



M.L. WILLIAMS CONSULTING, LLC

MICKEY L. WILLIAMS, ESQ., M.P.A

EMAIL: MICKEY@MLWILLIAMSCONSULTINGLLC.COM

CELL: 760-450-4539

Mickey Williams is a retired Police Chief with 29 years of municipal law enforcement experience. Mickey is a licensed California attorney who has extensive experience as a law enforcement trainer and college professor. Mickey offers expert witness services and consultation regarding case evaluation and strategy, incident evaluation, personnel issues, risk management concerns, and policing best practices. Mickey also conducts all types of investigations.

EXPERT WITNESS / CONSULTANT SPECIALTIES

Use of Force Review/Policy/Best Practices	Peer Support/Employee Wellness
Officer Involved Shootings	Special Event Planning and Policing
K-9 Deployment, Management, Policy	Incident Command
Internal Affairs Investigations	Hiring and Background Investigations
Hostage/Crisis Negotiations	Promotional Processes
Criminal Investigation Best Practices	Police Management and Leadership
Undercover Vice/Narcotics Investigations	Homelessness Issues
Evidence Handling Practices	Employee Union/Management Relations
Media Relations	Community Relations
Emergency Vehicle Operations	Post-Incident Evaluations
Field Training Officer/Program Management	Risk Management
De-Escalation and Crisis Management	

EDUCATION

Juris Doctorate

Northwestern California University School of Law
2020

Master's in Public Administration

San Diego State University
2012

B.S. in Criminal Justice Administration

San Diego State University
2000



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LAW ENFORCEMENT EXPERIENCE

Police Chief, Carlsbad (CA) Police Department

September 2021 to April 2024

Responsible for all police services within the city. Annual department budget of approximately \$60 million, policing 42 square miles, residential population of 115,000, with a staff of 187 full-time employees. Responsible for all department policies, incident evaluations, promotional processes, internal affairs investigations, fleet operations, and discipline processes.

Assistant Chief, Carlsbad Police Department

December 2018 to September 2021

Responsible for all police operations, budget management and preparation, program development, personnel assignments, hiring, recruitment, policy maintenance, community relations, public information officer program, and primary liaison with all city departments. Served as acting chief in the absence of the chief of police.

Captain, Carlsbad Police Department

March 2016 to December 2018

Field Operations Bureau commander responsible for all uniformed patrol, traffic enforcement, traffic investigations, and dispatch. Served as senior captain and 'second in command' during this entire time period. Served as acting chief in the absence of the chief of police.

Lieutenant, Carlsbad Police Department

October 2013 to March 2016

Professional Standards and Services Bureau lieutenant (1 year) responsible for hiring, recruitment, internal affairs, training, policy maintenance, litigation support, injured employee management, and city attorney liaison. Patrol watch commander and traffic commander (1 year) responsible for all police services in the city during a patrol shift, and all special event pre-planning, staffing, and event management. Acting Field Operations Bureau captain (.5 year) responsible for duties discussed above for captain.

Sergeant, Carlsbad Police Department

March 2005 to October 2013

Patrol sergeant (1 year) responsible for uniformed patrol scheduling and field supervision. Vice/Narcotics detective sergeant (1 year) supervised undercover Vice/Narcotics detectives and detectives assigned to regional task forces. Crimes of Violence detective sergeant (5 years) responsible for supervision of homicide detectives and civilian evidence specialists, tasked with investigating all violent crimes and suspicious deaths. Professional Standards and Services



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Bureau sergeant (1 year) responsible for conducting internal affairs investigations, background investigations, recruiting, hiring, human resources liaison, and volunteer programs supervisor.

Police Officer, Corporal and Detective, Carlsbad Police Department

May 1995 to March 2005

Uniformed patrol officer (5 years). Undercover Vice/Narcotics detective (4 years) responsible for narcotic and vice investigations, and surveillance. General Crimes detective (1 year) responsible for investigating property crimes such as burglary, theft and fraud.

Police Recruit, Carlsbad Police Department

February 1995 to May 1995

Successfully completed the San Diego Regional Police Academy.

INSTRUCTOR/ADJUNCT PROFESSOR EXPERIENCE

University of San Diego; Law Enforcement and Public Safety Leadership (LEPSL) Program

December 2021-Present

Provide online instruction on law enforcement leadership topics within the LEPSL Master's Degree Program.

Courses taught include:

- LEPSL 580-Conflict Resolution
- LEPSL 500-Contemporary Issues in Law Enforcement & Public Safety
- LEPSL 530-Public Safety Law
- LEPSL 550-Data Fluency and Analysis

Point Loma Nazarene University

May 2023-Present

Provide online instruction within the School of Criminal Justice.

Courses taught include:

- SCJ 4023-Constitutional Foundations
- SCJ 4013-Criminal Law

Government Training Agency

May 2021 to April 2024

Developed and taught courses for police managers within the State of California with a focus on ethical leadership and presentation skills.



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Abraham Lincoln University

February 2022-February 2024

Provided online instruction for courses within the Schools of Criminal Justice and Legal Studies. Also developed course updates and modifications to provide course content that aligned with course objectives.

Courses taught include:

- CJS 325-Criminal Investigations II (Taught and updated course content)
- LGS 100-Introduction to the Legal Profession
- LGS 110-Litigation and Trial Practice I
- LGS 206-Corporations (Taught and updated course content)
- LGS 210-Litigation and Trial Practice II
- LGS 402-Alternative Dispute Resolution (Taught and updated course content)
- LGS 410-Elder Law (Taught and updated course content)
- LGS 632-Legal Research

University of Phoenix Adjunct Professor

2013 to 2015

Created course lesson plans, provided instruction and assessment of students in courses of law, law enforcement ethics, introduction to the criminal justice system, and statistics. The instruction was in a hybrid format involving both in-class and online instruction.

California Peace Officer Standards and Training (POST) Certified Emergency Vehicle Operations Instructor

2006 to 2012

Provided both in-class and practical instruction to sworn officers, non-sworn employees, and volunteers on topics related to safe vehicle operations, applicable policy and law, emergency vehicle operations and pursuit considerations. Also developed State of California POST certified lesson plans for the provided instruction.



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LEGAL CONSULTING AND INVESTIGATIONS EXPERIENCE

Licensed California Attorney, Bar #333202

January 2021-Present

Active licensed California attorney in good standing.

Attorney, M.L. Williams Consulting, LLC

April 2024-Present

Provide expert witness consultation services and conduct all types of employment and personnel investigations.

Attorney/Investigator for Grutman Law, P.C.

January 2024-Present

Conduct all types of personnel investigations.

Attorney/Consultant for Proactive Legal-Bock Legal Group, P.C.

November 2023-October 2024

Provide consultation and investigative services with respect to employment law and legal issues, conduct personnel investigations, and provide consultation regarding the handling of personnel issues.

Pro Bono Attorney for the Legal Aid Society of San Diego

March 2021 to June 2021

Provided legal assistance related to family law matters for parties who could not afford legal services. Awarded the Wiley W. Manuel Certificate for Pro Bono Legal Services, presented by the California Lawyers' Association.

TRAINING & EXPERIENCE

Use of Force (UOF) and Officer Involved Shooting (OIS)

- Attended a 24-hour Counterdrug Special Reaction Team tactical training.
- Attended a 16-hour OIS supervisor and management investigations responsibilities course presented by the California Peace Officers' Association.
- Attended a 36-hour OIS Investigations course presented by the California Department of Justice.
- Attended a 24-hour OIS Critical Incident Seminar.
- Attended a 16-hour Tactical Rifle training presented by the Carlsbad Police Department.
- Attended a 4-hour Dallas Sniper Incident debrief presented by the Dallas Police Department.



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- Attended quarterly defensive tactics/arrest and control training.
- Attended bi-annual active shooter training.
- Attended quarterly firearms training.
- Served four years on Tactical Response Team (SWAT) as operator.
- Conducted administrative and criminal investigations of officers' actions to determine if their actions were within law and policy.
- Reviewed Internal Affairs investigations to determine if officers' UOF was within law and policy.
- As detective and supervisor, conducted criminal OIS investigations and presented them to the District Attorney's Office.
- Personally involved in fatal OIS; underwent OIS investigative protocol and process as the involved officer.
- Determined level of discipline for improper applications of force.
- Served as *Skelly* officer for disciplinary appeals.
- Prepared community messaging to include release of body worn camera and in-car camera recordings, related to OIS and UOF incidents.
- As chief, initiated, managed, and reviewed, administrative investigations into officer UOF and OIS incidents.

K-9 Deployment, Program Management, and Policy Development

- Attended a 24-hour canine program management course presented by the California Peace Officers' Association.
- Served as department canine program supervisor, monitored handler and canine training, selected canine handlers, and evaluated canine handlers.
- Reviewed canine deployment and UOF reports for law and policy compliance.
- Conducted Internal Affairs investigations regarding canine deployments.
- Evaluated canine handler performance and made administrative and personnel changes as appropriate.
- Conducted and managed canine apprehension administrative investigations; interviewed suspects, officers, collected evidence, authored reports, determined if canine deployment was within department policy and applicable law, identified training opportunities, and identified equipment needs.
- As Chief, imposed discipline related to UOF incidents, including canine deployments, determined to be out of policy and/or inconsistent with law.

Internal Affairs Investigations

- Attended a 24-hour Internal Affairs investigations course presented by the California Peace Officers' Association.
- Attended an 8-hour Solving Personnel Issues course presented by PMW Associates.
- Attended 112-hours of personnel issues training.



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- Conducted Internal Affairs investigations as sergeant and lieutenant regarding issues related to UOF, courtesy, evidence handling, off-duty conduct, dishonesty, investigations best practices, insubordination, hostile work environment, and bias/retaliation.
- Served as department representative at discipline administrative hearings.
- Testified as witness in administrative hearings and civil court cases resulting from Internal Affairs investigations and disciplinary actions.
- Conducted reviews of personnel files to determine the presence of *Brady* information.
- Reviewed Internal Affairs investigations, determined findings (unfounded, exonerated, non-sustained, sustained) and prepared findings reports.
- Served as hearing officer for reprimand appeals and made final determinations.
- Reviewed Internal Affairs investigations and determined appropriate dispositions such as additional training, verbal counseling, written counseling, written reprimand, suspension, disciplinary transfer, or termination.
- As Chief, directed, monitored, and reviewed Internal Affairs investigations, findings, and disposition memorandums.
- As Chief, served as *Skelly* Officer for Internal Affairs appeals.

Field Training Officer (FTO) Program

- Attended a 24-hour FTO Supervisor/Manager Course presented by California State University Long Beach.
- Served as an FTO for new officers, prepared daily evaluations, and developed personalized learning programs.
- Mentored and supervised new detectives, teaching new detectives investigative best practices.
- Served as the department FTO program manager, interviewed and selected FTO's, assigned trainees to FTO's, reviewed and approved daily FTO observation reports, certified FTO program completion, and decided whether to release underperforming trainees from employment.
- Established an Administrative on-boarding program for new employees consistent with training best practices.

Hostage/Crisis Negotiations

- Attended a 40-hour Hostage Negotiations Course presented by the FBI.
- Attended a 24-hour Advanced Hostage Negotiations Course presented by San Jose State University.
- Attended a 40-hour conference presented by the California Association of Hostage Negotiators (CAHN).
- Attended numerous quarterly CAHN trainings.
- Served as Hostage/Crisis Negotiator for four years.



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- Negotiated crisis/hostage incidents and callouts.
- Served as Crisis Negotiations Team supervisor.

Criminal Investigations

- Attended a 40-hour Sexual Assault Investigations course presented by San Jose State University.
- Attended a 16-hour Officer Involved Shooting Supervisor and Management Investigations Responsibilities course presented by the California Police Officers' Association.
- Attended a 36-hour Officer Involved Shooting Investigations course presented by the California Department of Justice.
- Attended a 36-hour Homicide Investigations course presented by the Orange County (CA) Sheriff's Department.
- Attended a 40-hour Bloodstain Pattern Analysis course presented by National Crime Training.
- Attended a 16-hour California Association of Homicide Investigators Conference.
- Attended an 8-hour High Profile Homicide Investigations course presented by LA Clear.
- Attended a 24-hour Officer Involved Shooting Critical Incident Seminar.
- Served as a Property Crimes detective; investigated residential, vehicle, and commercial burglaries, series, car theft, fraud, and identity theft.
- Served as Crimes of Violence sergeant; conducted and supervised investigations of robbery, rape, assault, battery, indecent exposure, stalking, suspicious missing persons, suspicious deaths, suicides and homicides.
- Lead investigator and supervisor for the Kelly Elementary School shooting investigation where the suspect pursued an insanity defense.
- Supervised and conducted suspicious death investigations (natural, suicide, accidental).
- Testified in criminal prosecutions (motions to suppress evidence, preliminary hearings, criminal trials).

Vice/Narcotics Investigations

- Attended an 80-hour Narcotics Investigations Course presented by the California Department of Justice.
- Attended a 16-hour Tactical Aspects of Narcotics Investigations course presented by the California Department of Justice.
- Attended an 8-hour Vice Operations Course presented by the Riverside (CA) Sheriff's Department.
- Attended California Narcotics Officers Association Conferences.
- Attended a 24-hour Counterdrug Special Reaction Team training.
- Attended a 40-hour Vice Investigations course presented by San Jose State University.
- Attended an Organized Crime and Gang Conference.



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- Attended an 8-hour course on electronic surveillance and wiretap investigations.
- Served as a supervising monitoring agent on Title III wiretap operations.
- Attended a 24-hour course on Cal-Gang presented by the San Diego Police Department.
- Attended a 40-hour course on Clandestine Lab Investigations presented by the Drug Enforcement Agency.
- Served as an undercover Vice and Narcotics detective.
- Served as an undercover Vice and Narcotics sergeant.
- Supervised undercover detectives and undercover operations in furtherance of vice and narcotics investigations.
- Managed and supervised the use of citizen and confidential informants.
- Worked undercover purchasing narcotics, conducting vice operations, and surveillance.
- Prepared, reviewed, approved, and supervised operational plans for drug surveillances, controlled purchases of narcotics and guns, buy/bust operations, and vice operations (street, hotel, and internet).
- Prepared, reviewed, approved, and supervised operational plans for high-risk search warrant and arrest warrant service operations.
- Authored as affiant search warrants for criminal investigations.
- As supervisor, approved search warrants for criminal investigations.
- Testified as an expert witness in possession of controlled substances for sales prosecutions.
- Conducted undercover internet child sexual abuse and exploitation investigations.
- Supervised undercover detectives conducting child sexual abuse and exploitation investigations.
- Conducted child pornography investigations.

Evidence Handling Practices

- Attended an 80-hour Field Evidence Technician (FET) course presented by Mira Costa College.
- Attended a 40-hour Sexual Assault Investigations course presented by San Jose State University.
- Attended a 16-hour Officer Involved Shooting Supervisor and Management Investigations Responsibilities course presented by the California Police Officers' Association.
- Attended a 36-hour Officer Involved Shooting Investigations course presented by the California Department of Justice.
- Attended a 36-hour Homicide Investigations course presented by the Orange County (CA) Sheriff's Department.
- Attended a 40-hour Bloodstain Pattern Analysis course by National Crime Training.
- Served as FET responsible for leading and performing evidence collection at serious crimes to include homicides, rapes, robberies, burglaries, and kidnappings.



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- Supervised the FET program, interviewed and selected FET's, and coordinated FET trainings.
- Supervised the processing and collection of evidence from numerous crime scenes to include homicides, suspicious deaths, robberies, burglaries, sex crimes, and officer involved shootings.
- As Chief and Assistant Chief, instituted audits within the department to ensure proper evidence handling.

Media Relations

- Attended a 16-hour Media Relations course presented by the Palm Springs (CA) Police Department.
- Attended a 10-week Media Relations course presented by the Federal Bureau of Investigations National Academy.
- Attended an 8-hour Media and Managing the Law Enforcement Image course presented by the Federal Bureau of Investigations.
- Served as the police department's Public Information Officer.
- Supervised the police department's Public Information Officer program to include all forms of social media.
- Prepared community messaging to include release of body worn camera and in-car camera recordings, related to OIS and UOF incidents.
- Assisted in development of the police department's social media platforms.

Emergency Vehicle Operations

- Attended a 40-hour Driver Training Instructor course presented by the Contra Costa (CA) Sheriff's Office.
- Attended a 24-hour Driver Awareness Instructor course presented by the San Bernardino (CA) Sheriff's Office.
- Attended annual two-hour Pursuit Driving Update courses.
- Attended a four-hour Emergency Vehicle Operations Perishable Skills Training every two years.
- Served as Perishable Skills Emergency Vehicle Operations Course (EVOC) lead instructor.
- Created a California Peace Officer Standards and Training certified EVOC training instruction plan.
- Provided in-class and behind-the-wheel instruction to sworn personnel, professional staff, and department volunteers.
- Participated in countywide pursuit policy creation and review.
- Reviewed on-duty collisions to determine if preventable or non-preventable.
- Conducted collision review boards for appeals.
- Determined disposition of preventable collisions (memorandum, additional training, or discipline).



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- Personally involved in numerous pursuits and emergency driving incidents.
- Personally involved in a fatal traffic pursuit where the offender crashed and killed an innocent person.

Peer Support Programs

- Attended an 8-hour Bulletproof Mind training course presented by Lt. Col. Dave Grossman.
- Attended a 24-hour Basic Peer Support Training course presented by the California Peer Support Association (CPSA).
- Attended a 24-hour CPSA annual conference.
- Attended a 16-hour Peer Counseling course presented by the Riverside County (CA) Sheriff's Office.
- Attended a 3.5-hour Managing Chronic Pain course.
- Attended a 16-hour Group Crisis Intervention course presented by the CPSA.
- Attended an 8-hour Pain Behind the Badge course.
- Personally involved in an OIS and fatal police pursuit.
- Created the police department Peer Support Team.
- Created department policy for Peer Support Team.
- Hired a consultant to assist the Peer Support Team and provide free, confidential counseling to all department members and their families.

Incident Command

- Attended a 2-hour Standardized Emergency Management Systems (SEMS) course presented by POST.
- Attended over 50 hours of incident command training provided by FEMA.
- Attended a 16-hour OIS Supervisor and Management Responsibilities course presented by the California Police Officers' Association.
- Incident Commander for numerous patrol responses to emergencies (shootings, pursuits, use of force incidents, and tactical incidents).
- Incident Commander for the Kelly Elementary School shooting.
- Evaluated supervisors and lieutenants regarding their Incident Command performance.
- Prepared operational plans for numerous search warrants, special events, and high-risk investigation activities.
- Served as Incident Commander for numerous special events including protests, marathons, sporting events, concerts, street fairs, and high-profile public events.
- Prepared incident plans intended to facilitate the management, emergency response, and security at special events.
- Served as Incident Commander for numerous tactical incidents, search warrant services, and arrest warrant services.



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- Prepared Incident Command related testing scenarios for corporal, sergeant, and lieutenant promotional processes.

Hiring and Background Investigation Practices

- Attended 112-hours of personnel management training.
- Attended a 104-hour Management Course presented by California POST and the San Diego Governmental Training Agency.
- Attended an 80-hour Executive Development course presented by California POST.
- Participated as an evaluator in promotional panels for the ranks of corporal, sergeant, lieutenant, captain and chief.
- Participated in special assignment selection processes.
- Designed promotional processes for ranks of corporal, sergeant, lieutenant, and captain in conjunction with human resources.
- Created a promotability index in conjunction with human resources.
- Created a promotability matrix in conjunction with human resources.
- Conducted background employment investigations.
- Managed, evaluated, and approved background investigations.
- Evaluated hiring packages, conducted final hiring interviews, and made final hiring decisions.

Police Management & Leadership

- Attended an 8-hour Tools for Tolerance course presented by the Museum of Tolerance.
- Attended an 80-hour Supervisory Course presented by California POST and the Orange County (CA) Sheriff's Office.
- Attended a 16-hour OIS Supervisor and Management course presented by the California Police Officers' Association.
- Attended the 192-hour Sherman Block Leadership Institute presented by California POST.
- Attended The Leader's Compass training course for Law Enforcement Leadership.
- Attended a 12-hour Police Strategic Planning Update.
- Attended a 104-hour Management Training Course presented by California POST.
- Attended the 96-hour Los Angeles Police Department Leadership Institute. (Formerly West Point Leadership Program)
- Attended the 270-hour Federal Bureau of Investigations National Academy, Class #261.
- Attended a 24-hour League of California Cities Conference presented by the League of California Cities.
- Attended an 80-hour Executive Development course presented by California POST.
- Attended a 24-hour Role of the Police Chief course presented by the California Police Chiefs Association.



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- Attended over 100 hours of training provided by the International Association of Chiefs of Police.
- Attended a 32-hour California Police Chiefs' Training Symposium presented by the California Police Chiefs Association.
- Attended a 12-hour Law Enforcement Leadership Symposium presented by the San Francisco Police Department and San Francisco State University.
- Attended a 10-hour California Police Officers' Association ADVANCE Conference.

Homelessness

- Attended a 24-hour Solutions for Individual Homeless Adults Conference presented by the Oakland (CA) Police Department.
- Created the department Homeless Outreach Team.
- Created Homeless Outreach Team expectations, schedule, and mission.
- Created a one-day emergency hotel voucher program.
- Assisted in authoring quality of life municipal code sections to empower the Homeless Outreach Team and patrol officers to enforce laws that reduce the negative community consequences of homelessness.
- Coordinated with housing officials and allied governmental agencies to implement and manage a housing program for chronically homeless persons diagnosed with serious mental illness.

De-escalation and Crisis Management

- Attended quarterly defensive tactics and arrest & control training that emphasized decision making and de-escalation.
- Led San Diego County effort to create a countywide de-escalation philosophy that was adopted countywide.
- Led the effort to create a department crisis-management and de-escalation policy with the assistance of community advocacy groups.
- Implemented department crisis-management and de-escalation policy to include duty to intervene.
- Led the effort to create a de-escalation and crisis management pamphlet that contains suggested considerations for pre-engagement, engagement, and disengagement activities. This pamphlet has been issued to all peace officers within San Diego County.
- Created and implemented a four-hour training course for the department's crisis management and de-escalation policy.
- Provided training to community members regarding department de-escalation and crisis management policy to include scenarios.
- Created a department training program that trained decision making across training specialties instead of independent training cadres.
- Incorporated community feedback in training scenario creation.



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Employee Union-Management Relations

- Attended 112-hours of personnel management training.
- Served as an elected board member to include Police Officers' Association President for several years.
- Served on the negotiation team for two collective bargaining agreements on behalf of the Police Officers' Association.
- Provided representation for employees throughout investigation and discipline processes.
- As command staff and chief, I worked with the Police Officers' Association regarding numerous issues (deployment of body-worn cameras, evaluation processes, promotional testing procedures, policy development, equipment considerations, creation of take-home vehicle program, and deployment of in-car cameras).

Community Relations/Community Outreach

- Attended an 8-hour Tools for Tolerance course presented by the Museum of Tolerance.
- Attended the 192-hour Sherman Block Leadership Institute presented by POST.
- Attended a 12-hour Coffee with a Cop Coordinator training presented by the USDOJ.
- Created and facilitated a Community Police Engagement Commission.
- Served as the lead liaison with advocacy groups for the police department.
- Worked with community groups to develop a de-escalation and crisis management policy.
- Incorporated community feedback in the development of department training.

CALIFORNIA PEACE OFFICER STANDARDS AND TRAINING (POST) CERTIFICATES

- Basic POST #80904
- Intermediate POST #64051
- Advanced POST #59975
- Supervisory POST #261714
- Management POST #28943
- Executive POST #1881

AWARDS AND COMMENDATIONS

- Carlsbad Police Commendation Award (2000)
- San Diego County Sheriff's Certificate of Commendation (2001)
- Carlsbad Police Officer of the Year (2002)
- San Diego County Police Officer of the Year (2002)
- Nominated by subordinates for Supervisor of the Year (2005, 2006, 2008, 2012)



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- Distinguished Service Medal for investigation and prosecution of Kelly Elementary School shooting (2012)
- Medal of Merit for developing Peer Support Program (2013)
- Wiley W. Manuel Certificate for Pro Bono Legal Services, presented by the California Lawyers' Association (2022)