as much advance notice as possible to ensure availability. The city is committed to resolving accessibility requests swiftly.

**COMMISSION ON POLICE PRACTICES
REGULAR BUSINESS MEETING
Wednesday, May 6, 2026**

St. Paul's Cathedral – Guild Room
2728 Sixth Ave.,
San Diego, CA 92103

Click <https://youtu.be/hxTDJN-27Aw> to view this meeting on YouTube.

CPP Commissioners' Present:

1st Vice Chair Bonnie Benitez
2nd Vice Chair Clovis Honoré
John Armantrout
David Burton
Doug Case
Steve Chatzky
Lupe Diaz

Armando Flores (arrived at 5:27pm)
Elizabeth Inpyn
Kirby Knipp
Darlanne Mulmat
Chenyang Rickard (arrived at 5:06pm)
Imani Robinson
Jay Sener

Excused:

Chair Ada Rodriguez
Cheryl Canson
Dan Lawton
Daniel Torres

Absent:

Dwayne Harvey

CPP Staff Present:

Roger Smith, Executive Director
Alina Conde, Executive Assistant
Jon'Nae McFarland, Complaint Coordinator
Aaron Burgess, Director of Policy & Media Relations
Olga Golub, Chief Investigator
Ethan Waterman, Investigator
Ching-Yun Li, Investigator
Yasmeen Obeid, Director of Community Engagement & Internship Programs

- I. CALL TO ORDER/WELCOME: 1st Vice Chair Bonnie Benitez called the meeting to order at 5:03pm.
- II. ROLL CALL: Executive Assistant Alina Conde conducted the roll call for the Commission and established quorum.
- III. APPROVAL OF MINUTES
 1. Regular Business Meeting – April 1, 2026
Motion: Commissioner Elizabeth Inpyn moved to accept the amended April 1, 2026 CPP meeting minutes. 2nd Vice Chair Clovis Honoré seconded the motion. The motion passed with a vote of 12-0-0.
Yeas: Armantrout, Burton, Honoré, Case, Chatzky, Diaz, Inpyn, Knipp, Mulmat, Rickard, Robinson, Sener
Nays: None
Abstentions: None

NON-AGENDA COMMUNICATIONS FROM CHAIR – *No report was provided.*

NON-AGENDA COMMUNICATIONS FROM EXECUTIVE DIRECTOR ROGER SMITH:
(Timestamp 7:13)

- Executive Director Roger Smith provided a report covering complaint statistics for April 2026:
 - (50) complaints were filed with San Diego Police Department Internal Affairs, and (32) with the Office of the Commission on Police Practices (CPP). Of the CPP complaints, (25) were forwarded to Internal Affairs and (7) were out of jurisdiction.
 - Year-to-date, (185) complaints were filed with Internal Affairs and (112) with CPP; (75) of the CPP complaints were forwarded to Internal Affairs and (37) were out of jurisdiction.
- The General Counsel position has been posted with a closing date of May 25, 2026.
- The request for proposals for the audio-visual contract is also posted.
- Staff are working with a contractor on a three-year communication plan for the office, with future updates expected.

NON-AGENDA PUBLIC COMMENT

- ❖ Paloma Cerna (In-person) (Timestamp 9:30)
- ❖ Kate Yavenditti (written submission and will be attached to the meeting minutes)
- ❖ Tasha Williamson (Virtual) (Timestamp 12:11)
- ❖ Yusef Miller (Virtual) (Timestamp 14:03)
- ❖ Francine Maxwell (Virtual) (Timestamp 17:03)

NON-AGENDA COMMUNICATIONS FROM STANDING COMMITTEES

- **Policy Committee** (Timestamp 20:56): The Committee met on April 23rd. Discussion focused on the pretext stop forum, which has been delayed; the date is not yet solidified. Pretext stop recommendations have been drafted (about five main points with detailed subsections); input from commissioners will be requested. Plans to roll out recommendations to the community once the forum date is confirmed (forum will be on a Saturday). The Policy Committee meeting date has officially changed to the third Wednesday of every month.
- **Recruitment Committee** (Timestamp 23:03): The next meeting is scheduled for May 7th. The application deadline for upcoming appointments was May 1st; roughly (20) applications received, with at least 15 valid for 7-8 vacancies. At least one applicant for

each open position, including three applicants for two youth positions. An orientation session for applicants was held virtually and recorded for those unable to attend. The next meeting will cover interview questions for the nominating process and finalize the plan.

- **Training Committee** (*Timestamp 24:38*): The Committee Chair reported that commissioners received an email about the Inside SDPD event on June 20th. This event will offer insight into police tactics and RSVP is requested. Implicit bias training is scheduled, tentatively for July 1st at the Regular Business meeting, pending confirmation from the Department of Race and Equity. Community tour planning is underway; instead of a single-day event, bi-monthly visits to individual community organizations are planned, with the first expected by the end of June. Handbook updates include new sections on mandated disclosures/reporting requirements and digital resources (email, Google Drive, etc.). Commissioners are reminded that ride-alongs with SDPD can be scheduled. The next Training Committee meeting will be held on June 11th.

NON-AGENDA COMMUNICATIONS FROM COMMISSIONERS – Commissioner Darlanne Mulmat asked for prompt notification regarding scheduling or cancellation of Saturday meetings to help commissioners plan and achieve quorum.

IV. PRESENTATIONS

- A. POST (*Timestamp 29:37*) Presented by: Bureau Chief Christine Ford, Accountability Division California Commission on Peace Officer Standards and Training
The POST (Peace Officers Standards and Training) presentation covered SB2's certification and decertification process, misconduct definitions, complaint intake and investigation procedures, agency reporting requirements, evidentiary standards, website resources, complaint statistics, and POST's authority limitations.

Public Comment

- ❖ Dave De Arman (In-person) (*Timestamp 1:58:50*)
- ❖ Patricia De Arman (In-person) (*Timestamp 2:01:20*)

V. NEW BUSINESS

- A. Creation of the Ad Hoc Nominating Committee & Soliciting Nominations of Commission Officers

1. Public Comment – None

2. Discussion (*Timestamp 1:47:01*)

- An ad hoc nominating committee was formed to ensure at least one candidate for each of five officer positions for the upcoming term.
- The committee consists of three volunteers: Commissioner Armantrout, Commissioner Case, and Commissioner Sener.
- The committee will work with staff to gather applications and confirm candidates; members cannot run for officer positions to avoid conflicts.
- Officer positions include Chair, First Vice Chair for Policy, First Vice Chair for External Affairs, First Vice Chair for Strategic Planning, and Vice Chair for Commissioner Development
- Submission deadline for officer candidacy is May 20, and questions or submissions should go to Director of Policy Aaron Burgess.

- 3. **Motion:** Commissioner Darlanne Mulmat moved to approve the creation of the Ad Hoc Nominating Committee (with members being Commissioners: Armantrout, Case, Sener) and Soliciting Nominations of Commission Officers. Commissioner Elizabeth Inpyn seconded the motion. The motion passed with a vote of 12-0-0.

Yeas: Armantrout, Burton, Honoré, Case, Chatzky, Flores, Inpyn, Knipp,

Mulmat, Rickard, Robinson, Sener

Nays: None

Abstentions: None

B. Proposed NACOLE Commissioner Attendance Policy

1. Public Comment:

❖ Tasha Williamson (In-person) (*Timestamp 1:56:24*)

2. Discussion (*Timestamp 1:51:45*)

- The Commission has a budget to send three officers to the NACOLE (National Association of Civilian Oversight and Law Enforcement) conference in November 2026.
- With the upcoming five officer positions, the policy prioritizes attendance: the Chair is always included if able, and remaining slots go to officers with the longest commission service who are available.
- If fewer than three officers can attend, non-officer commissioners may be selected using the same process.
- Commissioners may attend at their own expense if not selected or funded.

3. **Motion:** Commissioner John Armantrout moved to approve the Proposed NACOLE Commissioner Attendance Policy. Commissioner Darlanne Mulmat seconded the motion. The motion passed with a vote of 11-1-0.

Yeas: Canson, Case, Chatzky, Diaz, Flores, Harvey, Inpyn, Knipp, Mulmat, Sener, Torres

Nays: Robinson

Abstentions: None

VI. INFORMATIONAL ITEM

A. Community Roundtable – Tabled

VII. FUTURE AGENDA ITEM REQUESTS – Tabled

VIII. CLOSED SESSION (NOT OPEN TO THE PUBLIC)

A. Public Comment:

❖ Tasha Williamson (In Person) (*Timestamp 2:04:33*)

B. 1st Vice Chair Bonnie Benitez led the CPP into Closed Session

C. PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE Discussion & Consideration of Complaints & Reports: Pursuant to Government Code Section 54957 to discuss complaints, charges, investigations, and discipline (unless the employee requests an open public session) involving San Diego Police Department employees, and information deemed confidential under Penal Code Sections 832.5832.8 and Evidence Code Section 1040. Reportable actions for the Closed Session items on the agenda will be posted on the Commission's website at www.sandiego.gov/cpp or stated at the beginning of the Open Session meeting if the meeting is held on the same day.

a. SDPD Feedback on Case-Specific Matters – None

b. Review of Internal Affairs Investigations

1. Case 2025-0692 (CATII)

2. Case 2025-0405 (CATI)

3. Case 2025-0528 (CATI)

4. Case 2024-0529 (CATI)

5. Case 2025-0761 (CATII)

c. Discipline Memos

1. Case 2025-0197 – No vote

IX. REPORT FROM CLOSED SESSION (8:02 pm)– 1st Vice Chair Bonnie Benitez reported that

there was no reportable action.

X. ADJOURNMENT: The meeting adjourned at 8:03 pm.

DRAFT

NACOLE 2025-Darlanne's Takeaways

Building Legitimacy & Trust

- Build relationships with all stakeholders so they will support oversight efforts (i.e., community advocates, elected officials, ACLU, LWV, bar associations)
 - Questions: Are all stakeholders involved in the passage of Measure B still engaged? Who is missing?
- Ask (elected officials, police leadership, the community): What can the CPP do to help you?
- Ask (elected officials, police leadership, the community): What does success look like?
- Focus on areas where there is overlap between law enforcement and the community (e.g., healthy environment for police officers to work and the community to live, public safety, shared expectations). Goal: Shared ownership of reforms.
- Identify an issue that CPP can work on with SDPD and the community (e.g., [Boulder Blue Envelope for people with disabilities](#)).
- Recognize positive outcomes (e.g., recommendations accepted, exceptional law enforcement performance, thorough IA investigations). While Former Commissioner Daniel Mendoza's proposal ([see page 23-24 of May 7, 2025 agenda and timestamp 47:25 of meeting video](#)) was not adopted, recognizing positive aspects of policing does not negate or diminish areas needing reform.
- Be wary of subpoena power. It is better to have a positive working relationship so subpoena unnecessary.
- Show value of oversight rather than asserting "authority".
- Sometimes lower-level cases provide best opportunity for reform (e.g., no guns involved).
- Stories from other jurisdictions can be helpful as something to avoid locally.

Transparency

- Document progress toward agreements made.
 - Create log of recommendations and requests made to SDPD over time, including agreements for action. Ask Doug Case to provide history to put current recommendations in context, especially if recommendations were made in the past and possibly accepted.
 - Investigate reasons for lack of progress and rejected recommendations (e.g., competing priorities) by listening with humility, honoring differences, and embracing conflict.
 - Develop action plan using above process.
- Publish as much data as possible (e.g., departmental cooperation, case handling, outcomes, acknowledge collaborators and praise publicly, note resisters in a professional, fact-based manner).
- Tell the story of CPP oversight (e.g., flow of cases from complaint submission to findings made).
- Develop a public facing database/dashboard (e.g., [COPA](#))
- Leverage the media.

Case Review

- Importance of definitions. For example, the definition of de-escalation may not be the same for law enforcement and the community.
- Get creative when prohibited from saying/revealing information. Use officer's own words.
- Questions to answer:
 - Was the behavior legal?
 - Was the behavior within policy?
 - Was the behavior consistent with training?
 - What de-escalation tactics were used?
 - What could have been done differently to potentially achieve a better outcome?
- Highlight strengths and weaknesses.
- Include policy improvement suggestions.

Community Engagement

Publicity

- Example: ads on transit about CPP.
- Importance of branding clearly showing independent and separate from SDPD

Outreach to Youth

- Presentations in civics classes regarding what to do when stopped by law enforcement, constitutional policing principles related to civil liberties (e.g., 4th amendment, disabilities act)
- Presentations at community colleges and four-year universities explaining the CPP and encouraging careers in law enforcement oversight (e.g., criminal justice courses).

Use of Force Policy

- See [23 principles](#) developed by NACOLE
- Compare SDPD's policies to these principles (e.g., are restraint and control devices included and is their use tracked, is duty to intervene included)
- Review policies across the country because it is more persuasive when based on what other's do
- Tie recommendations to officer safety
- [ICAT: Integrating Communications, Assessment and Tactics](#) is a use of force training guide by the Police Executive Research Forum (PERF). Question: Is this guide the basis for SDPD use of force training?
- In evaluating the appropriateness of deadly force incidents, factors to be considered, consistent with *Graham v. Connor*, are whether the even indicates that the involved officer engaged in decision-making that created jeopardy to the officer and/or third parties by engaging in escalatory and/or unsafe tactics.

Mediation

- Our complaint process is unsatisfying. Could mediation help in this regard?
- Determine the situations appropriate for mediation (e.g., cases where racial bias is unfounded because it provides an opportunity for complainants to be heard and officer(s) to learn their perspective).
- Make sure charter allows for mediation.
- Identify incentives to participation (e.g., reduced IA workload, direct communication between complainants and officers, lessons learned shared with police department).
- More information is [here](#).

Bias

These notes are from “Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think and Do” by Jennifer L. Eberhardt, PhD. (published in March 2019) that I read during the trip.

- Monitoring reduces bias but need incentives too
- Starbucks closes all US stores for mandatory racial bias training.
 - What implicit bias training does SDPD require?
 - How has this training been evaluated?
- Value of improving perception of police regarding racial biases increases trust and cooperation of public because “when people feel they are being treated unjustly, they aren’t likely to cooperate” even with those who want to help.
- How has Oakland PD improved? Good example to draw from? What do data show?
 - Police-community relations improvement
 - Foot pursuit policy changes
 - BWC adoption (Look at data for SDPD pre/post BWC-any improvements to build upon?)
- Analysis of body camera footage in vehicle stops related to escalation
 - The first 45 words spoken (27 seconds) predict if encounter will escalate
 - Questions:
 - How does SDPD incorporate these findings into training?
 - How does SDPD analyze BWC data?
 - Idea: Request BWC data from SDPD to do analysis
- Idea: Analyze [SDPD BWC data from 12/2013-3/2017](#)
 - What changes regarding vehicle stops training have there been since this time?
 - Request updated data
- Idea: Invite Dr. Eberhardt to do training on bias in policing
 - Understanding of bias in policing, how to recognize it and what to do about it (potential for mediation when this allegation is unfounded)
 - How to keep our own biases in check as we do our work (e.g., case reviews, policy analysis)
 - Goal: reduce the likelihood that ingrained biases will be triggered.

Community Roundtable Report

CPP Community Roundtable · December 8, 2025 · Malcolm X / Valencia Park Library

A public record of what the community shared, what it means for civilian oversight, and how the Community Outreach Committee can carry this work forward.



Wide view of the community roundtable as residents, staff, and commissioners gather in shared discussion.

Prepared by

Yasmeen Obeid

Director of Community Engagement and Internship Program

Commissioner Armando Flores

Chair of the CPP Community Outreach Committee

Purpose

To preserve community testimony, translate it into a credible 2026 oversight agenda, and return it to the public in a form that demonstrates respect, candor, and follow-through.

Executive Summary

Public safety is not sustained by enforcement alone. It is sustained when public institutions earn legitimacy—through fairness, transparency, restraint, and an unmistakable willingness to correct course when harm occurs. The Commission on Police Practices (CPP) convened this community roundtable because meaningful oversight begins with listening directly to the people who live with the consequences of police policy every day.

The December 8, 2025 roundtable at the Malcolm X / Valencia Park Library brought together residents, impacted families, youth, advocates, neighborhood leaders, staff, and commissioners to discuss lived experience with the San Diego Police Department (SDPD), identify priorities for 2026, and clarify CPP's role as an independent oversight body. The message from the room was clear: the community does not want symbolic listening. It wants visible follow-through.

Participants returned again and again to several connected concerns: pretextual and repeated stops; use of force and the rendering of medical aid; barriers in the complaint process; youth system involvement; behavioral health response; surveillance and immigration-related civil-rights concerns; and CPP's own visibility, accessibility, and authority. Beneath those topics lay a broader demand for institutional honesty: residents want a Commission that is easier to find, clearer about its powers and limits, steadier in its communication, and stronger in the public defense of accountability.

Key messages from the room

- Trust grows when residents can see what happens after they speak.
- Access to complaint pathways is itself an accountability issue.
- Youth and impacted families want a standing place in oversight—not an occasional invitation.
- Residents want community testimony and public data to inform one another.
- CPP's credibility will rise when candor, follow-through, and public visibility become routine.

DATE	TIME	VENUE	RSVPS
Dec. 8, 2025	5:30–7:30 p.m.	Malcolm X / Valencia Park Library 5148 Market St.	79
ATTENDEES	ATTENDANCE RATE	CPP PRESENCE	OUTREACH REACH
54	68.4%	8 staff + 4 commissioners	1,000+ direct ≈30,000 social

“CPP needs to take power back... community needs to support CPP.”

— Participant

Why We Convened

CPP hosted this roundtable for three reasons. First, to hear directly from community members about their experiences with SDPD and the forms of accountability they believe are most urgently needed. Second, to identify which concerns the Commission should elevate in its 2026 workplan, outreach schedule, and policy recommendations. Third, to help residents better understand what CPP is, what it can do, and where its current authority remains limited.

- Gather input on community experiences with SDPD.
- Gather input on the issues community members want CPP to prioritize in 2026.
- Increase public understanding of CPP's scope, mandate, and pathways for engagement.
- Model a listening process grounded in respect, time limits, and public accountability.

What This Report Is Designed to Do

This document is a qualitative public report. It is not a statistical survey, an adjudication of individual allegations, or a substitute for formal case review. Its purpose is to preserve what participants said, identify the systemic concerns that emerged across those comments, and translate those concerns into a practical framework for the Community Outreach Committee and the broader Commission.

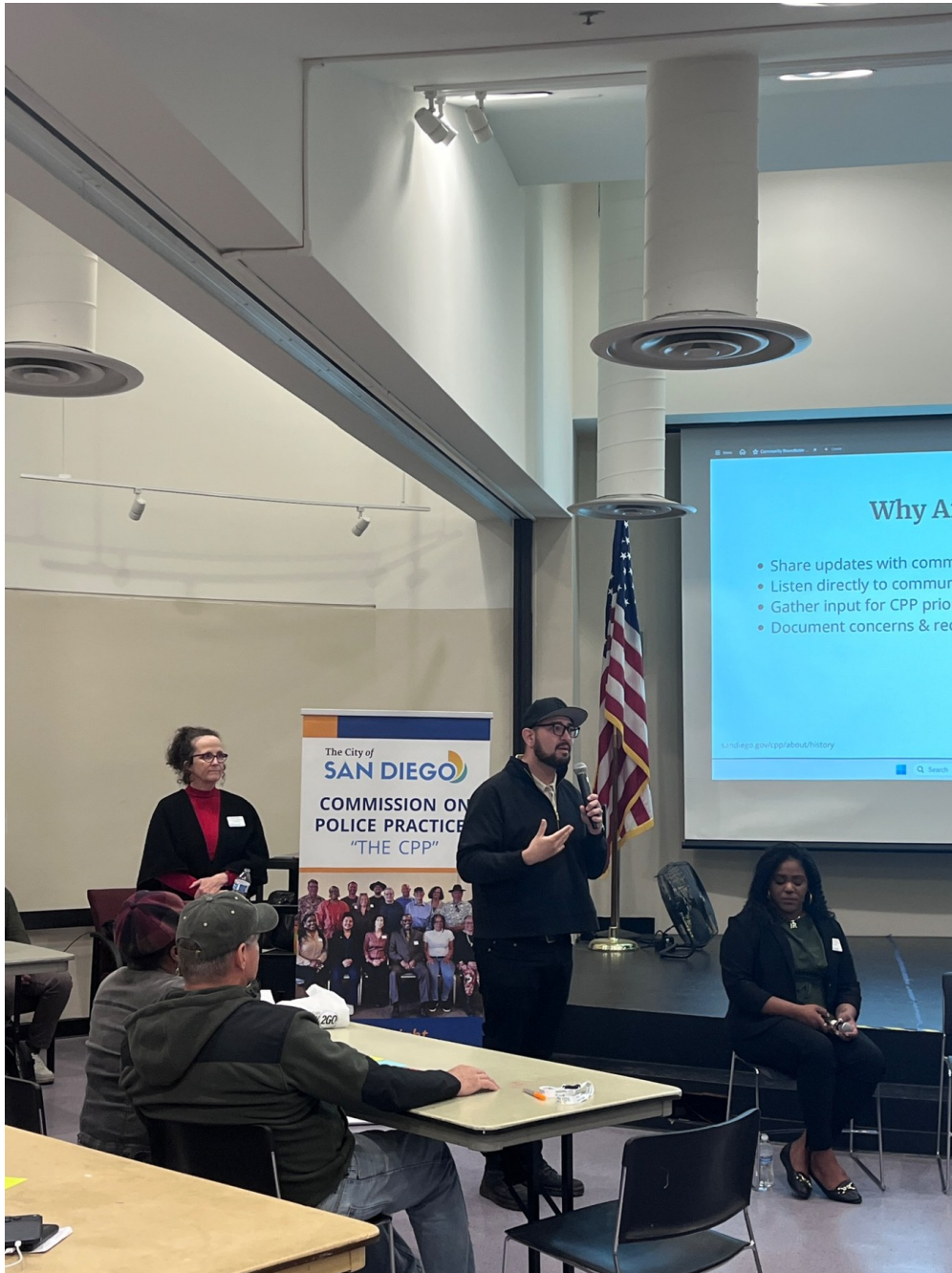
- Names are omitted unless already part of publicly presented organizational roles.
- Participant quotes are reproduced anonymously and lightly edited for length and readability while preserving substance.
- Where comments referenced specific incidents or cases, this report focuses on the broader oversight implications rather than disputing facts in a public forum.
- The action framework below is a recommended 2026 direction based on community input and remains subject to Commission process and approval.

How We Reached the Community

The outreach strategy was intentionally broad and deliberately targeted. CPP sought not only to publicize the event, but to reach residents who are often invited late, informed inconsistently, or asked to participate only after harm has already occurred. The approach combined mass communication, trusted relationships, neighborhood-based distribution, and direct personal invitations.

- Direct outreach to more than 1,000 people across CPP lists and partner networks.
- CPP general email list: 900+ contacts, with two email rounds.
- Trusted allies and community leaders: 40+ organizations and 400+ individuals contacted.
- More than 30 one-on-one invitations by call or text.
- Flyer distribution to local businesses and all City of San Diego libraries.
- Neighborhood associations and community planning groups contacted: 169.
- Invitations extended to all City Council offices, the Mayor's staff, and SDPD.
- Social media outreach reaching approximately 30,000 people.

Outreach Goal	Result	What happened
Reach out to over 100 people	Exceeded	1,000+ direct contacts plus broad distribution
Receive between 60–70 RSVPs	Achieved	79 RSVPs
Have 35 people in the room day-of	Achieved	54 attendees



Commissioner Flores addresses the room while the Chair of the Commission, fellow commissioners and community members listen closely.

How the Roundtable Was Structured

The event design emphasized disciplined listening. Participants were invited to respond to three discussion questions, each discussed for roughly 20 to 30 minutes. Input was captured in two ways: written comments on sticky notes and verbal public comment at the microphone. The structure allowed for both immediacy and reflection, giving people multiple ways to participate.

- Question 1: What has been your experience with the San Diego Police Department (SDPD)?
- Question 2: What is the #1 issue you would like CPP to prioritize in 2026?
- Question 3: What is one concern you have with CPP, and how can we address it?

To protect the room as a listening space rather than a debate stage, facilitators established shared agreements at the outset: respect all speakers; no personal attacks; do not name officers or individuals; honor time limits; and speak from lived experience. These agreements mattered. They allowed participants to offer hard truths while preserving the dignity of the process.

Who was in the room	How input was captured
<ul style="list-style-type: none">• CPP participation included 8 staff members and 4 commissioners.• Attendees included neighborhood residents, advocacy groups, impacted families, youth, and community members with lived experience.	<ul style="list-style-type: none">• Comments were recorded through sticky notes and live note-taking.• Verbal testimony was offered in public comment format at the microphone line.

Trust Findings Across Topics

Although participants raised many specific issues, the roundtable produced several cross-cutting findings that should guide the Community Outreach Committee's tone and strategy going forward.

Trust is built by follow-through, not invitation alone.

Residents were clear that convening a room matters, but only if people later see their concerns reflected in public reporting, policy questions, and Commission priorities.

Transparency is not a public-relations function; it is part of accountability.

Across complaint access, body-worn camera requests, case updates, and policy communication, participants treated opacity as a substantive harm.

The complaint process itself shapes public confidence in oversight.

When filing a complaint feels confusing, discouraging, or structurally tilted against the complainant, residents experience the system as inaccessible before any finding is issued.

Youth and impacted families must be treated as central stakeholders.

Participants repeatedly asked CPP to move these voices from the margins of outreach to the center of oversight design, public education, and policy review.

Community testimony and public data should be used together.

Residents want their lived experience to be taken seriously, and they also want CPP to test patterns with data: stop data, divisional patterns, complaint trends, response times, and policy compliance.



CPP Commissioners listen to community testimony during the roundtable.

What We Heard: Thematic Findings and Recommended Focus Areas

Community input was wide-ranging and deeply informed by lived experience. The sections below synthesize the major themes that emerged from written and verbal comments. Each section preserves the core concern, explains why the issue matters for oversight, and identifies a recommended focus for 2026 within CPP's current scope.

1. Traffic Stops, Pretext Enforcement, and Fourth Amendment Concerns

Participants repeatedly described traffic stops—especially for window tint—as a recurring point of contact that felt less like lawful enforcement and more like pretext for search, control, or escalation. Several residents framed the issue explicitly in constitutional terms, raising concerns about searches and seizures, probable cause, compliance commands, and the use of 'resisting arrest' narratives after low-level stops. Community members also urged CPP to treat geography as an oversight question, calling attention to Southeastern Division and other neighborhood-specific patterns.

What community members emphasized

- Repeated stops for window tint and similar low-level vehicle issues were described as disproportionately affecting Black and Brown residents.
- Residents asked CPP to review divisional patterns, stop data, and neighborhood-level disparities rather than treating these as isolated stories.
- Participants raised concerns about searches, consent, removal from vehicles, handcuffing, and the threshold for probable cause.

“They always stop brown & black people for window tint... Why is southeast SD the community stopped the most? Look at the data.”

— Participant

Recommended 2026 focus within CPP's current scope

- Use CPP's patterns-and-practices function to elevate questions about stop-data transparency, including RIPA-related reporting and trend analysis.
- Review whether policy, training, and supervisory practices adequately address pretext enforcement, probable-cause articulation, consent, and documentation.
- Ensure that community-identified geographies and beat-map concerns inform workplan discussions rather than remaining anecdotal footnotes.

2. Use of Force, Medical Aid, and Accountability After Critical Incidents

When participants spoke about critical incidents, they returned to a moral and operational test: whether every reasonable effort was made to preserve life, de-escalate where possible, intervene when force became unreasonable, and render aid without delay. Comments referenced officer-involved shootings, deaths, scene response, the use of K-9s on injured individuals, and the expectation that officers and supervisors act decisively when medical needs are evident. Residents also voiced frustration with incomplete files, uneven documentation, and what they perceived as insufficient accountability after the fact.

What community members emphasized

- Community members expressed concern about delayed or denied medical assistance and about whether AED/CPR or other life-saving measures were used promptly.

- Participants called for stronger de-escalation expectations and clearer supervisory duties when force appears unreasonable.
- Several comments linked accountability to the completeness and timeliness of post-incident documentation, investigative files, and scene decision-making.

“K9 deployments on shot victims shouldn’t be happening at all... I wanted AED, CPR being used on all victims.”

— Family member / participant

Recommended 2026 focus within CPP's current scope

- Prioritize review themes related to de-escalation, intervention duties, scene management, and expectations for identifying and responding to medical need.
- Flag recurring gaps in documentation, timeliness, and file completeness as policy and oversight concerns rather than purely administrative defects.
- Continue public education about what CPP can currently review, what remains outside its authority, and why broader independent oversight capacity still matters.

3. Complaint Access, Internal Affairs Process, and Transparency

For many residents, the complaint system itself felt like a site of injury. Participants described barriers to filing, low confidence in Internal Affairs findings, confusion about classifications such as 'miscellaneous' or 'no misconduct,' and frustration with the difficulty of obtaining updates or complete case files. In the community's view, access and transparency are not secondary customer-service issues. They are part of the core accountability architecture.

What community members emphasized

- Residents asked for confirmation emails, case numbers, complaint statements, and clearer visibility into where a complaint goes after submission.
- Several participants asked why complaints do not reach CPP directly without first being filtered or classified by SDPD.
- Body-worn camera access, complete case files, and clearer public-facing timelines were named as repeated transparency needs.

“Separate from the police department our complaints should go straight in [to CPP]... not be classified by them first.”

— Youth participant

Recommended 2026 focus within CPP's current scope

- Publish or refresh plain-language guidance explaining how to file a complaint, what happens next, and why filing with CPP matters.
- Advocate for stronger community-facing notice practices, including confirmation of receipt, clearer status communication, and aggregated reporting on themes and timelines.
- Elevate complaint classification, information-sharing, and case-file completeness as a standing 2026 oversight priority.



Community public comment at the podium, with residents seated throughout the room.

4. Youth–Police Interactions and System Involvement

Participants voiced deep concern that law-enforcement contact is too often an entry point into deeper system involvement for young people. Residents asked CPP to see youth not merely as a subgroup to be reached, but as a central constituency whose experiences should shape the Commission's priorities. The community message was that diversion, prevention, dignity, and equitable treatment are accountability issues. If young people experience the state primarily through suspicion, force, or disbelief, trust is damaged early and repeatedly.

What community members emphasized

- Residents stressed that law-enforcement contact can push youth deeper into the juvenile system rather than interrupt harm.
- Participants called for stronger investment in diversion and youth-serving community supports.
- Youth voices in the room directly asked CPP to investigate complaints more seriously and visibly.

"#1 agency putting kids in juvenile hall is law enforcement... Diversion works. Help youth."
— Participant

Recommended 2026 focus within CPP's current scope

- Include youth–police interactions as a distinct 2026 priority rather than a subtopic folded into other agendas.
- Use the outreach calendar to build relationships with schools, youth-serving organizations, and youth leaders early in the year.
- Develop public-facing engagement practices that make room for youth testimony, feedback, and follow-up—not only adult intermediary voices.

5. Behavioral Health Response and Availability of Services

Residents linked behavioral health response to a broader question of whether the city is prepared to meet crisis with care rather than default coercion. Comments addressed slow response times, people being placed on hold during 911 calls, and concern about how police respond when someone is experiencing mental-health distress. These are not only service delivery concerns. They are oversight concerns because dispatch, coordination, and response protocols shape whether people in crisis receive appropriate care.

What community members emphasized

- Participants reported frustration with emergency response delays and the experience of being placed on hold during urgent situations.
- Community members asked that police response to mental health calls be examined and prioritized.
- Residents called for stronger non-armed or alternative responses where appropriate.

"San Diego is the first place I've called 911 and got put on hold."
— Participant

Recommended 2026 focus within CPP's current scope

- Track community stories and identify policy questions related to dispatch, triage, and coordination with behavioral-health alternatives.
- Treat response-time concerns and service availability as patterns-and-practices questions with real equity consequences.
- Use outreach and committee work to surface the experiences of people most affected by crisis-response failures.

6. Surveillance Technology, Specialized Units, and Civil Liberties

Participants described surveillance concerns in sweeping but consistent terms: technologies and specialized practices such as ALPR/FLOCK systems, gang-unit activity, surveillance of activists, and Special Operations oversight were seen as forms of state power that can be hard to see, hard to challenge, and unevenly borne by immigrants, Black residents, Brown residents, and already over-surveilled communities. Residents asked for transparent rules, clear limits, and visible oversight.

What community members emphasized

- Participants called for limits on surveillance expansion and more clarity about data collection, retention, and sharing.
- ALPR/FLOCK technology was named repeatedly as a civil-liberties concern with disproportionate impact on migrants and Black and Brown residents.
- Residents asked for closer oversight of gang units, Special Ops, and surveillance practices affecting organizers and community members.

“This needs to stop... ALPR... mass collects data... negatively affects migrants, Black and Brown folks.”
— **Community organization representative**

Recommended 2026 focus within CPP's current scope

- Coordinate with related oversight bodies, including the City's Privacy Advisory Board, where community concerns overlap.
- Track policy compliance questions related to retention, audit trails, data-sharing, and public notice.
- Incorporate surveillance and specialized-unit oversight into 2026 policy-priority discussions instead of treating them as peripheral issues.

7. Immigration Enforcement, Resource Allocation, and CPP Visibility

Participants also connected several issues that are often discussed separately: SDPD interaction with federal agents, the use of public resources, and CPP's visibility as an independent body. Residents expressed concern that official statements about non-cooperation with immigration enforcement do not always align with what they believe they have seen on the ground. Others questioned overtime practices, the size of the police budget, and the use of sworn officers in roles that could be civilianized. At the same time, many participants said CPP itself remains too difficult to find and too constrained in the public imagination. In short, residents want an oversight body that is visible where people seek help, honest about its limits, and forceful in public accountability conversations.

What community members emphasized

- Participants asked for accountability when SDPD is perceived to assist, coordinate with, or stand by during federal immigration activity.
- Residents linked budget, overtime, and staffing choices to broader questions about whether public spending reflects community safety priorities.
- Many asked for better CPP visibility, including station signage, clearer contact pathways, more routine updates, and stronger public communication.

“Can every police station post something about CPP... so the community can better know that we exist?”
— **Participant**

Recommended 2026 focus within CPP's current scope

- Compile public-facing resources that explain the City's and SDPD's stated limits, while tracking recurring allegations that suggest a need for policy clarification or additional review.

- Ensure that the 2026 workplan reflects community concern about fiscal tradeoffs, civilianization, and the relationship between spending and public legitimacy.
- Make CPP awareness and access a standing outreach objective, including exploration of station signage, simpler digital tools, and routine public summaries of Commission work.



Opening portion of the roundtable with presentation screen and audience in view.

Setting the Tone for the Community Outreach Committee

The central lesson of this roundtable is that outreach should not be understood as event management. It is democratic infrastructure. The Community Outreach Committee should measure success not only by how many rooms it convenes, but by whether residents can see their words move priorities, shape questions, and return to the public as clear action. Based on the feedback received, the Committee should adopt the following operating commitments as its tone and standard for 2026.

1. Lead with candor.

Be explicit about what CPP can do, what it cannot yet do, and where structural limits still constrain independent oversight. Candor builds more trust than overpromising ever will.

2. Close the loop in public.

Every major outreach effort should produce a visible return to the community: a report, a summary of themes, a list of next questions, or a public statement showing how feedback informed the agenda.

3. Show up before and after crisis.

Do not let community contact occur only after a high-profile incident. Build a calendar that includes neighborhood meetings, youth spaces, faith communities, libraries, and partner organizations throughout the year.

4. Center youth and impacted families.

Treat those closest to harm as central co-authors of oversight priorities. This means targeted invitations, accessible formats, follow-up communication, and real space in the public agenda.

5. Pair lived experience with data.

Residents asked CPP to take testimony seriously and to test patterns with public data. Outreach should therefore feed directly into policy review, stop-data analysis, complaint transparency, and patterns-and-practices work.

6. Make access simple and visible.

Complaint pathways, meeting information, and CPP contact points should be easy to find, easy to understand, and present in the places where residents already seek help.

7. Build trust through consistency, not performance.

Trust grows when communication is routine, timelines are respected, and public updates do not disappear between moments of public scrutiny.

8. Treat community as a partner in safety and accountability.

Residents are more likely to stand with oversight efforts when they can see that the Commission is standing with them—listening carefully, speaking plainly, and acting with integrity.

“The work of oversight begins in listening, but it earns trust only when the community can see that listening become action.”

— Report synthesis

Recommended 2026 Action Framework

The following framework translates roundtable feedback into practical next steps for 2026. These items are presented as recommended priorities for committee planning and Commission discussion, consistent with the concerns raised by participants and CPP's current scope.

Time horizon	Recommended action	Why it matters
First 90 days	Publish a plain-language community guide explaining how to file a complaint, how CPP uses community input, and how residents can follow meetings and recommendations.	Reduce access barriers and demonstrate procedural transparency.
First 90 days	Create a routine public report-back cadence following outreach events, with short summaries linked to meeting agendas and committee work.	Close the loop and show that participation has consequence.
First 6 months	Develop targeted outreach with youth-serving organizations, schools, and neighborhood-based partners in communities that identified repeated enforcement concerns.	Move youth and neighborhood experience to the center of oversight planning.
First 6 months	Prepare a public memo or presentation on recurring complaint-process concerns: intake, classification, communication, timelines, and case-file transparency.	Turn community frustration into a defined oversight agenda.
First 6 months	Coordinate across oversight and advisory bodies where concerns overlap, including surveillance, privacy, behavioral health response, and civil-rights questions.	Reduce fragmentation and strengthen public accountability across systems.
Within 12 months	Use community testimony and available data to inform 2026 policy priorities on stops, use of force, medical aid, youth interactions, and transparency.	Ensure that lived experience is reflected in the Commission's formal workplan.
Within 12 months	Publish an annual community feedback summary showing recurring themes, outreach reach, major policy questions raised, and next areas for review.	Create a visible public record that accountability conversations are cumulative rather than disposable.

Community Input Inventory

The list below preserves additional details raised by participants so that important specificity is not lost in thematic summary. Not every item was raised by the same number of people, but each item appeared in the roundtable record and warrants retention as part of the public archive.

Use of force and post-incident care

- Denial or delay of medical assistance; expectations around AED/CPR; timing of ambulance arrival and departure; K-9 deployments on injured individuals.
- Questions about supervisors' duties to intervene and about the completeness of documentation after critical incidents.

Case files, interviews, and body-worn camera access

- Difficulty obtaining personal property after incidents.
- Concerns about post-incident interview techniques, incomplete or biased investigations, and body-worn camera footage that was active but not fully available in case files.
- Requests for more complete and timely access to video and investigative materials.

Complaint process and transparency

- Low trust in Internal Affairs findings labeled 'MISC' or 'no misconduct.'
- Requests to stop using miscellaneous classification for discrimination-type complaints.
- Requests for confirmation email, submission date, complaint statement, and case number after filing.

Traffic stops and divisional patterns

- Window tint as pretext; searches and seizures; probable cause; resisting-arrest allegations; handcuffing and removal during traffic stops.
- Requests to review divisional patterns and stop data, including geography-specific concerns in Southeastern and Jamacha-related beat areas.

Youth, behavioral health, and service delivery

- Reducing youth system involvement; diversion and investment in youth programs.
- Police response to mental health calls; timeliness and availability of response; concern about emergency hold times.
- Reports of Southeastern station phone-line closure or service-access problems and lack of public notice.

Civil rights, surveillance, and immigration-related concerns

- ALPR/FLOCK; activist monitoring; gang-unit and Special Operations oversight; limits on expanding surveillance.
- Questions about SDPD's role during ICE/HSI activity and whether officers assist, coordinate, or stand by during federal operations.

CPP structure, legitimacy, and communication

- Commissioner qualifications; desire for more impacted-family and youth representation; concerns about conflicts of interest, bias, and commissioner shortages.

- Calls for clearer website transparency, more direct public communication, routine updates, and visible CPP signage or contact information at police stations.

Budget and accountability mechanisms

- Questions about SDPD budget size, overtime practices, civilianization, and the fiscal impact of misconduct and settlements.
- Requests for stronger accountability for repeat offenders, questions about qualified immunity, and concern about officers continuing to patrol the same neighborhoods.

How CPP Can Use This Input

- Inform the 2026 CPP workplan and the priorities of standing committees.
- Shape future SDPD policy recommendation focus areas.
- Build a community outreach calendar aligned to issues identified by residents.
- Identify patterns-and-practices questions requiring deeper review.
- Publish public-facing summaries and updates that show how community testimony is being used.

Scope Reminder and Public Access

Participants were candid not only about SDPD, but also about CPP itself. That candor should be met with clarity. As discussed at the roundtable, CPP reviews SDPD investigations of officer-involved incidents, issues policy recommendations, monitors patterns and practices, and facilitates community oversight. CPP does not discipline officers, interfere in active investigations, or resolve individual personnel matters in public session. A trustworthy outreach posture therefore requires both ambition and honesty: strong public accountability where CPP has leverage, and forthright communication where additional authority is still needed.

What CPP can do

- Review SDPD investigations of officer-involved incidents and complaints within its scope.
- Issue policy recommendations and track SDPD responses.
- Monitor patterns and practices and elevate recurring accountability concerns.
- Convene community spaces, gather testimony, and translate it into public oversight questions.

How residents can engage

- Visit the CPP website for agendas, meetings, and public resources.
- File a complaint or commendation through CPP.
- Contact CPP staff by phone or email for guidance and general information.
- Attend regular business meetings and use public comment to continue shaping priorities.

Public information and contact

Commission on Police Practices | 525 B St., 17th Floor – Suite 1725, San Diego, CA 92101
Phone: 619-533-5304 | Email: commissiononpolicepractices@sandiego.gov

sandiego.gov/cpp | sandiego.gov/cpp/filing

Appendix A. Outreach, Event Operations, and Discussion Design

This appendix preserves operational details from the roundtable planning process. Including them in the public report signals that community engagement requires real infrastructure: staffing, logistics, accessibility planning, note-taking, food, security, communication, and disciplined facilitation.

Operational role / task	Lead(s) / support
Set up / clean up	All hands on deck
Ushers	Kelsey and Luqmaan
Staff check-in table	Ching Yun and Kelsey
Food table / monitor / clean up	Jon’Nae
Floater	Yasmeen
Emcees / facilitators	Commissioners Ada and Armando
Screen, timer, presentation, music	Alina
Support with filing complaints	Ching-Yun
Live note-taking	Ethan
Distribute and collect sticky notes	Kelsey and Luqmaan
Compile notes	Ethan and Ching-Yun
Present to full Commission	Armando and Ada
Thank-you emails / returns / supplies coordination	Yasmeen
Food purchase and delivery; security; contacts	Jon’Nae
Slides; flyers; bilingual outreach video edits	Armando and Yasmeen

Discussion questions used during the roundtable

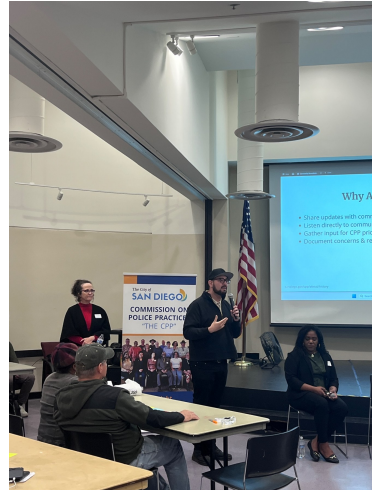
- What has been your experience with the San Diego Police Department (SDPD)?
- What is the #1 issue you would like CPP to prioritize in 2026?
- What is one concern you have with CPP, and how can we address it?

Appendix B. Photo Record of the Roundtable

The photo record below is included to preserve the texture of the room: community members waiting to speak, panelists listening, residents taking notes, and the collective seriousness with which participants approached the conversation. Photos are presented as an event record and do not identify speakers by name.



Wide view of the community roundtable as residents, staff, and commissioners gather in shared discussion.



A presenter addresses the room while commissioners and community members listen closely.



Panel participants listen to community testimony during the roundtable.



Community public comment at the podium, with residents seated throughout the room.



Community member speaking during the public comment portion of the roundtable.



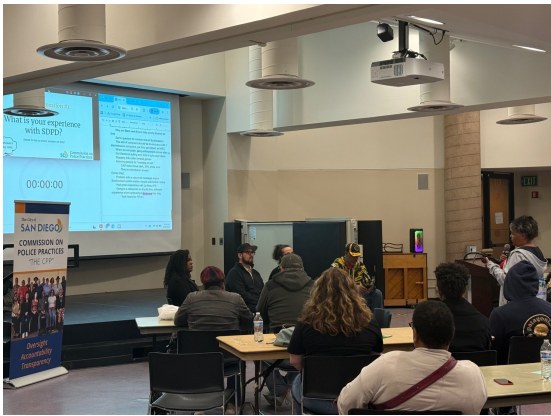
Residents line up to share concerns, priorities, and lived experience.



Public comment and collective witness from attendees across the room.



Opening portion of the roundtable with presentation screen and audience in view.



Panel discussion at the front of the room during the guided question session.



Rear view of the room showing broad community participation and note-taking.



Community members, staff, and commissioners gathered for discussion and report-back.



Wide audience view during the roundtable presentation and discussion.



Community testimony centered at the podium while participants follow closely.



Another view of public comment and attentive participation from attendees.



Speaker at the podium with participants and volunteers standing nearby.



Additional view of community testimony during the roundtable.

Commission on Police Practices

2026 Officer Elections

Candidate Personal Statement Guide

Overview

The Executive Committee invites Commissioners interested in serving as an officer of the Commission on Police Practices to submit a personal statement. A list of candidates and their personal statements will be reviewed by the Nominating Committee, organized, and distributed to all Commissioners as part of the June meeting packet.

The Nominating Committee is responsible for ensuring that there is at least one candidate for each officer position. The Nominating Committee shall work with CPP staff to solicit nominations from the Commission to achieve its mandate. Multiple candidates for each position are preferred. The Nominating Committee shall not rank or recommend candidates.

Officers are elected at the last Regular Meeting of the fiscal year (June) to serve a one-year term beginning July 1, 2026. The following positions are open for election:

1. Chair
2. Vice Chair for Policy
3. Vice Chair for External Affairs
4. Vice Chair for Strategic Planning
5. Vice Chair for Commissioner Development

You may submit a statement for more than one position. If seeking multiple positions, please submit a separate Section 1 (Statement of Interest) for each position. Section 2 (Background and Commission Experience) should be submitted once, regardless of how many positions you are seeking.

Please note: Commissioners serving on the Nominating Committee are not eligible to seek an officer position. If you are interested in running for office, you may not serve on the Nominating Committee.

Submission Deadline: May 20, 2026. Early submissions are encouraged.

Submit to: Aaron Burgess

Format Requirements

Please submit your personal statement as a Microsoft Word document (.docx). Each section has a maximum word count as noted below. Statements that exceed the word limits may be returned for revision prior to the deadline.

Section 1 — Interest in the Position

Complete one Section 1 for each position(s) you are seeking. Maximum: 500 words per position.

Please address the following in your statement:

1. Why are you seeking this position?
2. What do you hope to accomplish in this role during your term?
3. How would you approach the specific duties and responsibilities of this office as outlined in the CPP Bylaws?
4. See the position-specific prompt below for the office you are seeking.

Position-Specific Prompts

In addition to the four prompts above, please respond to the prompt specific to the position you are seeking:

Chair

The Chair presides over all Commission and Executive Committee meetings; sets the agenda in collaboration with the Executive Committee and Executive Director; acts as spokesperson for the Commission; coordinates communication with the Mayor, City Council, Office of the City Attorney, and Chief of Police; appoints Standing Committee Chairs subject to Commission approval; and serves as an ex officio member of committees. Describe how your background and experience prepare you to lead the Commission in this capacity, and how you would approach building consensus and setting strategic direction across the full Commission.

Vice Chair for Policy

The Vice Chair for Policy serves on the Executive Committee, fulfills the duties of the Chair in the Chair's temporary absence, participates in meetings with SDPD Internal Affairs and the Chief of Police, and liaises with the Policy Committee. Describe your familiarity with the Commission's policy work and how you would approach the oversight and liaison responsibilities of this role.

Vice Chair for External Affairs

The Vice Chair for External Affairs serves on the Executive Committee, fulfills the duties of the Chair in the absence of both the Chair and Vice Chair for Policy, participates in meetings with SDPD Internal Affairs and the Chief of Police, acts as or designates a Parliamentarian for the Commission, and liaises with the Outreach Committee. Describe your experience with community engagement or parliamentary procedure and how you would approach the external-facing and governance responsibilities of this role.

Vice Chair for Strategic Planning

The Vice Chair for Strategic Planning serves on the Executive Committee, supports the development and implementation of the Commission's annual strategic priorities including budget development, coordinates progress tracking across Committee Chairs and staff, leads or supports special projects related to Commission-wide goals, and liaises with the Rules Committee. Describe your experience with planning, budgeting, or organizational strategy and how you would approach aligning the Commission's priorities and tracking progress toward its goals.

Vice Chair for Commissioner Development

The Vice Chair for Commissioner Development serves on the Executive Committee; supports the recruitment, onboarding, training, and continuing education of Commissioners; liaises with the Training and Recruitment Committees; and facilitates Commissioner engagement,

mentorship, and participation. Describe your experience with training, mentorship, or organizational development and how you would approach strengthening Commissioner capacity and engagement across the Commission.

Section 2 — Background and Commission Experience

Complete Section 2 once, regardless of how many positions you are seeking. Maximum: 500 words.

Please address the following in your statement:

1. Briefly describe your professional or personal background and any relevant experience you bring to the role(s) you are seeking.
2. Describe your work on the Commission to date, including committees served, key contributions, and accomplishments.

Questions?

Please contact the staff liaison, Aaron Burgess, with any questions about the submission process.

Vice Chair for Policy – Candidate Ada Rodriguez

Although I currently serve as Chair, my passion and strongest contribution to the Commission has always been in the area of policy oversight. Over the past year, I've realized that the responsibilities of the Chair such as agenda setting, coordination, administrative leadership, etc. limits the time I can devote to deep policy analysis. I want to shift into a role where I can focus more intentionally on the work that directly impacts accountability, transparency, and community trust.

This move isn't a step back; it's a step toward the work that aligns most with my strengths and with the Commission's needs. I came into this role with a passion for oversight, and as I've learned more, I've become even more committed to understanding SDPD policies at a deeper level. The Vice Chair for Policy position allows me to do exactly that.

In this role, I hope to:

- Strengthen our policy review processes
- Deepen collaboration with SDPD Internal Affairs and the Chief's office
- Ensure our recommendations are grounded in best practices, community needs, and real-world impact
- Bring clarity, consistency, and follow-through to policy discussions
- Support Commissioners in understanding complex policy issues so we can make informed, unified decisions

As Vice Chair for Policy, I would bring the same discipline, transparency, and fairness that I've brought as Chair, but with more focused time to dive into the details. I would serve as a strong liaison to the Policy Committee, elevate policy issues that need Commission attention, and ensure our oversight work remains rigorous, timely, and community-centered. My approach would emphasize collaboration, clear communication, and a commitment to grounding our recommendations in evidence and community experience.

I know some may wonder why a sitting Chair would seek a Vice Chair role. The answer is simple: I want to serve where I can make the greatest impact. This is not about title, it's about purpose. It's about aligning my time and energy with the work that moves the Commission forward. It's about ensuring the community sees a Commission that is thoughtful, strategic, and committed to continuous improvement.

Name: Bonnie Benitez

Position Sought: Chair

Section 1 – Interest in the Position

Why are you seeking this position?

I am running for Chair because I am ready for this responsibility and because this moment in the Commission's history requires leadership that is experienced, collaborative, and focused on fulfilling our mandate. We are in the process of Meet and Confer, have established a new Executive Committee structure, and are moving toward full operation under the Ordinance. I have spent three years preparing for exactly this, as a commissioner, as Chair of the Rules Committee, and as First Vice Chair. It's time to put that experience to work. I know this Commission, I know this work, and I am ready to lead it forward.

What do you hope to accomplish in this role during your term?

My priorities as Chair are clear. First, bring the Meet and Confer process to a successful conclusion so the Commission can move into full operational effectiveness under the Ordinance. Second, develop a regular and visible presence with the City Council and Public Safety Committee. Our work is important, and our elected officials should know it. Third, build a strong, collaborative working relationship with our Executive Director, because the Commission's effectiveness depends on it.

Community engagement is a cornerstone of my vision. The community is why we exist. I will encourage Commissioners to deepen their connections with community members, ensure that the voices of San Diego residents—particularly those most directly affected by policing—remain central to our work, and support outreach efforts that make the CPP visible, accessible, and trusted.

As I have on two previous occasions, I will run efficient, inclusive meetings that make the most of every Commissioner's time and expertise, while maintaining the professional and accountable relationship with SDPD that our mandate requires.

How would you approach the specific duties and responsibilities of this office as outlined in the CPP Bylaws?

The duties of the Chair require someone who can lead with both structure and flexibility. I have spent my career in nonprofit management presiding over meetings, setting agendas, and building consensus among diverse stakeholders, and I will bring those skills directly to the Commission.

As spokesperson, I will represent the Commission's work clearly, professionally, and in a manner that reflects the seriousness of our mandate. My background as a public speaker, trained mediator, and organizational leader has prepared me to communicate effectively with the Mayor, City Council, the Office of the City Attorney, and the Chief of Police.

I believe in distributed leadership, and I will use the Chair's appointment authority intentionally, to develop Commissioner capacity and ensure every committee has the support it needs.

Describe how your background and experience prepare you to lead the Commission in this capacity, and how you would approach building consensus and setting strategic direction across the full Commission.

Leading the Commission effectively requires both strategic clarity and emotional intelligence. I think about where we need to be and then work backwards, identifying priorities, anticipating obstacles, and keeping the full Commission aligned toward our mandate. At the same time, I understand that a volunteer Commission is made up of individuals with different backgrounds, perspectives, and motivations. Getting the most out of that group requires listening, reading the room, setting realistic expectations, and knowing when to push and when to step back.

I have spent my career leading complex organizations and diverse stakeholders, and I will bring that same approach the role of Commission Chair, in active collaboration with the Executive Committee, our Executive Director, and the full Commission.

Position Sought: Vice Chair for Policy

Section 1 – Interest in the Position

Why are you seeking this position?

I am seeking the position of Vice Chair for Policy because I believe policy recommendations are the Commission's most powerful tool. The SDPD is required to respond to our recommendations, which gives us a unique opportunity to study best practices from other departments, identify areas for improvement, and offer concrete guidance that helps the SDPD better serve our community. Done well, policy work doesn't just change procedure; it shifts culture. That is work I am deeply committed to.

The Commission is fortunate to have a dedicated Director of Policy and Media Relations on staff, and I look forward to working closely with that position to advance the Commission's policy agenda. My service on the Policy Committee has given me firsthand experience with both the rigor and the impact of this work. As Vice Chair for Policy, I will serve as a liaison between the Executive Committee and the Policy Committee, supporting and advancing the committee's work at the leadership level.

What do you hope to accomplish in this role during your term?

My priorities as Vice Chair for Policy are grounded in the community input we have already received. The community has told us what matters most, and it is our responsibility to respond. I will prioritize moving our pretext traffic stop recommendations forward as a first-order priority, as this is among the issues most directly affecting the relationship between the SDPD and the communities we serve.

Beyond pretext stops, I will work with the Policy Committee, our Director of Policy and Media Relations, and Commission staff to support the development of a pipeline of policy recommendations that are responsive to community needs and grounded in best practices from other departments. The goal is a Commission that is consistently and visibly using its policy authority to make the SDPD better.

How would you approach the specific duties and responsibilities of this office as outlined in the CPP Bylaws?

The duties of the Vice Chair for Policy require someone who can engage effectively with the SDPD while maintaining the Commission's independence and accountability. I believe that a professional and respectful relationship with the department is not in tension with accountability; it is essential to it. A working relationship built on mutual respect and trust is more productive for everyone, and ultimately better serves the community.

Describe your familiarity with the Commission's policy work and how you would approach the oversight and liaison responsibilities of this role.

While I am relatively new to the Policy Committee, my work on the Commission's pretext traffic stop recommendations has given me a substantive introduction to what effective policy work requires. Developing sound recommendations demands extensive research into best practices from other departments, and into the laws and legislation that intersect with the policies under consideration. That foundation is what gives our recommendations credibility and staying power when the SDPD responds.

As Vice Chair for Policy, I will bring that same rigor and research-driven approach to the liaison role, supporting the Policy Committee's work at the Executive Committee level and ensuring that the Commission continues to use its policy authority thoughtfully and effectively.

Position Sought: Vice Chair for Strategic Planning

Section 1 – Interest in the Position

Why are you seeking this position?

I am seeking the position of Vice Chair for Strategic Planning because this work is genuinely in my wheelhouse. Strategic thinking is not something I do by training alone; it is how I naturally approach problems. In my professional life I have extensive experience in strategic planning, budget development, and organizational management, and I have seen firsthand what happens when organizations lack that focus: Good intentions get lost in needless wheel-spinning, and priorities compete rather than align.

The Commission is at a moment where strategic clarity matters enormously. We are moving toward full operation under the Ordinance, standing up a new Executive Committee structure, and managing a growing body of work across multiple committees. Keeping all of that aligned and moving in the same direction is exactly the kind of challenge I am built for.

What do you hope to accomplish in this role during your term?

My priority as Vice Chair for Strategic Planning is straightforward: work with Commissioners and staff to collectively articulate the Commission's goals for the next one to three years, and ensure we are prepared for what full operational status under the Ordinance will actually require. That transition will bring new responsibilities, new demands on our time and resources, and new expectations from the community and the City. Getting ahead of that, rather than reacting to it, is the work of strategic planning.

I will support the development of a planning process that is inclusive, realistic, and actionable, with clear priorities, measurable progress, and accountability across committees and staff.

Budget development is an integral part of strategic planning, and it is work I genuinely enjoy. I will ensure that the Commission's budget reflects its priorities and positions us to meet the demands of full operational status.

How would you approach the specific duties and responsibilities of this office as outlined in the CPP Bylaws?

The duties of the Vice Chair for Strategic Planning require someone who is comfortable operating at both the big picture and the detail level. I am, and I approach strategic implementation by setting measurable goals, checking in regularly on progress, and communicating results openly through reports to the Commission. Accountability is only meaningful if it is visible.

As liaison to the Rules Committee, I will ensure that the Commission's governing framework keeps pace with its evolving operational needs. And as a support to special projects related to Commission-wide goals, I will bring the same structured, problem-solving approach that has defined my professional career.

Describe your experience with planning, budgeting, or organizational strategy and how you would approach aligning the Commission's priorities and tracking progress toward its goals.

My experience with strategic planning and budget development is extensive and current. As Executive Director and CEO of Consumer Attorneys of San Diego, I am responsible for developing and managing the organization's annual budget and for leading and supporting my board of directors through strategic planning. I understand both the discipline required to build a realistic budget and the facilitation skills needed to bring a diverse group of stakeholders to collective agreement on priorities and goals.

This is work I genuinely love. Strategic planning is how organizations stop reacting and start leading. It is how you take a room full of smart, committed people and channel their energy toward something meaningful. The Commission has that roomful of highly capable individuals. What we need now is the focus and the framework to make the most of it. I am ready to build that with you.

Section 2 – Background and Commission Experience

My professional background and my service on the Commission have prepared me well for the responsibilities of Chair. Professionally, I serve as the Executive Director and CEO of Consumer Attorneys of San Diego since 2007. Previously, I was the General Counsel of the California Association of Marriage and Family Therapists from 1998 to 2006.

I am a lawyer and creative leader with extensive experience in organizational management, governance, strategic planning, stakeholder engagement, and program development. I have a proven ability to envision, prioritize, implement, problem-solve, and adapt. As a trained mediator and public speaker, I have developed and maintained strong relationships with both internal and external audiences. As a leader, I have a skills-based, collaborative approach, with the goal of getting the most out of individuals and relationships toward a common vision or goal.

As a volunteer, I have served on the CPP since its inception. We were appointed in May 2023 and sworn in August 2023. What drew me to the work was a concern for the citizens of San Diego and an interest in improving the relationship between the SDPD and our community, especially in light of the murder of George Floyd (and others) and the subsequent protests. I am a resident of Mid-City (District 4) and regularly witness interactions between the police and community members. I also wanted to bring my 25+ years of experience in leadership to a new organization with the hope of using my skills to help others.

My specific CPP leadership experience includes service in the following capacities: First Vice Chair (July 2025 to Present); Member, Cabinet and Executive Committee (June 2025 to Present); Chair, Rules Committee (2024 to Present); Chair, Nominating Committee (2024); Member, Training Committee (2025 to Present); Member, Policy Committee (2026 to Present); Member, Ad-Hoc Personnel Committee [responsible for the hiring of the E.D.] (2025); Member, Ad-Hoc Meet & Confer Committee (2024 to Present); and Member, Case Review Team (2023 to Present).

Other Volunteer Experience: Adoption Coach, California Labradors & More (2022 to present); Member, Nominating Committee, National Association of Trial Lawyer Executives (NATLE) (2024, 2025); Member, Strategic Planning Committee, NATLE (Current); Secretary, Board of Directors, Mid-City Community Advocacy Network (CAN) (2020 to 2025); Member, Annual Meeting Program Committee, NATLE (2009, 2010, 2016, 2025); Meeting Moderator, NATLE (2010 and 2016)

Personal Statement

Commission on Police Practices · 2026 Officer Elections

Armando Flores, Commissioner

Candidate for Vice Chair for Strategic Planning

SECTION I

Interest in the Position · Vice Chair for Strategic Planning

Police oversight is a slow craft. Its credibility is built not in any single recommendation but in the steady accumulation of work that the public can see, the Department can verify, and successor Commissions can build on. I am seeking the role of Vice Chair for Strategic Planning because I believe the Commission's next year of impact will depend on whether its priorities operate as one coordinated body of work or as parallel efforts that happen to share a calendar.

What I hope to accomplish during the term is straightforward in intent and demanding in execution: a single set of Commission priorities that every Committee Chair recognizes as their own, paced against a budget cycle that reflects those priorities, and tracked against measurable progress checkpoints the Commission and the public can read in plain language. Strategic planning, done well, is not aspiration printed in a calendar — it is the discipline of choosing what the Commission will actually finish, in what order, with what resources, and by what date.

I would approach the bylaw duties of this office in three layers. With the Executive Committee, I would press for an annual priorities framework that is decided once, written down, and protected from drift; a budget proposal that maps directly to those priorities rather than to last year's line items; and a quarterly progress review with the Chair, Committee Chairs, and staff that surfaces what is moving, what is stuck, and what needs reallocation. With the Committee Chairs, I would establish a shared progress-tracking format — light enough to maintain, rigorous enough to be useful — so that Committee work and Commission-wide goals stay legibly connected. With the Rules Committee, I would treat the liaison role as substantive, ensuring that rules and structural decisions are tested against whether they enable or impede the Commission's stated priorities.

My experience with organizational strategy is rooted in systems work. I have spent a decade designing and refining technical and instructional systems where success depended on aligning cross-functional teams around a shared objective and a shared definition of done. That work taught me what most strategic plans get wrong: they describe destinations without naming the operational machinery that gets a body of people there. The Commission has the destination — accountability, transparency, and public trust. What strategic planning contributes is the

architecture: priorities written in a way that resists reinterpretation, a budget that reflects them honestly, and a tracking discipline that catches drift early.

Finally, I would bring to this office a posture I believe the moment calls for. The Commission's authority rests on the consistency between what it says it will do and what it visibly does. Aligning the Committees, the budget, and the calendar around one coordinated set of priorities is not the showiest work the Commission performs in a year. It is the work that determines whether the rest of the work is taken seriously.

SECTION II

Background and Commission Experience

My professional background is in technology. I have spent roughly a decade with a former employer in the technology sector, working at the intersection of systems design, quality assurance, and cross-functional coordination. That career has been shaped by the discipline of building things that other people rely on — and by the recognition that the integrity of any system depends on the architecture beneath its surface, not on the polish above it.

Earlier in that career, I served as an instructional designer, contributing to accessibility curriculum developed for a global audience and localized for deployment across multiple markets. Subsequent roles took me deeper into software-specific work — automation, quality assurance, and the systems and frameworks that engineering organizations rely on to keep complex technical work coordinated across teams, time zones, and disciplines.

My orientation outside that career has consistently been toward public-interest systems and the populations they serve. I attended San Diego State University and have worked or volunteered with High Tech High, FabLab San Diego, and the San Diego Zoological Society in roles spanning global innovation programs, youth education, and community-based design. I have brought that same posture — civic, methodical, and accountable — to the Commission on Police Practices.

I currently serve on the Commission's Community Outreach Committee, alongside Commissioners Beyer, Canson, and Chair Rodriguez. My contributions during this period have included supporting the Commission's pursuit-policy recommendations through to the Department's acknowledged response; participating in the analytical work behind the Commission's review of the SDPD Online Complaint Portal and the Mid-City Manual; contributing to the "Know Your Rights" educational campaign developed for San Diego schools and colleges; and helping shape the Commission's December 2025 Community Roundtable, which became one of the Commission's most effective public-engagement events of the reporting period.

I have also contributed to internal capacity-building work that may be less visible from the outside but is, I believe, foundational: a Complaint-Intake Metadata Transparency Tool concept developed as an MVP for the Commission, dashboard mockups for both internal and public views

of complaint data, language-access analysis grounded in San Diego's status as a border city, and contributions to outreach infrastructure and committee coordination practices.

What I bring to this work is not a single signature accomplishment. It is a steady disposition: a willingness to do the operational work that turns Commission decisions into Commission deliverables, and to treat that operational work as the place where institutional credibility is actually built. That disposition is what I would carry into the office I am seeking, and what I believe the Commission's next year of priorities will require.

2026 Personal Statement: Darlanne Hoctor Mulmat

Interest in the Vice Chair for Commissioner Development Position

Why do I want to serve as Vice Chair for Commissioner Development?

Commissioner Development is the foundation of the Commission. Without committed commissioners that understand the work, are equipped to conduct it, and continue to serve, we won't be successful. Since 2023, we have made significant progress in establishing recruitment, onboarding, training, and continuing education programs. With the new executive director in place, we are well situated with a more fully functioning team to refine these programs. I have been part of this work and look forward to continuing.

What do I hope to accomplish in this position?

My priorities for the coming year include the following.

Recruitment: The 2026-2027 term marks the first cycle of the new recruitment program, providing an opportunity to debrief and refine it as needed.

Training: The previously adopted training academies would benefit from streamlining so they can be accomplished in a timely manner without overwhelming commissioners. Our new case review process potentially changes the needs related to that training academy.

Continuing Education: Commissioner input has been solicited regarding needed training and continuing education, and additional training materials have been provided in response (for example, use of CPP digital resources). Additional feedback would be helpful, particularly as related to SDPD policies to support the work of the Policy Committee as policy initiatives are drafted and refined.

Mentorship: The mentorship program has been in place for about six months, providing an opportunity to debrief and improve as needed.

How would I approach the specific duties of this position?

This position centers on supporting recruitment, onboarding, mentorship, training, and continuing education. I intend to facilitate communication between the executive committee and the Training and Recruitment Committees. My approach is to solicit input, listen, and maintain open communication while focusing on how to increase and maintain Commissioner engagement and participation.

What experience do I have with training, mentorship or organizational development?

From day one, my career involved training and mentoring others to develop efficient and successful teams. As a research analyst, I trained staff, monitored progress, provided feedback, and mentored staff along the way.

Specifically, upon joining the CPP, I had a deep need for more information about police oversight, the functioning of the commission, case review, commissioner responsibilities, and I don't know what else (you don't know what you don't know). When the first training committee formed on an ad hoc basis, I immediately volunteered, continuing to this day and have served as the chair since it became a standing committee. We have adopted training academies for onboarding and case review and established a mentorship program for new commissioners. Using a transparent process, decisions and progress have been documented and shared. If elected, I intend to continue these practices throughout the recruitment and training committees.

Background and Commission Experience

Professional Background

After completing a masters in sociology, I joined the San Diego Association of Governments (SANDAG) as a criminal justice research analyst. For much of my career, I served on a team tasked with providing independent assessments of public safety programs, including policing strategies. We gathered data through riding along with patrol officers and task forces, reviewing police records, interviewing stakeholders, and documenting activities to assess the impact and recommend any refinements needed moving forward. I formulated and implemented research designs, trained staff, supervised data collection, conducted data analysis, and reported results, including recommendations. The credibility of our research findings and recommendations was dependent upon accurate and unbiased data collection across data collectors. As such, it was important to communicate clear expectations during recruitment, develop robust training programs, and provide continuing education to ensure that our work had integrity. The CPP is similar in this regard.

Work on the Commission

After retiring at the end of 2020, I was on the lookout for a volunteer opportunity that would utilize my expertise and contribute to the community. When approached to apply to be a commissioner, it seemed like the perfect fit given my previous work experience. I was appointed at the inception of CPP in May 2023 and was sworn in at the first meeting in August 2023.

In addition to serving on and chairing the training committee (with key contributions and accomplishments previously described), I have served on case review groups throughout my tenure on the Commission and two ad hoc personnel committees to hire the executive director.

Position: Strategic Planning Officer Statement

Name: Stephen Chatzky

I'm applying for the Strategic Planning Officer role to bring my management and data-analytics experience to help the Commission shape San Diego's long-term future. I excel at translating big-picture goals into measurable, achievable milestones and at bridging conversations between budget analysts, community advocates, and decision-makers to ensure plans are both financially sound and publicly grounded.

I understand the Commission's responsibility to uphold transparency, equity, and fiscal discipline. I'm committed to helping optimize resource allocation, anticipate emerging urban needs, and deliver clear progress that benefits all San Diego residents.

Previous Leadership Experience

- Chair, Asian Law Alliance of Santa Clara County
- Board Member, ACLU of Santa Clara County

Dear Members of the Executive Committee and Nominating Committee,

I respectfully submit this letter to formally express my interest in serving in the position of Vice Chair of External Affairs for the Commission on Police Practices. Having had the privilege of serving alongside my fellow Commissioners and engaging with community stakeholders throughout San Diego, I have developed a profound appreciation for the significance of thoughtful external engagement, collaborative leadership, principled governance, and strategic relationship-building in advancing both the mission and institutional credibility of the Commission.

I believe the Office of Vice Chair of External Affairs occupies a uniquely important role within the Commission's leadership structure, particularly at a time when public trust, institutional legitimacy, and constructive civic engagement remain central to effective civilian oversight. The responsibilities of this office extend beyond external representation alone; rather, the role serves as a critical conduit between the Commission, the San Diego Police Department, elected leadership, advocacy organizations, and the diverse communities we collectively serve. Effective oversight requires not only independence and accountability, but also the capacity to foster professional dialogue, facilitate constructive engagement, and cultivate relationships grounded in transparency, mutual respect, and public confidence. In many respects, the Vice Chair of External Affairs helps ensure that the Commission remains not only operationally effective, but also publicly accessible, collaborative, and responsive to the evolving needs and concerns of the community.

Throughout my professional career in executive leadership, public service, strategic development, and community engagement, I have consistently operated within environments requiring disciplined leadership, stakeholder coordination, strategic communication, and

relationship management under highly complex and often sensitive circumstances. My professional experiences across the defense, aerospace, public-sector, and nonprofit sectors have required me to navigate multifaceted organizational dynamics, facilitate communication among parties with competing interests, and build trust-based relationships in environments where credibility, professionalism, and measured judgment were essential. These experiences reinforced my belief that sustainable institutional effectiveness is achieved not through confrontation alone, but through principled leadership, collaborative engagement, and the ability to create productive pathways for dialogue and understanding among diverse stakeholders.

Additionally, my background in counterintelligence and executive leadership provided substantial experience in assessing complex interpersonal and organizational environments, managing sensitive engagements, and maintaining composure, objectivity, and professionalism in high-pressure settings. I believe these experiences have prepared me to effectively serve in a leadership role that requires diplomacy, discretion, balanced judgment, and the ability to engage constructively with both internal and external stakeholders while maintaining fidelity to the Commission's mission and oversight responsibilities.

Academically, my doctoral work in Public Administration further strengthened my commitment to public accountability, civic engagement, institutional trust, and community-centered governance. My research specifically examined the role of citizen feedback in improving public services within multicultural urban environments, with particular emphasis on transparency, inclusivity, public trust, and institutional responsiveness. That work reinforced my belief that effective governance and public legitimacy are strengthened when institutions intentionally cultivate meaningful engagement with the communities they serve.

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Since joining the Commission on Police Practices, I have approached my service with professionalism, preparation, objectivity, and a genuine commitment to advancing the Commission's mission of transparency, accountability, and public trust. Through committee service, participation in case reviews, policy discussions, and organizational development initiatives, I have sought to contribute thoughtfully and constructively while remaining mindful of the Commission's broader responsibilities to both the public and the institution itself.

If afforded the opportunity to serve in the position of Vice Chair of External Affairs, I would approach the role with humility, discipline, professionalism, and an unwavering commitment to supporting the Chair, collaborating with fellow Commissioners, and strengthening the Commission's relationships with community stakeholders, civic leaders, and public institutions throughout San Diego. My objective would be to help foster constructive engagement, enhance institutional credibility, and contribute to a governance environment rooted in integrity, collaboration, transparency, and public service.

Thank you for your consideration and for your continued leadership and service to the Commission and the community.

v/r

Dr. David M. Burton (PhD, MBA, BBA, PMP)

[REDACTED]

Commissioner, Office of the Commission on Police Practices (OCPP)

United States Marine Corps Veteran

[REDACTED]

[REDACTED] | dburton@sandiego.gov

Section 1 – Interest in the Position (473 words)

I believe the Office of Vice Chair of External Affairs occupies a critically important function within the Commission's governance structure, particularly in advancing constructive institutional relationships between the Commission, the San Diego Police Department, elected leadership, community organizations, and the broader public. Effective civilian oversight is not sustained through accountability and transparency alone; rather, it also requires disciplined communication, principled engagement, institutional credibility, and the capacity to cultivate trust among stakeholders whose perspectives, priorities, and lived experiences may differ substantially. In many respects, the Vice Chair of External Affairs serves as a strategic nexus between oversight, governance, public trust, and interorganizational collaboration, helping ensure the Commission remains both independent in purpose and effective in practice.

I am seeking this position because I believe my professional background, leadership experience, and interdisciplinary training align closely with both the operational and relational demands of the role. Throughout my career in counterintelligence, executive leadership, business development, and public-sector engagement, I have routinely operated within complex, high-consequence environments requiring diplomacy, strategic communication, stakeholder management, and conflict mitigation. These roles frequently required the establishment of trust-based relationships among individuals and organizations operating under conditions of institutional sensitivity, competing interests, and elevated public scrutiny. Those experiences reinforced the importance of measured leadership, objective analysis, active listening, and the ability to facilitate constructive dialogue while maintaining organizational integrity and mission alignment.

During my term, I would seek to strengthen collaborative and professionally grounded relationships between the Commission, SDPD leadership, the Mayor's Office, community stakeholders, advocacy organizations, and residents throughout San Diego. I believe the long-term legitimacy and effectiveness of civilian oversight depends significantly upon the Commission's ability to engage external stakeholders in a manner that is transparent, respectful, solutions-oriented, and strategically constructive. My objective would be to serve as a thoughtful and balanced representative of the Commission who can help foster meaningful communication between the Commission, law enforcement, and the community while advancing the Commission's broader institutional goals, initiatives, and public credibility. Equally important, I believe this role should help ensure that difficult conversations surrounding accountability, public safety, and community trust remain productive, professional, and grounded in mutual respect.

As a Commissioner, I recognize the importance of maintaining constructive engagement with SDPD Internal Affairs, the Chief of Police, City leadership, and community stakeholders while simultaneously preserving the Commission's independence, objectivity, and oversight responsibilities. I am comfortable operating within formal governance environments and understand the importance of procedural integrity, organizational decorum, parliamentary discipline, and principled decision-making. Additionally, I currently serve on the Grateful Giving National Leadership Council on Education, where I participate in structured leadership discussions and parliamentary-style governance processes involving strategic planning, organizational policy, and collaborative decision-making. Combined with my academic background in Alternative Dispute Resolution, organizational leadership, and public

administration, I believe I can bring a disciplined, relationship-centered, and governance-oriented approach to the responsibilities of Vice Chair of External Affairs.

Section - 2 Background and Commission Experience (470 words)

I am a United States Marine Corps combat veteran, executive leader, published author, businessman, and community advocate with more than two decades of leadership experience spanning government, defense, aerospace, engineering, nonprofit, and public-sector environments. Throughout my professional career, I have held senior leadership, operational management, and business development roles with organizations including Northrop Grumman, L3Harris, Engineering/Documentation Systems, Inc. (EDSI), JimCo International (JCI), and Special Operations Task Force South. Across these assignments, I have been responsible for overseeing complex operational environments, enterprise-level strategic initiatives, stakeholder engagement efforts, organizational planning, cross-functional team leadership, and mission-critical decision-making processes within highly sensitive and high-consequence settings.

My professional background has required extensive experience in executive leadership, strategic communications, organizational governance, regulatory compliance, negotiation, interagency coordination, and relationship management involving diverse stakeholders with competing institutional priorities. Much of my career has centered on operating within environments characterized by complexity, ambiguity, and elevated operational sensitivity, requiring disciplined judgment, collaborative leadership, and the ability to navigate multifaceted organizational dynamics while maintaining mission effectiveness and institutional integrity.

Academically, I hold a Doctor of Philosophy (PhD) in Public Administration, a Master of Business Administration (MBA) with a concentration in Organizational Leadership, and a

Bachelor of Business Administration (BBA) with a concentration in Alternative Dispute Resolution. Additionally, I have completed graduate-level and executive education certificate programs in Digital Marketing, Regulatory and Antitrust Law, and Higher Education Teaching. My doctoral research focused specifically on citizen feedback, public trust, community engagement, and improving public-service delivery within multicultural urban environments. That research examined the relationship between institutional responsiveness, community legitimacy, and civic participation, which directly aligns with the mission, responsibilities, and broader public accountability objectives of civilian oversight bodies such as the Commission on Police Practices.

Since joining the Commission on Police Practices, I have actively participated in Commission meetings, group case reviews, policy discussions, and committee initiatives. I currently serve on the Recruitment Committee, where I have contributed to long-term organizational development efforts related to youth commissioner recruitment and selection processes. Specifically, I authored the long-range strategic recruitment framework for future youth commissioner appointments, emphasizing enhanced outreach, transparency, diversity, institutional engagement, and long-term sustainability within the recruitment pipeline. In addition, I developed this year's candidate evaluation and interview framework designed to support a more structured, objective, equitable, and professionally standardized screening and nomination process for applicants.

Beyond committee responsibilities, I have participated in multiple collaborative case reviews and deliberative discussions involving accountability, procedural considerations, policy implications, and community trust concerns. I approach Commission service with professionalism, preparation, institutional objectivity, and a commitment to balanced and

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thoughtful decision-making. I believe my combined background in executive leadership, governance, strategic planning, conflict resolution, public administration, and stakeholder engagement positions me to effectively contribute to the responsibilities of Vice Chair of External Affairs while supporting the Commission's broader mission of transparency, accountability, procedural integrity, and public trust.