

# BRYON G. GUSTAFSON

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## EDUCATION

### **Ph.D., Public Affairs. 2012.**

University of Colorado, Denver – Denver, CO.

Dissertation: “What’s Driving Fatal Law Enforcement Collisions? A State-Level Analysis”

### **Summer Program in Quantitative Methods of Social Research. 2009.**

Inter-university Consortium for Political and Social Research (ICPSR)

University of Michigan – Ann Arbor, MI.

### **MPA, Public Administration. 2006.**

University of Southern California – Los Angeles, CA.

### **Criminal Justice Education Certificate. 2004.**

Federal Bureau of Investigation, National Academy #218 – Quantico, VA

University of Virginia – Charlottesville, VA.

### **BS, Psychology. Magna Cum Laude. 2003.**

Excelsior College – Albany, NY.

### **Delinquency Control Certificate. 2001.**

Delinquency Control Institute #113 – Los Angeles, CA.

University of Southern California – Los Angeles, CA.

## EMPLOYMENT

### **University of Virginia – School of Continuing and Professional Studies**

*Assistant Professor & Program Director – Master of Public Safety* (3/2021 – Present)

I am a full-time faculty member responsible for curriculum development and delivery and student recruitment and advising. I also have overall program management responsibilities including marketing, budgeting, and hiring and management of adjunct faculty for the Master of Public Safety Program. I have extensive coordination and collaboration with the FBI National Academy and FBI ELEVATE programs, as well as the National Criminal Justice Command College.

### **American River College – McClellan & Sacramento Regional Public Safety Training Center**

*Dean of Public Safety* (1/2020 – 2/2021)

I served as an instructional dean and member of the Administrative Leadership Council for the college. I also served as the academic administrator for the McClellan Center, which provides the full range of general education as well as all courses in the Administration of Justice and Fire Technology Departments, which I oversaw. I managed more than a dozen fulltime staff, six fulltime faculty, and approximately 200 adjunct faculty engaged in delivery of semester-based and intensive courses to more than 3,000 fulltime student equivalents.

## **California State University, Sacramento – Department of Sociology**

### ***Lecturer*** (8/2019 – 7/2020)

I taught an upper-division undergraduate lecture course in Criminology (Sociology 155) to 80 students—primarily majors in the Criminal Justice and Sociology degree programs. As a broad survey course in criminology, I covered everything from classic and contemporary theories of crime to policing, courts, and corrections, to victimology and restorative justice. I used a variety of techniques and materials including current events and media, in-class polling, and online discussion boards.

## **CPS Human Resources**

### ***Trainer*** (1/2019 – 12/2019)

I delivered public sector supervision, management, and leadership training courses to state, local government, and special district employees. I used an interactive classroom and Socratic questioning techniques to guide learners and facilitate group learning from participant knowledge and experiences. Courses ranged from eight hours to five days and class sizes range from 10-30 participants.

## **Org Management Group, LLC**

### ***Managing Partner*** (10/2018 – Present)

I provide management consulting, training, and security solutions to a variety of organizations including the University of Southern California and PBK-REDI. Specialties include Change Management, School Safety/Security, and Strategic Planning. I coordinate RFP/RFQ response development and collaboration across multiple consulting groups.

## **California State Assembly**

### ***Chief Sergeant-at-Arms*** (1/2017 – 9/2018)

The Assembly Sergeant-at-Arms Office was established at the first meeting of the California State Assembly on December 15, 1849. I served as the 50<sup>th</sup> Sergeant-at-Arms and was an elected officer of the Assembly for its 2017-2018 term with law enforcement, protocol, and administrative responsibilities to provide a safe, secure, and positive environment at the State Capitol and legislative office buildings. I managed a staff of 60 (30 sworn officers) and had a budget of approximately \$3 million. I planned, directed, managed, and oversaw activities including law enforcement, protective services, physical security, fire and life safety systems, surveillance and alarms systems, liaison with local, state, national, and international law enforcement agencies, emergency medical services, disaster response, terrorism readiness, incident management, optics, and related support services. Specifics included:

- Access control for 3,000+ personnel—ID cards, RFID badges, keys
- Parking/vehicle/loading dock access management in Downtown Sacramento
- Fire systems/panels, alarms, surveillance camera systems—500,000+ square feet
- Public, tenant, tourist, and vendor relations, safety/security—2,000,000+ entrances a year
- X-Ray and magnetometer screening of people, mail, packages
- Responsible for continuity of operations, evacuation, and mass notification systems/plans
- Coordination with area emergency services—Sacramento PD/Fire, CHP, FBI, etc.

## **Stockton Unified School District – Police Department**

### ***Chief of Police*** (4/2014 – 1/2017)

I served as a member of the Superintendent's Cabinet and had policy input and collaborative responsibility for the work of more than 4,000 employees and annual budgets in excess of \$500 million. I had direct management responsibility for law enforcement, campus safety and security, and emergency services for approximately 50,000 students, faculty, and staff at more than 60 locations in the City of Stockton and San Joaquin County and an annual operating budget of \$10 million.

The Police Department is a full-service, 24/7, POST-certified agency with 37 sworn, 11 professional, and 90 civilian safety and security personnel. The Police Department has primary law enforcement responsibility on school campuses, as well as for students traveling to/from school or to/from a school sponsored event. The Police Department is also contracted to provide policing services to the San Joaquin Regional Transit District and the Manteca Unified School District. Significant accomplishments and specific assignments/responsibilities included:

- Creation of the department's first three-year Strategic Plan
- Restructuring of the department to align resources with identified needs
- Fingerprinting and background checks on all employees and volunteers in the District
- Operational oversight/monitoring of District alarm and surveillance camera systems
- Development of emergency drills and training for all sites and personnel
- Collective bargaining and labor relations with multiple bargaining units
- Coordination with Student Services for crisis and truancy interventions

### **The John Standish Consulting Group**

**Senior Consultant** (9/2011 – 12/2016)

Responsibilities included RFA/RFP development, program evaluation, and criminal justice consulting. My work for the firm included program evaluation for the International Association of Chiefs of Police.

### **University of Colorado, Denver – School of Public Affairs**

**Buechner Institute for Governance: Criminology and Criminal Justice Research Initiative**

**Affiliated Faculty Researcher** (4/2014 – 9/2015)

**Lecturer** (3/2010 – 3/2014)

Responsibilities included (a) teaching upper-division undergraduate criminal justice curriculum, and (b) researching and publishing on current topics related to public affairs, policy, and criminal justice. While in this role I served as guest editor of the journal *Policing: An International Journal of Police Strategies & Management*.

### **California Department of Justice – Commission on Peace Officer Standards and Training (POST)**

**Bureau Chief – Standards, Evaluation, & Research** (08/2012 – 03/2014)

**Senior Law Enforcement Consultant – Training Program Services** (10/2005 – 07/2012)

I served as a member of the Executive Director's Leadership Team and provided policy input for a \$65 million annual budget and staff of 130. Directly oversaw statewide selection standards and evaluation/testing for all 90,000+ California peace officers and public safety dispatchers, as well as the research portfolio for the Commission. Managed a staff of 20 and an annual budget of \$5 million.

Responsibilities included consultation with federal, state, and local government officials regarding issues impacting law enforcement; researching and writing complex management reports for statewide and national presentations; response to highly sensitive political and legal issues; resolution of complex governmental/managerial problems; directing the work of staff and multidisciplinary committees in program design and evaluation; development of regulations and policies; response to legislative mandates; drafting proposed legislation; and representing the Commission at meetings of law enforcement, academic, labor, and other groups. Specific assignments/responsibilities included:

- Director of the POST Strategic Plan Biennial Update (process/publication). (2013-14 and 2007-09)
- Strategic Transition Partner – Defense Advanced Research Projects Agency (DARPA). (2012-14)
- Research Director – leading a team of researchers in a multi-disciplinary investigation of causes and interventions related to law enforcement traffic collisions. (2008-14)
- Director of the SAFE Driving Campaign and Chair of the Vehicle Operations Training Advisory

Council (VOTAC) – a research and policy development group made up of some 50 law enforcement experts from around the nation. (2007-11)

- Administrator of the Instructor Development Institute, Chief of the Instructor Development Unit, and Chair of the Instructor Standards Advisory Council – providing advanced career education/training and setting policy and training standards for 10,000 law enforcement instructors. (2006–09)
- Representative to the Commission on State Mandates. (2006-14)

### **City of Sutter Creek – Police Department**

#### ***Police Lieutenant, Executive Officer, & Assistant to the City Manager*** (9/2003 – 9/2005)

Responsibilities included participation on City Management Team; regional planning; overall police department administration, planning and operations; patrol supervision and management; program development; grant-writing/management; budget analysis/administration; policy development; complaint investigation; personnel administration and staffing including recruitment, assignment, scheduling, evaluation, and discipline of employees; public information officer; special events coordination; agency/task force liaison; and acting chief of police duties.

#### ***Administrative Sergeant/Risk Manager*** (2/2001 – 9/2003)

Responsibilities included participation on City Management Team; regional planning; all aspects of police department administration—personnel management, including the hiring, evaluation, and discipline of employees; budget management; outside contract negotiations; scheduling; liability/risk management oversight for the City; community dispute resolution; handling of public complaints; public relations; participation/formation of interagency task forces; policy ratification; and acting chief.

#### ***School Resource Officer/Program Manager*** (9/1999 – 9/2001)

Responsibilities included program development; prevention, detection, and investigation of crime on ten school campuses in three cities serving 4000 students; ACUSD/COE Board presentations; in-service training of school personnel; supervision of 4 campus safety monitors and 6 other staff; School Attendance Review Board facilitation (co-chair); Saturday school coordination and instruction; reporting of data on program progress; and one year as an assistant school administrator.

#### ***Police Officer/Detective*** (6/1995 – 9/1999)

Responsibilities included functions of patrol, bicycle and motorcycle patrol, juvenile unit; arson and technical crimes investigation; response to 911 calls; routine interventions; employee training on use of computer systems; management of electronic record systems; and annual audit oversight.

### **California Department of Forestry and Fire Protection**

#### ***Law Enforcement Academy Adjunct/Proctor*** (3/1998 – 9/2005)

Instructor/proctor for the POST Basic (peace officer) Academy on an annual basis. Courses taught included: Patrol Procedures; Crimes Against Persons; Property Crimes; Investigations; Victimology & Crisis Intervention; Persons with Disabilities; and Weapons Violations.

### **Amador County Fire Protection District**

#### ***Fire Captain*** (9/94–9/96); ***Fire Apparatus Engineer*** (3/93–10/94); ***Firefighter*** (9/92–3/93)

Responsibilities included response to structure and wildland fires; handling of hazardous materials; the dissemination of public relations information; supervision of 20 personnel; training of fire personnel; and delivery of fire safety instruction to K-5 students. Experiences included multi-story commercial structure fire; 26,000+ acre wildland fire; and an airplane crash.

## TEACHING & TRAINING EXPERIENCE

2019, Fall	CSU, Sacramento Lecturer SOC-155	Department of Sociology “Criminology”
2019, Summer	CPS Human Resources	“Basic Supervision I”
2019, Spring		“Basic Supervision II” “Motivation and Teams” “Effective Change Management” “Communicating Effectively” “Conflict Resolution” “Managing Stress”
2018, Fall	University of Southern California Executive Leadership Development	Sol Price School of Public Policy “Change Management”
2012, Spring	University of Colorado Denver Guest Speaker CRUJ 1001	School of Public Affairs “Introduction to Criminal Justice”
2010, Summer	University of Colorado Denver Lecturer CJ3310	School of Public Affairs “Police in Contemporary Society”
2009, Fall	University of Colorado at Boulder Guest Speaker Comm 2600	Department of Communication “Organizational Communication”
2008, Fall	University of Colorado at Boulder Guest Speaker Comm 4220	Department of Communication “Communication in the Justice System”
2007, Fall	University of Colorado at Boulder Guest Speaker Comm 4220	Department of Communication “Communication in the Justice System”
2002-2005	CalFire (San Joaquin Delta College)	Law Enforcement Academy Regular Basic Course Curriculum
2000-2001	Amador High School	Saturday School
1994-1996	Amador Fire Protection District Training Officer	Pine Grove Fire Company Volunteer Firefighter Academy

## ACADEMIC SERVICE

Spring 2018	Judge	California State University Research Competition
2015 to Present	Peer Reviewer	<i>Policing: A Journal of Policy and Practice</i>
2010 to Present	Peer Reviewer	<i>Policing: An International Journal of Police Strategies &amp; Management</i>
2015 to 2016	Diss. Cmt. Member	Scott Howland; Ed.D. Org. Leadership; University of La Verne
2014 to 2015	Guest Editor (v38, i3)	<i>Policing: An International Journal of Police Strategies &amp; Management</i>
2005-2006	Student Ambassador	University of Southern California (SPPD)
2001	Class President	Delinquency Control Institute (USC)

## PUBLICATIONS

- IACP Crime Prevention Committee, McClellan, S. E., & Gustafson, B. G. (2021). *Support for police-community engagement*. [IACP Resolution CPC.09.20].  
[https://www.theiacp.org/sites/default/files/Adopted%202020%20Resolutions\\_Final\\_0.pdf#page=18&zoom=100,85,122](https://www.theiacp.org/sites/default/files/Adopted%202020%20Resolutions_Final_0.pdf#page=18&zoom=100,85,122).
- McClellan, S. E., & Gustafson, B. G. (2020, September 12). Policing for public value. *PA Times*.  
<https://patimes.org/policing-for-public-value/>.
- McClellan, S. E., & Gustafson, B. G. (2019, October 9). Police-community planning. *Police Chief Online*. <https://www.policechiefmagazine.org/police-community-planning/>.
- Gustafson, B. G. (2015). State-level differences in fatal law enforcement officer collisions. *Policing: An International Journal of Police Strategies & Management*, 38, 3, 436-457.
- Gustafson, B. G. (2015). Then & now: Trends in fatal law enforcement officer collisions. *Policing: An International Journal of Police Strategies & Management*, 38, 3, 407-424.
- Rice, T. M., Troszak, L., & Gustafson, B. G. (2015). Epidemiology of law enforcement vehicle collisions in the US and California. *Policing: An International Journal of Police Strategies & Management*, 38, 3, 425-435.
- Gustafson, B. G. (2013). Realizing SAFE driving: Effects of multi-disciplinary research and interventions in California. *The Police Chief*, 80, 14-15.
- Conley, A. D., & Gustafson, B. G. (2013). Ethics, enforcement, and the prospect of professionalism. In B. Fitch (Ed.), *Law enforcement ethics: Classic and contemporary issues* (pp. 159-179). Thousand Oaks, CA: Sage.
- Gustafson, B. G. (2012). Regulations, rules, & realities: State-level effects on street-level enforcement. *The Journal of California Law Enforcement*, 46, 2, 7-13.
- Rice, T., & Gustafson, B. (2012). Trends and characteristics of traffic collisions involving California law enforcement officers. *The Journal of California Law Enforcement*, 46, 2, 19-24.
- McClellan, S. E., & Gustafson, B. G. (2012). Communicating law enforcement professionalization: Social construction of standards. *Policing: An International Journal of Police Strategies & Management*, 35, 1, 104-123.
- Alpert, G. A., Gustafson, B. G., & Baxter, K. (2011). Utryckningskörning: en Angelägenhet för polisen och allmänheten [Emergency driving: A concern for police and the public]. In J. Lundälv (Ed.), *Utryckningsföraren* [The Police Driver] (pp. 45-53). Gävle, Sweden: Meyers.
- Vila, B., & Gustafson, B. G. (2011, Spring). The ongoing crisis: Officer-involved collisions—Why they happen and what can be done. *California Peace Officer*, 12-13.
- McClellan, S. E., & Gustafson, B. G. (2011). [Review of the book *Micronesian blues: The adventures of an American cop in paradise*]. *International Criminal Justice Review*, 21, 1, 75-76.
- Gustafson, B. G. & Cappitelli, P. A. (2010). SAFE driving: The role of the chief. *The Police Chief*, 77, 38-41.
- Gustafson, B. G. (Ed.). (2009). *Driver training study: Volume I*. Sacramento: California Commission on Peace Officer Standards and Training.

- Gustafson, B. G. (2008). *POST guide to college credit: Options for higher education*. Sacramento: California Commission on Peace Officer Standards and Training.
- Gustafson, B. G. (Ed.). (2007). *Guidelines for child safety when a custodial parent or guardian is arrested*. Sacramento: California Commission on Peace Officer Standards and Training.
- Gustafson, B. G. (Ed.). (2007). *Guidelines for student safety in certified courses* (3rd ed.). Sacramento: California Commission on Peace Officer Standards and Training.
- Gustafson, B. G. (Ed.). (2007). *California law enforcement vehicle pursuit guidelines* (2nd ed.). Sacramento: California Commission on Peace Officer Standards and Training.
- Gustafson, B. G. (Ed.). (2007). *SWAT operational guidelines and standardized training recommendations* (2nd ed.). Sacramento: California Commission on Peace Officer Standards and Training.
- Gustafson, B. G. (2002, September). The front line is ours. *FBI Law Enforcement Bulletin*, 71(9), 25-26.

## CONFERENCE & SCHOLARLY ACTIVITIES

- McClellan, S. E., & Gustafson, B. G. (2021, April). *Racial equity, policing and the push to reform: How framing influences problem definition*. Paper presented at the annual conference of the American Society for Public Administration, Online.
- McClellan, S. E., & Gustafson, B. G. (2019, October). *Community planning for crime prevention: Dialogue, action, and accountability*. Paper presented to the Crime Prevention Committee at the annual conference of the International Association of Chiefs of Police, Chicago, IL.
- McClellan, S. E., & Gustafson, B. G. (2019, March). *Promise in California: Public planning as a means to improved police accountability and social equity*. Paper presented at the annual conference of the American Society for Public Administration, Washington, DC.
- Gustafson, B. G., & Pike, A. S. (2017, September). *Training for the unexpected: How can you effectively train security personnel and capitol employees?* Panel presentation at the annual conference of the National Legislative Services and Security Association, Reno, NV.
- Gustafson, B. G., & Dodge, M. (2013, March). *Regulations, rules and realities: State level effects on street level enforcement*. Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Dallas, TX.
- Rice, T. M., & Gustafson, B. G. (2012, October). *Epidemiology and trends in law enforcement traffic collisions in California, 1999-2010*. Poster session presented at the annual meeting of the American Public Health Association, San Francisco, CA.
- Gustafson, B., Vila, B., Alpert, G., Wehr, K., Cappitelli, P., Rice, T. (2012, October). *Cops and collisions: Keys for chiefs to support situation-appropriate, focused, and educated driving*. Panel presentation at the annual conference of the International Association of Chiefs of Police, San Diego, CA.
- Cappitelli, P. A., Vila, B., & Gustafson, B. G. (2011, May). *Fatigue, fitness, and fast cars: Keys to SAFE driving in your agency*. Symposium conducted at the annual California Peace Officers' Association Leadership Summit, San Diego, CA.
- Gustafson, B. G., & Cappitelli, P. A. (2011, April). *Officers killed and injured in the line of duty due to vehicle collisions*. Symposium conducted at the annual California Office of Traffic Safety Leadership and Training Seminar, San Diego, CA.

- Gustafson, B. G., & Rice, T. M. (2010, November). *What's driving fatal law enforcement collisions? A state-level analysis*. Poster session presented at the annual conference of the American Society of Criminology, San Francisco, CA.
- Gustafson, B. G., & Rice, T. M. (2010, November). Cops and collisions—An investigation of law enforcement traffic safety. In L. Brown (Moderator), *4376.0 Occupational injuries: understudied workforces and industries*. Symposium conducted at the annual meeting of the American Public Health Association, Denver, CO.
- Gustafson, B. G. (2010, October). Reducing law enforcement collisions: A data-based approach to policy and practice. Symposium presented at the annual Canadian Association of Chiefs of Police – Traffic Symposium, Niagara Falls, ON, Canada.
- Gustafson, B. G. (2010, April). *Pay it now or pay it later: The case of law enforcement driver training: Economic rationale for responsible regulation & enhanced governance—A theoretical argument, case study exemplar, and alternative discussion*. Paper presented at the annual conference of the American Society for Public Administration, San Jose, CA.
- McClellan, S. E., & Gustafson, B. G. (2010, April). *Raising the bar for law enforcement: The promises and pitfalls of professionalization*. Paper presented at the annual conference of the American Society for Public Administration, San Jose, CA.
- Deal, A. B., & Gustafson, B. G. (2009, September). California POST driver training study—An overview. Symposium presented at the annual conference of the Association of Professional Law Enforcement Emergency Response Trainers International, Daytona Beach, FL.
- Deal, A. B., & Gustafson, B. G. (2009, October). California POST driver training study. Symposium presented at the National Institute of Occupational Safety and Health (NIOSH) National Occupational Research Agenda Public Safety Sub-Council Meeting, Washington, DC.
- Cappitelli, P. A., & Gustafson, B. G. (2009, June). California POST driver training study—An overview. Symposium presented at the annual meeting of the International Association of Directors of Law Enforcement Standards and Training, Reno, NV.
- Gustafson, B. G. (2007, July). Advanced Training for Law Enforcement. Symposium presented at the Summer Training Conference of the National District Attorney's Association, Portland, OR.
- Gustafson, B. G. (2006, May). SB 719 (pursuits) briefing. Symposium presented at the annual Second-in-Command Workshop of the California State Sheriff's Association Education Foundation, Santa Barbara, CA.

## AWARDS

- 2012 IACP/Sprint Excellence in Law Enforcement Research Award – Gold Winner
  - As Director of the CalPOST SAFE Driving Research Team
- 2012 University of Colorado Denver School of Public Affairs – Best Dissertation (co-awardee)

## PUBLIC SERVICE

### California Legislature – Assembly Chief Sergeant-at-Arms (2017-2018)

Nominated by Speaker Anthony Rendon and unanimously elected by the 80 members of the Assembly to serve as the 50<sup>th</sup> Sergeant-at-Arms and an officer of the State Legislature.



### **San Joaquin Delta Community College**

#### ***Advisory Board Member – Police Academy* (2015 – 2016)**

Provided advisory support and feedback on police academy curriculum, program design, and effectiveness.

### **Stockton Crime Stoppers**

#### ***Advisory Staff – Board of Directors* (2015 – 2016)**

Provided consultation/recommendations to community board offering rewards/incentives to solve crime.

### **Tyler Elementary School**

#### ***Advisory Board Member – Tiger Mentoring Project* (2014 – 2016)**

Provided advice, consultation, and support to a mentoring program for students in grades 5-8.

### **Jackson Lions Club**

#### ***Judge – Annual Speech Contest* (2013 – 2014)**

Judged speeches and provided feedback to high school students competing for scholarship funds.

### **Amador County Public Schools**

#### ***Trustee – Board of Education* (September 2001 – October 2005)**

Responsibilities included representation of 35,000 constituents; providing education for 4,000 K-12 students; providing direction to superintendent and staff; communication with the public and media representatives; management/oversight of \$40 million budget; and collective bargaining/union negotiations for 500 employees.

### **Amador County Peace Officers' Association**

#### ***President* (2005); *Vice-President* (2004); *Secretary* (2003); *Member* (1997 – 2002)**

Responsibilities included participation/representation/leadership in 150-member organization providing advocacy and philanthropic benefits to law enforcement officers and their families.

### **Amador County Recreation Agency**

#### ***Member – Board of Directors* (October 2003 – March 2005)**

Responsibilities included providing direction to director/staff; budgeting/municipal finance development; collaboration with intergovernmental/multidisciplinary stakeholders; public relations; media relations; and research, development, and planning related to recreational activities and facilities for Amador County.

## **ADVANCED TRAINING & CERTIFICATIONS (PARTIAL LISTING)**

- Basic, Intermediate, Advanced, Supervisory, Management, & Executive Certificates
  - Commission on Peace Officer Standards and Training (POST) – Sacramento, CA
- Hazardous Materials Technician
  - California State Fire Marshal – Sacramento, CA
- Arson Investigator I/II
  - California State Fire Marshal – Sacramento, CA
- Basic Fire Control (Firefighter Module #7 & Driver/Operator Module #7)
  - California Dept. of Forestry and Fire Protection
- Designated Subjects Vocational Education Full-Time Teaching Credential (1999-2004)
  - Commission on Teacher Credentialing – Sacramento, CA
- Emergency Medical Technician (EMT I) (1992-1996)

## MEMBERSHIPS & AFFILIATIONS

- American Society for Public Administration
- FBI National Academy Associates
- International Association of Chiefs of Police
- Pi Alpha Alpha Honor Society
- Police Executive Research Forum
- University of Colorado Denver Alumni Association
- University of Southern California Alumni Association