

September 26, 2018

Mr. Michael Gennaco
OIR Group
7142 Trask Avenue
Playa del Rey, CA 90293
Michael.Gennaco@oirgroup.com

RE: Chicago Police Consent Decree Independent Monitor Selection Process
Request for Supplemental Information

Dear Mr. Gennaco:

Thank you for responding to the Request for Proposals issued jointly by the Office of the Illinois Attorney General and the City of Chicago (collectively, “the Parties”) seeking individuals or firms interested in serving as the Independent Monitor. The Parties have had an opportunity to review your submission and would like to request supplemental information.

Please review the requests attached to this letter and provide your responses on or before the close of business October 10, 2018. Your written responses should be submitted in electronic format (PDF) and in hard copy. Please send the electronic responses to the OAG at LTScruggs@duanemorris.com and to the City at Aslagel@taftlaw.com. Please include “City of Chicago Police Department Independent Monitoring Proposal – Supplemental Information” in the email subject line and on the package containing a hard copy of the proposal. Hard copies should be sent to the addresses below by USPS Priority Mail or overnight carrier (e.g., FedEx, UPS, DHL) to ensure timely delivery to the addresses below:

For the Attorney General for the State of
Illinois:

Lisa T. Scruggs
Special Assistant Attorney General
Duane Morris LLP
190 South LaSalle Street, Suite 3700
Chicago, IL 60603

For the City of Chicago:

Allan T. Slagel
Counsel for the City
Taft Stettinius & Hollister LLP
111 East Wacker Drive, Suite 2800
Chicago, IL 60601

The Parties have set the following dates for interviews and two public forums that finalists will be required to attend. Please plan accordingly. The interviews will take place on November 1 and 2, 2018 with the specific time and place to be determined later. The public forums are scheduled to take place on Saturday, November 3, 2018 at the James R. Thompson Center, 100 W. Randolph St., Chicago, IL.

We expect to provide additional information and more detailed schedules after October 15. In the meantime, if you have any questions, please direct them to the Parties via email to Lisa Scruggs and Allan Slagel.

Sincerely,

Lisa T. Scruggs
For the Office of the Attorney General
for the State of Illinois

Allan T. Slagel
For the City of Chicago

**City of Chicago Police Department Independent Monitoring RFP
Parties' Joint Request for Supplemental Information**

Please review the requests listed below and provide your responses on or before the close of business October 10, 2018. Your written responses should be submitted in electronic format (PDF) and in hard copy. To the extent that you believe any of the information requested was already provided as part of your initial response to the RFP, please so state and identify the page(s) where the information can be located.

1. Please provide a description of the roles and responsibilities for each member listed on your team. Please clearly define the roles and responsibilities and map them specifically to each task of monitor team members. Please be sure to tell us what the day-to-day responsibilities of each member of your leadership team will be. In your answer, you should, a) specify which of your team members will provide subject matter expertise regarding specified law enforcement functions and operations, engage in statistical or data analysis, participate in outreach to stakeholder communities, provide legal analysis, undertake project management responsibilities, or write reports and b) identify the projected amount of time or percentage of time each member will engage in each function.
2. Please describe how the size and composition of your team will allow for efficient operations. If you plan to modify the size or composition of your team, please describe your plan in more detail. If you expect to make any changes, identify the potential individual team member(s) involved and the role you expect the team member(s) to fulfill or activities they will handle and how the change will affect your overall monitoring plan. Also, to the extent changes in the team composition may affect your cost estimate, please so indicate and detail how the cost estimate would be modified.
3. Describe the distribution of work between the lawyers and the subject matter experts (SMEs) who will serve on your team, particularly between the division of responsibilities between the lawyers and the SMEs who have served in law enforcement.
4. The Parties have agreed to an annual budget cap of \$2.85 million. If your response to this request for supplemental information changes your cost estimate, or if your cost estimate exceeds the cap or you did not provide a complete cost estimate with your initial application, please provide an updated cost estimate. The updated estimate should include a description of how the applicant would fulfill the responsibilities of the Monitor within this cap and what adjustments, if any, you would make to ensure that all required work will be performed within this cap. There is no requirement to submit a revised cost estimate if your previously submitted cost estimate fell within the above-identified cap and no change is necessary.
5. Please include more detailed information to support your cost estimate, including: the total number of hours anticipated to monitor compliance with the consent decree during each of the first three years of the monitoring term, broken down by consent decree section, task (training assessment, policy review/development, technical assistance, community/police outreach), and monitoring team member(s).

6. In your cost estimate, you include projected hours that are contemplated for various activities. Please explain the basis and your rationale for each of those projections.
7. What commitment, if any, will your team make to ensure the performance of work that is necessary but that may fall outside the budget in any given year? In your response, please be sure to identify any team members who have indicated a willingness to provide work on a pro bono or non-billable basis.
8. The RFP contains a statement requesting that all communications with Parties be disclosed. To the extent you have had any communications, written or oral with either or both of the Parties or their consultants or experts before or after September 4, 2018 regarding the IM selection process or consent decree, please detail them. If your response to the RFP contained a statement regarding communications prior to September 4, 2018, there is no need to re-submit that information.
9. If any team members have government jobs and expect to retain those jobs during the term of the monitorship, please confirm that the team members' employment contracts or applicable employment policies permit outside work, and if required by their employer's policies or rules, that their employers are aware that they have applied to serve as the monitor or a member of the monitoring team in this matter.
10. If any team members intend to maintain a full-time job during the term of the monitorship in a position that does not contemplate work on a client-by-client basis (i.e., consultant or firm attorney), please describe how the team member intends to manage his or her full time employment obligation simultaneously with his or her monitorship responsibilities and confirm that their employers are aware (or will be made aware) that they have applied to serve as the monitor or a member of the monitoring team in this matter.
11. Many provisions in the proposed consent decree require the development and/or maintenance of technology systems capable of capturing and analyzing data. To meet the obligations of the consent decree, the City may need to implement significant changes to its automated data systems. The monitoring team will be responsible to assess the adequacy of the upgrades and may need to provide technical assistance. Please detail the experience your team has with the implementation of processes to collect and analyze data. In your response, identify the specific team member(s) who have that experience and how that experience might be used during the term of the monitorship.
12. What is your team's plan for gathering basic information about the Chicago Police Department and the status of its policing reform efforts at the outset of the monitorship?
13. Please provide more information on the team's proposed monitoring methodology. Specifically, describe the team's:
 - Approach to the development of a monitoring plan and staging of monitoring activities/priorities;
 - Establishment and measurement of compliance thresholds;
 - Engagement and collection of information from all stakeholder communities;

- Sources of information/data/access; and
- Capacity to provide ongoing technical assistance.

14. In your proposal (at page 8), you reference plans to partner with local community members in Chicago and to retain community liaison full time in Chicago. Please provide further details on this plan and detail any progress you have made to establish affiliations with people in Chicago and constituent communities.



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October 9, 2018

Lisa T. Scruggs
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Allan T. Slagel
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Taft Stettinus & Hollister LLP
111 East Wacker Drive, Suite 2800
Chicago, IL 60601

**City of Chicago Police Department Independent Monitoring Proposal –
Supplemental Information**

Dear Msrs. Scruggs and Slagel:

Per request, please find enclosed OIR Group's supplemental response to the request for information in your correspondence dated September 26, 2018. We look forward to next steps regarding interviews and the public forums scheduled in Chicago in the next few weeks.

We look forward to meeting you and are hopeful that the parties and the Chicago community looks favorably upon our interest in serving as the monitor for the Chicago Police Department.

Very truly yours,



Michael Gennaco
Principal
OIR Group



City of Chicago Police Department Independent Monitoring Proposal -- Supplemental Information

October 9, 2018

Submitted to:

Allan T. Slagel
Counsel for the City
Taft Stettinius & Hollister LLP
111 East Wacker Drive, Suite 2800
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Submitted by:

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1. OIR Group Team: Roles and Responsibilities

Below is a description of the roles and responsibilities for each member listed on the OIR Group team.

CORE LEADERSHIP TEAM

Michael Gennaco (1430 hours)

- Monitor
- Subject Matter Expertise Regarding all Identified Law Enforcement Functions and Operations (10%)
- Editor in Chief of Reports (10%)
- Provide Legal Analysis (10%)
- Coordinator of all Monitor Responsibilities and Functions (50%)
- Participate in and Coordinate Outreach to Stakeholder Communities (20%)

Julie Ruhlin (1430 hours)

- Deputy Monitor and Project Manager (50%)
- Co-Head Writer and Deputy Editor of Reports (20%)
- Oversee Monitor Training Assessment Branch (20%)
- Legal Analysis and Qualitative Reviews/Audits (10%)

Stephen Connolly (1430 hours)

- Deputy Monitor and Deputy Project Manager (50%)
- Co-Head Writer and Deputy Editor of Reports (20%)
- Oversee Monitor Policy Review/Development Branch (20%)
- Legal Analysis and Qualitative Reviews/Audits (10%)

Robert Miller (1220 hours)

- Deputy Monitor and Deputy Project Manager (30%)
- Writer of Reports (10%)
- Oversee Technical Assistance Branch (15%)
- Co-Coordinator of Monitor Data Analysis Functions (20%)
- Legal Analysis and Qualitative Reviews/Audits (25%)

ASSOCIATE TEAM MEMBERS

Merrick Bobb (100 hours)

- Senior Advisor
- Prime Advisor on Monitoring Organization, Structure and Functions (40%)
- Prime Advisor on Compliance Measures (40%)
- Report Editor (20%)

Sam Walker (100 hours)

- Senior Advisor
- Prime Advisor on Accountability and Oversight Measures (75%)
- Report Writing and Editing (25%)

Howard Jordan (420 hours)

- Prime Coordinator on LE Subject Matter Expertise (Internal Affairs, Officer-Involved Shooting, Use of Force Training, Community Oriented Policing, Law Enforcement Outreach) (50%)
- Qualitative Analysis of Internal Accountability Functions including Use of Force and Internal Affairs (30%)
- Outreach to Community (20%)

Jody Stiger (120 hours)

- Coordinator re Use of Force and Alternatives to Force Training and Review (50%)
- Qualitative Analysis re Use of Force Documentation and Review (30%)
- Outreach to Community (20%)

Teresa Magula (800 hours)

- Co-Coordinator of Monitor Data Analysis Functions (25%)
- Reviewer re CPD Use of Force Training, Policy, and Review (10%)
- Qualitative Analysis of Critical CPD Functions (Use of Force Documentation, Investigation, and Review) (10%)
- Report Writing and Editing (35%)
- Outreach, particularly to Spanish Speaking Communities in Chicago (20%)

Liesbeth Gerritsen (220 hours)

- Law Enforcement Subject Matter Expert re Police and the Mentally Ill (35%)
- Reviewer re Crisis Intervention and De-Escalation Training and other LE Strategies in Dealing with the Mentally Ill (35%)

- Qualitative Analysis re Documentation and Review of CPD Response to Individuals in Mental Health Crisis (30%)

Seth Stoughton (220 hours)

- Law Enforcement Subject Matter Expert Regarding Use of Force, Community Trust, Implicit Bias, Crisis Intervention and De-Escalation, Impartial Policing, Policy Review and Development, Law and Civil Rights (35%)
- Qualitative Analysis of CPD Functions (Report Writing, Use of Force Documentation, Investigation and Review) (35%)
- Report Writing and Editing (30%)

Stephen Moore (570 hours)

- Law Enforcement Subject Matter Expert Regarding Force Investigations and Internal Investigations of Misconduct (50%)
- Review Force and Internal Investigations Training (50%)

Stephen Walsh (570 hours)

- Law Enforcement Subject Matter Expert Regarding Force Investigations and Internal Investigations of Misconduct (50%)
- Review Force and Internal Investigations Training (50%)

Gloria Reyes* (220 hours)

- Law Enforcement Subject Matter Expert Regarding Police/Community Relations, Human Resource Management, Cultural Competency, Implicit Bias, Racial Equity (25%)
- Community Outreach, Particularly to Chicago Spanish Speaking Community (15%)
- Policing Strategies Related to Youth (10%)
- Budget Oversight Consultant (10%)
- Administration of Policies (20%)
- City Government Liaison (20%)

Matthew Buttice (400 hours)

- Data Management and Analysis (100%)

Dustin Hollist* (1200 hours)

- Statistical and Data Analysis (100%)

*Gloria Reyes, Matthew Buttice, and Dustin Hollist have been added as members of the OIR Group team since our initial submission.

2. OIR Group Team: Efficient, Responsive, and Flexible

Since our initial submission, we are pleased to have added two associate members to our team. **Gloria Reyes** is currently serving as Deputy Mayor to the City of Madison. A former Madison Police Officer, Ms. Reyes has experience in policy administration, government and community relations, civil rights, and racial equity and diversity. She also is strongly involved in developing and overseeing budgets for the City of Madison. As a police officer, she created *Amigos en Azul*, a group of Latinx MPD officers dedicated to creating positive relationships between the police and Madison's youth. Recently, Ms. Reyes was elected a member of the City of Madison School District and is working on reform directed towards the Madison Police Department's school resource officer program. Ms. Reyes' curriculum vitae is attached to this response.

Matthew Buttice, Ph.D. is the Policy Director for the Office of the Independent Monitor, City and County of Denver, where he oversees all of the Monitor's data management and analysis and leads best practice reviews. He has extensive training in survey research, experimental design, statistics, data models, and computational modeling/simulation. He holds a Ph.D. in political science from the University of California, Davis, with an emphasis on Quantitative Methodology. In his current position, Dr. Buttice specializes in analyzing police data and is currently working on a data drive analysis of the Denver Police Department's Early Intervention System. His resume is attached to this response.

Dusten Hollist, Ph.D. is the Chair of the Department of Sociology at the University of Montana, where he supervises the Criminology Research Group, which involves graduate and undergraduate students in applied social science research in a variety of criminal justice contexts. Among Professor Hollist's research and teaching interests are mixed methods in research design, public attitudes toward the police, and overrepresentation of minorities in the juvenile justice system. He teaches graduate level courses in Social Data Analysis and Quantitative Research Methods and is a frequent investigator and collaborator in a variety of grant-funded research projects. Professor Hollist's curriculum vitae is attached to this response.

Regarding the broader question of how the size and composition of OIR Group will allow for efficient operations, it must be first emphasized that members of OIR Group are experienced in operating and evaluating monitoring operations. In fact, team members Michael Gennaco and Merrick Bobb have both been heavily involved in working with the United States Department of Justice in devising national best practices for federal monitors of law enforcement. That exercise, and many years of relevant and practical experience, have guided our approach to this assignment – particularly regarding our contention that the particulars of effective monitoring for the City of Chicago's Police Department will necessarily unfold and evolve over time.

The responsibilities of the Monitor under the pending agreement are obviously multi-faceted in substance and extended in duration. Less clear, though, are the components of reform that will ultimately require the most attention and engagement in light of “conditions on the ground” and the performance of involved parties. Our goal is to tailor our energies and staff resources to the emerging needs of the project. Accordingly, we believe that the most efficient way to construct a monitoring team is by selecting a core of key members with identified areas of responsibility, and supplementing this with a cadre of identified associate members whose roles can be adjusted in direct response to the needs of the project. This approach allows for the ability to adjust, select, add, or de-emphasize the role of associate members as the challenges of monitoring evolve throughout the oversight period.

Some initial planning and identification of core team and associate members is essential during the application and pre-planning process, and we are confident in the credentials and capabilities of each of the named individuals above. At the same time, we see the selection and assignment of associate members and affiliated staff as a function that not only can but in many ways should remain a “work in progress” during both the pre-monitoring period and the different phases of the role itself.

Such an approach reduces both the necessity and likelihood of assigning roles to people based on their availability or expectations, rather than the needs of the project. We have seen this dynamic with law firms, for example, who utilize associate attorneys that might lack the experience or background to effectively address law enforcement oversight issues. Even the legal experts within a given firm may not have the specific familiarity with police issues and personnel that would maximize their value and suitability for the project. This leads to potential inefficiencies in the directions of both over-staffing and poor fit.

In contrast, the lawyers that form the core team of OIR Group combine legal expertise with substantive knowledge and experience with critical police practices in every area identified by the consent decree. Our approach assures a seamless blending of its lawyers – each of whom has been exclusively focused on police oversight issues for nearly two decades – with its subject matter experts from law enforcement backgrounds.

In its experience of monitoring from many different vantage points, OIR Group has also learned the value of moving incrementally in assembling and committing to a large group of associated team members. Initial communications with the parties and interface with the Chicago Police Department should be key factors in mapping out a monitoring plan. It must be remembered that while the parties and representatives must chart a monitoring plan agreeable to all, the real work that will increase the opportunities for success will not occur until those critical initial encounters and planning occur. While the consent decree provides a detailed set of objectives for Constitutional policing, the way that those objectives will be met will require detailed and careful thought and discussion between the parties, the Police

Department, and the monitoring team. The results of those early communications will inevitably shape decisions about where and how to direct resources from within our ranks.

In short, OIR Group does not suffer from a hidebound organizational structure in which staffing obligations and early commitments drive the planning and distribution of work load. Its flexible organization allows it the nimbleness to use identified associate team members as needed. OIR Group has no employees, no law firm associates and made no commitment to its associate members guaranteeing them a minimum number of hours. We also expect that associate members will be easily added to the team depending on evolving challenges and demands in both the short and longer runs of the monitoring period. This type of flexibility has been demonstrated in the numerous oversight, monitoring, and review functions we have previously performed. Of all the identified applicants, only OIR Group has this unique ability to efficiently respond to new demands and responsibilities.

To the degree that the request for supplemental information requests the identification of future individual team members, we are unable to respond at this stage for the reasons stated above. Again, though, this reticence flows from a recognition that a detailed workplan would be both premature and even potentially detrimental. We are confident in the strength of our core group and feel well-positioned to add additional personnel as needed in targeted and efficient ways. Our broad experience connects us to law enforcement and oversight professionals nationwide, a network we can reliably call upon to add team members as needed throughout the course of this project. Changes to the team will have no impact on our cost estimate as the number of dedicated hours will remain the same, the individuals doing the work will likely change depending on the identified needs.

3. Distribution of Work between the Lawyers and the Subject Matter Law Enforcement Experts.

Uniquely among the applicants, the OIR Group has no clear distinction between the lawyers and the subject matter experts because policing issues have long constituted the sole practice area for our team of attorneys and each member is a subject matter law enforcement expert in her/his own right. After working for over a decade in overseeing, auditing, and monitoring law enforcement entities, each attorney has developed an expertise in each of the critical law enforcement functions that are the subject of the consent decree. For example, as detailed in our earlier submission, Michael Gennaco was designated without objection as a use of force expert when he testified in support of an “out of policy” determination involving the officer-involved shooting by a Chicago Police officer of an unarmed teen.

OIR Group’s experience and national reputation allows to attract other specialists for purposes of consultation and unique insights has the flexibility to round out its team with law

enforcement experts with similar experience in critical law enforcement functions which are the subject of the consent decree but the attorneys are able to work alongside those experts without being necessarily reliant on that expertise or advised of the salient issues. Moreover, several OIR Group associate members, who are not former officers, have a similar practice-based expertise in law enforcement functions. These include Merrick Bobb, Sam Walker, Liesbeth Gerritson, and Teresa Magula. Finally, OIR Group attorneys' hourly rates are commensurate with public service attorneys; this makes significant reliance on their unique expertise cost efficient and effective.

As a result, the core team of OIR Group attorneys will drive the monitoring effort in every area, as supplemented and enhanced by the perspective of associate members who have law enforcement experience. As a result, a civilian-oriented philosophy infused with police practices expertise will define the culture of OIR Group's monitoring approach, while incorporating the relevant experience of our team members and our long history of collaborative interactions as monitors of a range of law enforcement agencies.

4. Annual Budget Cap

OIR Group continues to feel comfortable with the projected budget caps set out in our original submission of \$2,600,000 for year one with slight declines in expenditures until year five, with a projected cap of \$2,210,000. OIR Group accordingly does not anticipate spending up to that cap. However, should the parties wish to set aside additional funds to address unanticipated needs, we would of course welcome the presence of that reserve.

5. Cost Estimate

Number of Hours Needed for Compliance Monitoring

In our experience, while recognizing that granular estimates are important for budgetary purposes, we are familiar with the gaps that develop almost inevitably between projections and expenditures in significant monitoring projects. This is not to say that an overall spending cap is unrealistic or will be disregarded; we know that such caps are critical for funding expectations of the City. However, the *division* of those devoted funds within the individual monitoring responsibilities should remain flexible in light of the challenges not evident until the compliance monitoring begins. Several initial steps in the actual monitoring process will be determinative in this regard: discussions between the parties, input from the community regarding priorities and concerns, the team's initial review of Chicago Police Department's policies, training, culture, organizational framework, and the mechanics of data collection and storage. With those important caveats, we provide further numbers below based on experience with other projects.

We have provided in our response to Request 1 and estimated total yearly hours for each monitoring team member.

	<u>Years One and Two</u>	<u>Year Three</u>
Training Assessment	1420	1280
Policy Review/Development	1140	1020
Technical Assistance	200	180
Community/Police Outreach	540	490
Other Tasks	9640	9506
(As Set Out in Estimated Costs)		

Total Hours Year One:	12, 940
Total Hours Year Two:	12, 940
Total Hours Year Three:	12, 746

Per the supplemental request for information, the above numbers set out the number of hours specifically devoted to each subcategory. However, a large portion of additional hours, as set out in our initial estimate of costs, will also address each of the identified subspecialties. For example, the 350 hours allocated annually to developing and refining a monitoring plan necessarily include discussion and strategic work regarding each of these four subcategories. Similarly, the 720 hours allocated annually to use of force review and recommendations will necessarily have training, policy review and possible technical assistance components.

6. Basis and Rationale for Cost Estimate Projections

Our cost estimate projections are largely taken from our experience in monitoring large agencies or conducting large-scale auditing or monitoring assignments. Rather than attempting to track the discrete requirements to the Consent Decree and placing a necessarily arbitrary cost estimate for effective monitoring of each subunit, the Cost Estimate takes a more holistic approach: it considers how an effective monitoring program is most efficiently developed and attaches a dollar cost to each step. Per request, below is further information on each step and monitoring function.

Developing Monitoring Plan and Review Methodologies for Conducting Outcome Assessments and Compliance Reviews (500 hours)

One key element to any successful monitoring of law enforcement is the initial meetings with the parties and the Chicago Police Department. It is at those meetings, with input from the parties, that an achievable monitoring plan can best be devised, based in part on feedback from the Chicago Police Department about when realistic mileposts can be reached. Too many times,

only City Attorneys have been involved in this process, resulting in expectations that are *not* achievable by the police agency. In addition, the parties, police agency, and other relevant stakeholders must discuss how compliance is to be measured and how compliance reviews are going to be undertaken so that all have an understanding at the beginning as to how progress (or the lack thereof) is to be measured. It is critical, then, that this first step be a deep if preliminary analysis, and sufficient resources must be dedicated to the process accordingly.

Assess CPD Current Data Collection, Analysis, Reporting: Advise and Monitor Systems Development; Periodic Assessment (550 hours)

Critical to any monitoring is to learn how robust the police agency's data system is. In order to effectively measure progress, the police department must have a comprehensive and practical method with which to collect and analyze data. Therefore, as one of the first exercises, the monitoring team must assess data collection and analysis of the Department to learn whether current systems have the capacity for effective monitoring to ensue. Should the police agency reform its data system during the course of the monitoring term, the monitoring team must have the capacity to assess the improved system and incorporate it into its compliance measures.

Design and Conduct Community Surveys (770 hours)

Effective outreach must find a way to obtain information from those in the community least likely to attend "town halls" but who may be most impacted by the public safety strategy of a police agency. We are aware of innovative ways to achieve effective and more comprehensive outreach so that as the reform of the Chicago Police Department is underway, all have a platform to be effectively heard.

Perform Compliance Reviews, Outcome Assessments, and Audits (610 hours)

The "meat and potatoes" of any monitoring process is to effectively measure the progress toward attainment of the tasks set out in the consent decree. In addition to a "numbers-based" compliance assessment, OIR Group will work with the parties and the Chicago Police Department to achieve ways to qualitatively review agency performance in critical areas.

Policy Substantive Review, Implementation Monitoring, Periodic Review (520 hours)

The consent decree anticipates much work to be done in updating CPD policies to be consistent with progressive police practices. In addition to ensuring that written guidance is set out in policy, any effective monitoring must review the implementation of those changes. This includes subsequent training to the new rules, and assessment of whether the policies are being followed in the field and how accountability and remediation is achieved.

Use of Force Incidents and Investigations; Review and Recommendations (820 hours)

Officers have the awesome authority to use force in appropriate circumstances; the consent decree appropriately places emphasis on the need to ensure that uses of force are appropriately reported, investigated and reviewed. It is critical that the monitoring team review the process for force investigations ensure that best practices set out by the consent decree are followed. OIR Group intends to devote considerable time to qualitative assessments of use of force documentation, investigation and review to ensure accountability and remediation occurs consistent with the dictates of the agreement.

Foot Pursuits: Review and Assess Individual Incidents (350 hours)

Appropriately, much attention is devoted in the consent decree to foot pursuits and the recognition that they often lead to uses of force. In the agreement, the Monitor is tasked with recommending whether the Police Department should adopt a foot pursuit policy. In order to ensure an evidence-based response to this question, significant work need be devoted to review training and conduct qualitative assessments of individual incidents in which foot pursuits occur.

Addressing Individuals in Crisis: Review of Incidents and Training (600 hours)

The consent decree requires the Monitor to assess improvements in training. In order to ensure effective implementation of any further guidance and training in dealing with the mentally ill, individual incident reports must be reviewed and qualitative analysis must occur.

Stop, Search, and Arrest: Data and Incident Analysis (360 hours)

To effectively measure progress in this critical area, two important measurements must be undertaken by the Monitor, a data-driven assessment and a qualitative review of specific incidents.

Bias-Free Policing and Community Engagement: Evaluate Strategies and Measure Progress (540 hours)

The measure of compliance in this area must consider the data and review any disparities that the numbers suggest but as important review the efficacy of any police initiatives intended to reduce any identified disparities. Technical assistance may be helpful in this area to present and help incorporate the latest best practices for reducing both the reality and perception of disparate treatment.

Recruitment and Hiring: Assess Practices and Strategies: Measure Progress (680 hours)

This task will likely require examination of recruitment strategies to increase diversity and review the quality of background investigations. While the consent decree appropriately places the onus on the Police Department to improve recruitment and hiring strategies intended to achieve an officer population more reflective of the City, the Monitor will need to develop a multi-factorial measure with which to measure compliance.

Training Review: Assess Effectiveness and Durability: Make Recommendations (680 hours)

While review of training curricula and lesson plans provides some insight into how officers are being trained, we have learned that the most progressive curricula can be ineffectual if the training staff is not committed to and well-suited for the material and its key principles. As a result, it is imperative that the Monitor devote resources to attending actual training of critical officer education.

Civilian Complaints and Officer Misconduct Allegations: Review and Recommendations (820 hours)

The consent decree places considerable new responsibilities on the Chicago Police Department in this area. The Monitor must ensure a robust complaint system and effective internal investigative process that can only be accomplished by qualitative reviews of the handling of complaints and internal investigations. Moreover, compliance measures must be thoughtful; for example, the fact that the number of complaints increase due to more accessible complaint receiving systems may, in fact, be indicia of success. OIR Group specializes in the assessment of each phase of the complaint process, from intake to triage to investigation to resolution, and intends to devote considerable attention to the CPD efforts in this area.

Six-Month Reports: Preparation and Writing (700 hours)

It is critical that the Monitor dedicate sufficient time so that what it is learning about the reform of the Police Department is effectively communicated to Chicago communities. Versions of the Report that are readable and digestible to a larger segment of the residents of Chicago are one example of ways in which transparency can be increased.

Community Outreach (800 hours)

While certain members of OIR Group will have outreach responsibilities, all members will be encouraged to learn from the Chicago communities about their perspectives on the police

department. Outreach will take various forms, from reports and traditional community meetings to more informal listening sessions.

Technical Assistance (200 hours)

At this juncture, it is extremely difficult to gauge the degree to which CPD will seek technical assistance from the Monitor. However, OIR Group has a deep roster of affiliated experts who are well-suited to assist the Department in every critical area identified in the consent decree.

Coordination and Communication with Chicago Oversight Entities (320 hours)

OIR Group is well aware of recent reforms of Chicago's various oversight entities and recognizes the value each can provide in the overall reform of the Police Department. As a result, to the degree the consent decree encourages or allows, OIR Group intends to interface with the oversight entities as part of its measures of compliance and reform.

Project Management (400 hours)

We have learned from observing other entities in which large teams were initially sent on audit assignments only to learn of duplication in some areas and lack of resources for others. As a result, some dedication of resources is needed to ensure effective project management so that the duties of the Monitoring team are efficiently being undertaken.

Office Management and Support (2400 hours)

Instead of lawyers or police professionals ineffectively and inefficiently assigned to support responsibilities, an administrative assistant can perform such tasks much more efficiently and cost-effectively.

Task/Case Tracking Software Adaptation and Computer Support (380 hours)

This cost estimate is significantly dependent on the extent to which the data system of the Chicago Police Department is user-friendly and exportable an unknowable fact to Monitor applicants at this point in the process.

7. Commitments to Completing Necessary Tasks

OIR Group expects that it will be able to accomplish all necessary Monitoring responsibilities within the budgetary allotment. Moreover, unlike many other applicants, the OIR Group core team bills at rates that are already well below the billing rates of law firms, making the need to discount or write off work less likely. However, the core team is willing to represent that it will

ensure that all necessary work is done within budget projections, even if some work results in not being billed.

8. Communications with Parties

OIR Group has had no communications with either party after September 4, 2018 regarding the Independent Monitor selection process or consent decree. In its earlier submission, OIR Group represented that it also did not have any communications with either party regarding the IM selection process or consent decree prior to September 4, 2018.

9. Primary Jobs

Some OIR Group associate team members currently have government jobs and anticipate retaining them during the term of the monitorship. However, in each of these cases, applicable employment policies permit outside work, and applicable team members have notified their employers as needed that they have applied to serve as a member of the Chicago monitoring team. We have planned realistically around the availability of these individuals, and do not expect concerns or conflicts to arise.

10. Secondary Employment

Some OIR Group associate team members intend to maintain a full-time job during the monitoring period. However, each will abide by any policies on secondary employment, including notifying their employer that they have applied to serve as a member of the monitoring team in Chicago.

11. Technology and Data

Should the Police Department upgrade its data analysis system, OIR Group has members that have the ability to assess the adequacy of the improvements and provide technical assistance. Most prominent in this ability is OIR Group team members Teresa Magula, Matthew Buttice, and Dusten Hollist.

In general, OIR Group has multi-varied experience in implementation of processes to collect and analyze data. For example, over the decade that OIR Group core members was overseeing the Los Angeles Sheriff's Office, we were involved in participating in several upgrades of LASD data including the improvement of its Early Intervention System data base. In addition, core OIR Group member Julie Ruhlin worked with LASD to develop an internal database that provided us the ability to more effectively track and input data we collected as part of our oversight functions.

Per paragraph 585 of the Consent Decree, CPD's Information Systems Development Group ("ISDG") is responsible for developing, implementing, and maintaining the Data Systems required by the Consent Decree. These include, but are not limited to:

- An electronic system to collect, track, and maintain all available documents related to use of force incidents
- An electronic system that accurately and reliably tracks all data derived from reportable use of force incidents
- A web-based data platform to publically publish reportable uses of force incidents
- An electronic, automated system to proactively identify at-risk behavior by officers to allow commanding officers to provide individualized interventions and support to address the at-risk behavior. The automated electronic system must include a computerized relational database that will be used to collect, maintain, integrate, analyze, visualize, and retrieve data for each CPD officer.

As noted, the monitoring team will be responsible to assess the adequacy of these systems and provide technical assistance. We are confident that our team has specific experience in the listed information technology categories.

Teresa Magula has experience in large system implementations, generally, and in the development, use, and implementation of law enforcement systems, specifically.

Ms. Magula worked for Deloitte Consulting, where she supervised the implementation of the state-wide California Electronic Benefits Transfer (EBT) system. In her capacity as a consultant, Ms. Magula:

- Translated state policy and system requirements into technological terms for programmers, to ensure that the system was built to fit all welfare policy requirements.
- Performed project management of development phases to meet State policy timelines.
- Managed deployment and "go-lives."
- Evaluated system effectiveness (e.g., adherence to policy requirements, delivery of accurate benefits).
- Trained county officers and staff in use of the new system.

Ms. Magula later worked for the Los Angeles Police Department's Office of the Inspector General. In this capacity, Ms. Magula worked closely with LAPD's Training, Evaluation and Management System (TEAMS II). More specifically, Ms. Magula:

- Conducted evaluation of high-risk officers using data from the TEAMS II Risk Management Intervention System (RMIS).

- Tracked officers' Action Items (generated by TEAMS II) to alert the Department to patterns of conduct.
- Utilized data from the Use of Force System to evaluate and review uses of deadly force.
- Utilized data from the Complaint Management System to evaluate and review complaints of misconduct.

In these tasks, Ms. Magula became familiar with the specific data and methodology used by TEAMS II, and often provided recommendations for system upgrades or changes (e.g., increasing automated thresholds, changing officer peer groups for higher risk teams such as SWAT, tightening definition of "pattern of conduct," etc.).

While at the OIG, Ms. Magula also worked with LAPD's Information Technology Division to create a more robust internal data management system for the OIG. Ms. Magula created a relational database to track and manage:

- All calls, mail, or walk-in contacts from the public or Department related to reports of misconduct, and action(s) taken by OIG staff related to such calls.
- All Internal Affairs cases evaluated by the OIG, including, but not limited to, the nature of the complaint, the disposition, officers involved, risk items (e.g., wall stops, potential racial profiling, etc.) and action(s) taken related to such cases.
- All Use of Force cases evaluated by the OIG, including, but not limited to, the type of force, the weapon(s) used, officers involved, tactical issues noted, findings, and disposition, and action(s) taken related to such cases.

More recently, Ms. Magula has worked in the area of Records Management, specifically, use of Microsoft SharePoint Online for collection, management, and maintenance (retention and/or archiving) of documents. Ms. Magula has experience in assessing content types and configuring lists/libraries by record type to ensure that proper records management policies are applied.

12. Initial Information About CPD and Reform Efforts

We already have some knowledge about the work CPD has performed prior to execution of the consent decree to improve its police functions. However, as noted above and built into our cost plan, it will be imperative to learn more about those functions and reform progress during initial visits with stakeholders and command staff of the Police Department. We also intend to interface with all ranks of the Department so that we can begin to learn the culture of the Department, how the agency functions, and who among the CPD personnel are best positioned to assist with achieving the objectives set out in the consent decree.

13. Methodology

- **Development of Monitoring Plan.** As detailed above, the monitoring plan is crucial to any subsequent success of the objectives of the consent decree. While the parties are necessary participants as the plan is crafted, it is crucial that CPD members who have a realistic understanding as to what is achievable and when are also at the table. Since it is CPD that is responsible for achieving the goals of the consent decree, some deference should be given regarding prioritizing objectives. However, sometimes an early focus on more straightforward tasks can provide for momentum building that can provide encouragement and energy for the “heavier lifts” that require longer-range attention.
- **Establishment and Measurement of Compliance Thresholds.** OIR Group is well aware of the compliance thresholds ordinarily used in “pattern and practice” consent decrees. However, instead of defaulting to a “one size fits all” approach, OIR Group is open to further discussion with the parties to identify compliance thresholds that are less “numbers driven” and more meaningful to the community of Chicago and its Police Department.
- **Engagement and Collection of Information from All Stakeholder Communities.** As detailed above, it is imperative that any Monitor outreach in Chicago endeavor to reach *all* stakeholder communities, as it those most impacted by Chicago police activity that may be the least able or inclined to engage in conventional ways. We have identified more effective methods for not only the Monitor, but the City of Chicago and its Police Department to receive important feedback from all of its communities and ways to productively interface with each of them. We would propose technologies such as text message-based surveys and comment forums as a means of CPD getting impressions from affected parties (victims, witnesses, arrestees) in a timely and “ground up” fashion.
- **Sources of Information/Data/Access.** From experience, we have learned that information and data exist within and outside police agencies that would be helpful to evaluate agency performance. For that reason, it is important to have detailed conversations with those responsible for maintaining such data to learn about the existence of this information and then strategize on ways to take advantage of the information.
- **Capacity to Provide Ongoing Technical Assistance.** OIR Group has the capacity to provide ongoing technical assistance among its core members and associates and has a robust electronic rolodex of experts in each critical police function addressed by the consent decree.

14. Partnerships with Local Community Members

Last year, we conducted an in-depth audit of the Madison Police Department. The RFP called for significant community outreach. In spite of our prior lack of specific experience in Madison, we sought out public officials, activists, and community leaders to identify parties who were willing and able to offer their insights into law enforcement as it worked throughout Madison. These individuals, whom we met in a range of contexts, in turn helped facilitate forums for us to encounter those residents who experienced policing in their own lives while falling outside of traditional outreach initiatives. These included the homeless and those with personal experience – and frustration – with law enforcement and the justice system.

We believe a comparable phased approach will allow us to expand our reach and get meaningful input from Chicago's different communities. Given the scope of the Monitoring project, we also intend to formalize that process by identifying and partnering with local community members, and by retaining a community liaison in Chicago. We intend to visit Chicago a few days prior to the scheduled interviews to advance this initiative, meet members of the community, and identify future partners should we be selected for the monitorship.

ATTACHMENTS

GLORIA REYES

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REYES81169@GMAIL.COM

| LINKEDIN: WWW.LINKEDIN.COM/IN/GLORIA-REYES-6B7521A

LAW ENFORCEMENT | POLICY ADMINISTRATOR | GOVERNMENT AND COMMUNITY
RELATIONS MANAGER | CIVIL RIGHTS, RACIAL EQUITY & DIVERSITY PROFESSIONAL

EDUCATION

- University of Wisconsin Madison-B.A. Behavioral Science and Law & Criminal Justice Certificate
- American Military University-Masters Public Administration with a focus on Security Management. Complete in 2019.
- 2012 International Association of Chiefs of Police Leadership in Police Organization (LPO) development training program.

Articles Written

<http://madison365.com/reflection-policing-past-present-future/>

<http://www.channel3000.com/madison-magazine/city-life/facing-the-reality-of-race-relations/21371446>

CAREER SUMMARY

City of Madison Mayors Office

Deputy Mayor for Public Safety, Civil Rights, Public Health, Community Services

Scope: Under the administrative direction of the Mayor, responsible for the efficient administration of city of operations. Advise Mayor on political and policy implications of public stances and as Public Safety Liaison direct the implementation and administrative priorities in public safety disciplines within the Madison Police Department and Madison Fire Department. Agencies under my responsibility include Community Development Division, Department of Civil Rights, Fire Department, Police Department and Public Health Department of Madison and Dane County. Work with City Common Council on policies and legislation in my assigned areas. Liaison between council and Mayor on current events and issues.

- **Policy Development/Management:** Analyze policies and coordinate development of policies for social issues such as homelessness, civil rights, drug activity, domestic violence, alcohol, unemployment and art. Drive policy issue surrounding education, arts, emergency operations, neighborhoods, resource teams, and special events planning. Provide policy guidance on behalf of Mayor to Police, Fire, Community Development, Civil Rights, and Public Health Departments including rules and regulations in the above areas.
- **Fiscal Analysis/Budgeting:** Participate in City budgeting through planning for the annual City of Madison executive and operational budget process. Work with our Finance Department and Mayor in preparing our Managers on the budget process. Review budgets with department managers in preparation for presentation to Mayor and Council. Participate in all department budget presentations, discuss priorities for the city and make budget decisions. I work closely with Finance in the development of the city budget and with City Council leadership and organizations through budget process and throughout the year. We go through each department budget and review the complexities of each department that differentiates in amounts, funding and revenue sources. This has provided me with the experience in having to review the demands of our City, determine priorities and

Experience:

- Policy Management
- Government Relations
- Police/Community Relations
- Public Affairs
- Strategic Planning
- Program and Policy Development
- Contract Compliance
- Conflict Resolution and Management
- Human Resource Management
- Security Management
- Cultural Competency/Implicit Bias Instructor
- Racial Equity analysis on Police promotional process

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navigating funding and revenue sources. Work closely with Madison Police Department command including the Chief of Police in reviewing the Police annual budget.

- **Racial Equity Social Justice Initiative:** Oversight of the City of Madison's RESJI Strategy Team, composed of City Managers and staff who lead in the strategic direction of the initiative. Provide leadership representing the Mayor and ensure communication to the Mayor on policy, racial equity analysis and alignment with City vision and mission.
- **Madison Police Policy and Procedure Review:** Oversight of the Madison Police Department Policy Review process, work with expert consultants and citizen committee and leading the Contract Administration Team.
- **Body Worn Video Committee:** Oversight of the citizen committee that evaluated the use of Body Cameras.
- **Multicultural Affairs Committee Diversity/Inclusion:** Oversight of the implementation of the development of action plans to identify strategies on improving the City's efforts on promoting diversity in hiring and promotions and providing an inclusive work place. This initiative was in response to a survey conducted by our employees of color serving on the Multicultural Affairs Committee.
- **Security Management:** Work with City/County officials on building security issues within city buildings. Respond to security concerns from City of Madison residents and business owners.
- **City of Madison Police and Fire Commission:** Work closely with the Police and Fire Commission in the hiring and discipline process of officers. Directly work to appoint residents to serve on the police and fire commission.
- **City of Madison Multi-Disciplinary Teams:** Lead and attend in various city multi-disciplinary teams that involve issues of public safety, social and community challenges that directly involve the areas under my responsibility that includes the Madison Police Department.
- **Community Safety Intervention Team:** Lead the Mayor's Rapid Response team responsible for reducing gun violence in our community. This team consist of City staff including police representatives, City/County Public Health, Dane County departments and community residents.
- **National League of Cities Reduce Jail Use among Young Adults:** Leading the National League of Cities Technical Assistance grant program that aims to reduce jail use of young adults by evaluating data to identify areas of disparity and work towards diverting young adults away from the criminal justice system. Primary focus is to support the community restorative court program and to provide Police Officers the tools to divert a young adult from jail by investing in programs in the community to help officers with alternative options.
- **United Way Law Enforcement and Leaders of Color Collaboration:** I serve on the United Way Law Enforcement and Leaders of Color collaboration since 2014. The collaboration addresses issues of relationships between those communities and law enforcement. I served on the **Use of Force Task Force** under this collaboration that worked to establish recommendations on use of force training and policies for Dane Law Enforcement agencies. I currently serve on the **Immigration Task Force** under this collaboration in identifying recommendations to Dane County Law Enforcement agencies on how to

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respond to the immigration concerns and building trust between our undocumented community and Law Enforcement.

- **National League of Cities REAL Faculty:** Serve as faculty for the National League of Cities on racial equity framework and structure within City Government.

City of Madison Department of Civil Rights

Department Civil Rights Director

Scope: Responsible for managerial and administrative work in leading, managing, coordinating and evaluating staff, programs, and services of the Department of Civil Rights. Leadership in promoting civil rights and equity within City government and in the Madison Community through outreach and education to improve race relations, civil rights, disability rights equal opportunity an accessibility within the City of Madison. Managed Civil Rights department budget and present city annual budget requests. Management of the Affirmative Action Division, Disability Rights, Equal Opportunities Division, Racial Equity Social Justice Initiative and Language Access.

City of Madison Police Department

Law Enforcement Officer and Detective

Scope: Protect and serve city of Madison residents through patrol, responding to calls for service and proactive community policing. Implemented and led community policing efforts while training in the Madison police training academy in topics such as diversity and racial equity in law enforcement and investigating missing person cases. Throughout my career worked and developed partnerships with Neighborhood Associations, Non-Profit Organizations, Dane County NIP and Juvenile Justice.

- **Special Investigations Unit (SIU):** Identify the most violent offenders in the City. Work with Probation and Parole in monitoring identified violent offenders to ensure offenders are following supervision rules. Work with case detectives and other local and federal law enforcement agencies assigned to cases involving SIU identified offenders and assist in court preparation. Conduct presentations to law enforcement and community on SIU and focused deterrence. Assigned as Liaison between SIU and the United Way Safe Community Council and the Community Against Violence Team.

Other Assignments

Law Enforcement Instructor Certified: Instructor for the Madison Police Department recruit academy and Madison College Law Enforcement Academy in the areas of cultural competency as part of the Judgment Under the Radar training cadre and continued in my current role in Mayor's Office.

Neighborhood Police Officer: Worked with residents, Neighborhood Associations, Landlords and Community Service Organizations, Madison School District and Dane County Human Service on crime related issues and social issues.

Child Abduction Response Team: Trained through National Center of Missing and Exploited Children to respond and investigate Child Abductions and CART team activation. Currently train in the preservice academy on Missing Children to include the Amber Alert.

Diversity and Inclusion Team: Founder of the City of Madison Police Department Diversity and Inclusion Team. The team is comprised of a diverse group of employees across all sections of the Madison Police Department to review our current diversity efforts and to address real or perceived barriers experienced by some people gaining access to employment, development or promotional opportunities. Led the team in our chat with chief discussion, organization climate survey, development of mission and strategic objectives. Work with other city agencies. Assigned as Liaison between City Equity Team and the City of Madison Police Department.

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Amigos en Azul (Friends in Blue): Amigos en Azul is dedicated to dissolving cultural barriers, building partnerships and opening lines of communication between the City of Madison Police Department and the Latino community. Since the development of Amigos en Azul I have been a part of initiatives such as the Deferred Prosecution Prostitution Program (JOHN School), Spanish Crime Stoppers, Car Clinics, Implementation of the Spanish Traffic Violation Checklist, and translation of department form such as the 72 hour no contact provision.

John School (Community Coordinated Response to Prostitution Team): Targeted and Identified offenders utilizing a multi-disciplinary approach to solve a prostitution problem in a south side neighborhood. Monitored and arrested solicitors of prostitution, provided an opportunity for deferral of charges if complied with mandatory requirements that included classes and a ban into the neighborhood. Worked with Public Health, DA's office and Project Respect.

Wisconsin State Public Defenders Office Public Defender Investigator

Scope: As a defense Investigator, I obtained/reviewed all police reports concerning clients' case and conducted all background checks of witnesses. I located and interviewed witnesses and interview client with regards to case and case development. Document case progress through reports and meeting with client and defense attorney. Responsible for case preparation for trial and contact expert witnesses in relevant fields of expertise for testimony in court trials. Responsible for taking photos of location of scene if relevant.

Wisconsin Department of Justice Statewide Prosecutor Education and Training Director

Scope: Coordination of training programs for District Attorneys and Assistant Attorney Generals throughout the State of Wisconsin.

MATTHEW K. BUTTICE, Ph.D.

3505 E. 140th Avenue
Thornton, Colorado

530-304-7744
matthew.buttice@gmail.com

BACKGROUND SUMMARY

Policy analyst with abundant and diversified research experience. Reputation for being well organized, communicating effectively, and learning quickly. Strong data management and statistical skills with significant research success in varied fields and policy areas, including civilian oversight of law enforcement. Selected areas of expertise include:

- Proven communication skills as evidenced by academic presentations and published research
- Consistent demonstration of exceptional analytical and problem solving skills and experience collecting and managing data
- Extensive training in survey research, experimental design, Bayesian statistics, models for hierarchical, panel, and duration data, and computational modeling/simulation
- Strong interpersonal skills with background in collaborative research settings

EXPERIENCE

Denver Office of the Independent Monitor

Policy Director (2018-Present)

- Supervise the office's policy unit, overseeing all data management/analysis and leading best practice reviews
- Manage research projects and the production of public reports, memorandums, and other correspondences

Senior Policy Analyst (2015-2018)

- Collected information on relevant best practices, laws, policies, procedures, and academic resources about policing, corrections, and law enforcement oversight
- Conducted most of the office's quantitative analysis using data from IAPro, an internal affairs case tracking system
- Assisted in the management of research projects and the writing of public reports, memorandums, and other correspondences

California Research Bureau (2012-2015)

Senior Policy Analyst

- Conducted research for state agencies on a variety of policy areas including criminal justice, government contracting, and veteran issues
- Wrote policy briefs and reports on topics such as education, employment, and health with special attention to issues associated with gender and race/ethnicity
- Provided training and developed resources to aid organization in collecting, analyzing, and mapping survey data

University of California, Davis (2006-2012)

Research Assistant for UC Davis Congressional Election Study

- Provided analysis that guided research project design identifying potential experts/informants of local congressional races
- Contributed to the design of survey tools and responsible for data storage and cleaning
- Conducted analysis for reporting, publication, and additional grant proposals

Turning Point Center for Youth and Family Development

Consultant (2006-2010)

- Grant evaluator responsible for collection, storage, and reporting of all survey data
- Conducted analysis for internal reviews and reports to state and federal government

Research Coordinator (2005-2006)

- Designed survey tool and system for tracking/surveying former clients, trained survey administrators, and managed data collection, storage, and reporting
- Data analyst responsible for internal reviews, external reporting, and grant proposals
- Developed database to connect former clients to medical, legal, and employment services

EDUCATION

University of California, Davis

- Ph.D. in Political Science (2012)
- American Politics and Quantitative Methodology

Colorado State University

- M.A. in Political Science (2006)
- Public Policy and American Politics

University of Colorado, Boulder

- B.A. in Political Science (2003)

SELECT ACADEMIC RESEARCH

- Buttice, Matthew K. and Benjamin Highton. 2016. "[Assessing the Mechanisms of Senatorial Responsiveness to Constituency Preferences.](#)" *American Politics Research* 44: 767-793.
- Maestas, Cherie M., Matthew K. Buttice, and Walter J. Stone. 2014. "[Extracting Wisdom from Experts and Small Crowds: Strategies for Improving Informant-based Measures of Political Concepts.](#)" *Political Analysis*. 22: 354-373.
- Buttice, Matthew K. and Benjamin Highton. 2013. "[How Does Multilevel Regression and Poststratification \(MRP\) Perform with Conventional National Surveys?](#)" *Political Analysis* 21: 449-467.
- Buttice, Matthew K. and Walter J. Stone. 2012. "[Candidates Matter: Policy and Quality Differences in Congressional Elections.](#)" *Journal of Politics* 74: 870-887.

SELECT POLICY RESEARCH

- Mitchell, Nicholas E., Matthew K. Buttice, et al. 2018. "[2018 Semiannual Report.](#)" Denver Office of the Independent Monitor.
- Buttice, Matthew K. 2014. "[California's Women Veterans: Responses to the 2013 Survey.](#)" California Research Bureau, California State Library.
- Ruffolo, Jennifer and Matthew K. Buttice. 2014. "[California State Parks: An Equitable and Sustainable Revenue Generation Strategy.](#)" California Research Bureau, California State Library.
- Buttice, Matthew K. and Pamela Martin. 2013. "[The TACPA Program: A Review of Current Structure and Potential Alternatives](#)" and "[Technical Appendix.](#)" California Research Bureau, California State Library.
- Buttice, Matthew K. 2013. "[Maintenance of Voter Registration Lists: A Brief Introduction.](#)" California Research Bureau, California State Library.
- Barker, Melissa M, Matthew K. Buttice, and Tonya D. Lindsey. 2013. "[California Women and State Incarceration: An Overview.](#)" California Research Bureau, California State Library.

**2017 Curriculum Vitae
Dusten R. Hollist**

Department of Sociology
University of Montana
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Education

2003 PhD Washington State University – Pullman; Sociology
1999 MA University of Montana – Missoula; Sociology
1997 BA University of Montana – Missoula; Sociology
1995 AA Ricks College; Law Enforcement

Professional Employment

2014 – Present Professor, Department of Sociology, University of Montana - Missoula
2009 – 2014 Associate Professor, Department of Sociology, University of Montana -
Missoula
2003 – 2009 Assistant Professor, Department of Sociology, University of Montana -
Missoula
2002 Adjunct Professor, Program in Criminal Justice, Department of Political
Science, Washington State University
2001 – 2003 Instructor, Department of Sociology, Washington State University

Teaching Interests

Criminology, Juvenile Delinquency, Juvenile Justice
Criminological Theory
Family, Community, and Crime
Statistics and Quantitative Research Methods
Sociology of Law Enforcement

Courses Taught

Correlates of Crime	Sociology of Law Enforcement
Introduction to Criminology	Social Data Analysis (Graduate)
Critical Issues in Criminology (Graduate)	Social Statistics
Gangs and Society	Quantitative Research Methods (Graduate)
Issues in Street Gangs (Graduate)	Juvenile Delinquency

Research Interests

Juvenile Justice System

Contextual and Situational Explanations of Adolescent Substance Use

Family and Community Influences on Crime and Delinquency

Mental Health and its Role in the Process of Delinquency

Police-Community Relations

The Influence of Groups, Roles, and Identities on Crime and Delinquency

Grant-Funded Research

January 2018-December 2018

Principal Investigator, Montana Pretrial Risk Assessment Instrument (Phase One)

- Collaborative award with the Montana Board of Crime Control. Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice. University of Montana award amount: \$149,439.

April 2016-June 2017

Principal Investigator, Vision 21: Linking Systems of Care (Phase Two-Part One)

- Collaborative award with the Montana Board of Crime Control. Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. Total amount of award: \$498,796. University of Montana award amount: \$167,754.

April 2016-March 2017

Co-Principal Investigator, Vision 21: Victim Legal Assistance Networks (Phase Two)

- Collaborative award with the Montana Board of Crime Control and the Montana Legal Services Association. Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. Total amount of award: \$500,000. University of Montana award amount: \$100,000.

September 2016-August 2017

Principal Investigator, Montana Statewide Victimization Survey (Phase Three)

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice. Total award amount: \$148,601. University of Montana award amount: \$145,751.

September 2015-August 2016

Principal Investigator, Cascade County Law Enforcement Survey

- Collaborative award with the Montana Board of Crime Control from the Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice. Total award amount: \$62,850. University of Montana award amount: \$62,000.

January 2015-March 2016

Principal Investigator, Vision 21: Linking Systems of Care (Phase One)

- Collaborative award with the Montana Board of Crime Control. Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. Total amount of award: \$380,456. University of Montana award amount: \$200,000.

January 2015-March 2016

Co-Principal Investigator, Vision 21: Victim Legal Assistance Networks (Phase One)

- Collaborative award with the Montana Board of Crime Control and the Montana Legal Services Association. Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. Total amount of award: \$229,027. University of Montana award amount: \$187,370.

September 2015-August 2016

Principal Investigator, Montana Statewide Victimization Survey (Phase Two)

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. Total award amount: \$133,920. University of Montana award amount: \$126,881.

September 2014-August 2015

Principal Investigator, Montana Statewide Victimization Survey (Phase One)

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. Total award amount: \$133,920. University of Montana award amount: \$126,881.

September 2014-August 2015

Principal Investigator, Montana Statewide Survey of Jails

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. Total award amount: \$53,598. University of Montana award amount: \$43,314.

October 2013-July 2015

Principal Investigator, Assessing and Validating the Back on Track Instrument

- Grant-funded project (\$50,000) through Montana House Bill 5 via the Office of the Court Administrator for the Montana Supreme Court.

September 2013-August 2014

Principal Investigator, Cascade County DMC Arrest Point of Contact Study

- Collaborative award from the Office of Juvenile Justice and Delinquency Prevention with Alliance for Youth in Great Falls, Montana, and the Montana Board of Crime Control. Total award amount: \$100,000. University of Montana award amount: \$28,631.

June 2013-August 2014

Principal Investigator, Evaluating the Effectiveness of the Montana Juvenile Detention Risk Assessment Instrument

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. University of Montana award amount: \$39,969.

August 2013-June 2014

Principal Investigator, Evaluating Economic Approaches for Montana's Multi-Jurisdictional Drug Task Forces

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. University of Montana award amount: \$20,081.

June 2013-June 2013

Principal Investigator, 2013 Evaluation of the All Nations Louis Stokes Alliance for Minority Participation

- Grant-funded project (\$5,137) from the National Science foundation via Salish and Kootenai College.

August 2012-July 2013

Principal Investigator, Rescoring and Developing the Curriculum for the Montana Risk Assessment Instrument

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. University of Montana award amount: \$35,010.

May 2012-December 2012

Principal Investigator, Stakeholder Survey of Montana Juvenile Justice Systems

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. University of Montana award amount: \$25,000

June 2012-August 2012

Principal Investigator, 2012 Evaluation of the All Nations Louis Stokes Alliance for Minority Participation

- Grant-funded project (\$5,137) from the National Science foundation via Salish and Kootenai College.

August 2011-August 2012

Principal Investigator, Disproportionate Minority Contact in the Montana Juvenile Justice System

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. University of Montana award amount: \$59,994.

August 2011-June 2012

Principal Investigator, Montana Risk Assessment Validation Study

- Collaborative award with the Statistical Analysis Center at the Montana Board of Crime Control from the Bureau of Justice Statistics. University of Montana award amount: \$34,158.

June 2011-October 2011

Principal Investigator, 2011 Evaluation of the All Nations Louis Stokes Alliance for Minority Participation

- Grant-funded project (\$9,187.21) from the National Science foundation via Salish and Kootenai College.

Other Research Activities

May 2010-February 2012

Co-Principal Investigator, Evaluating the Effectiveness of a Risk Assessment Tool for Presentence Release from Confinement

- This study was conducted at the request of the Pretrial Release Program at the Missoula Pre-release Center. I worked with Professor Jim Burfeind and a team of graduate and undergraduate students to examine the link between a risk assessment tool and the likelihood of completion of pretrial release from confinement. Sean Ray, an undergraduate research assistance on the project, presented the preliminary findings at the 2010 American Society of Criminology Conference in San Francisco, CA.

August 2007-December 2010

Principal Investigator, Correlates of Substance Use Among a Sample of American Indian Youth: The Role of Traditional Delinquency Theories

- Along with Aislinn HeavyRunner Rioux (MA, 2007) and Wendy Running Crane (MA, 2010), the project sought to better understand issues related to substance use among American Indian Youth. Through this project, Aislinn and Wendy successfully completed interdisciplinary (Statistics and Sociology) Master's degrees. The article that emerged from the work with Aislinn on residential status of American Indian youth and patterns of substance use was published in 2010 in the *Journal of Ethnicity in Substance Use*.

March 2007-January 2008

Co-Principal Investigator, Campus Safety and Sexual Encounters Survey (CSSSES)

- The CSSSES is the follow-up to the pre-test of the Sexual Experiences and Campus Safety Survey that was administered in the spring of 2005. In the spring of 2007, along with Professor Doyle and Samantha Puckett (RA), we gathered online data from nearly 3,000 University of Montana students regarding their experiences with sexual assault and rape while attending UM and their knowledge about the services and resources available on campus to assist with recovery and healing. Sarah Puckett, the graduate research assistant on the project, reported the initial findings at the 2007 American Society of Criminology meetings. Professor Daniel Doyle was the project director; I served as the co-director. A final research report was completed and submitted to the University of Montana.

January 2006-November 2006

Co-Principal Investigator, Missoula Arrestee Drug Use Monitoring Study (MADUMS)

- The MADUMS study investigated levels of alcohol and drug use present among inmates booked into the Missoula County Detention Facility. Professor Daniel Doyle served as the project director; Professor James Burfeind and I served as co-directors. I was involved with the questionnaire, the sampling design, and the scheduling of interview teams at the detention facility.

Fall 2003-October 2004

Principal Investigator, Evaluation of Montana State Prison and Montana Women's Prison Treatment Programs

- This project involved the work of Professors Daniel Doyle and Jim Burfeind, as well as three graduate students and one undergraduate student. The purpose of the project was to compare individuals who receive treatment during their stay of incarceration to inmates who do not receive treatment regarding disciplinary conduct within the facility and recidivism.

May 2001-November 2001

Researcher, Consumer Bankruptcy Project, Harvard Law School

Researcher, Consumer Bankruptcy Project, University of Texas Law School

- Questionnaire development: Development and pre-testing of telephone survey instruments
- Telephone survey: Administration of telephone-based surveys to participants of the 2001 Consumer Bankruptcy Project

Peer Review Publications

Johnson, Catherine, Carrie B. Myers, Kelly A. Ward, Dusten R. Hollist, and Nick Sanyal. (Forthcoming). American Indian/Alaska Native Graduate Students: Fostering Indigenous Perspectives in STEM. *Journal of American Indian Education*.

Grant, Vernon, Blakely Brown, Gyda Swaney, Dusten Hollist, Kari Jo Harris, Curtis W. Noonan, and Steve Gaskill. 2015. "Community-Identified Strategies to Increase Physical Activity During Elementary School Recess on an American Indian Reservation: A Pilot Study." *Preventative Medicine Reports* 2:658-663.

Lommen, Amy, Blakely Brown, and Dusten Hollist. 2015. "Experiential Perceptions of Relaxation: A Phenomenological Study." *Journal of Human Lactation* 2015:1-6.

Heavy Runner-Rioux, Aislinn, and Dusten R. Hollist. 2010. "Community, Family, and Peer Influences on Alcohol, Marijuana, and Illicit Drug Use Among a Sample of Native American Youth: An Analysis of Predictive Factors." *The Journal of Ethnicity in Substance Abuse* 9:1-24.

Hollist, Dusten R., Lorine, Hughes, and Lonnie M. Schaible. 2009. "Adolescent maltreatment, Negative Emotion, and Delinquency: An Assessment of General Strain Theory and Family-Based Strain." *Journal of Criminal Justice* 37:379-387.

Hollist, Dusten R. 2008. "Family Strain, Negative Emotion, and Delinquency: Forwarding General Strain Theory as an Explanation of the Gender Gap." *International Journal of Crime, Criminal Justice, and Law* 3:1-17.

Hay, Carter, Edward Fortson, Dusten Hollist, Irshad Altheimer, and Lonnie Schaible. 2007.

“Compounded Risk: The Implications for Delinquency of Coming from a Poor Family that Lives in a Poor Community.” *Journal of Youth and Adolescence* 5:593-605.

Hay, Carter, Edward Fortson, Dusten Hollist, Irshad Altheimer, and Lonnie Schaible. 2006. “The Impact of the Community Disadvantage on the Relationship Between the Family and Juvenile Crime.” *Journal of Research in Crime and Delinquency* 43:1-31.

Hollist, Dusten R. and William H. McBroom. 2006. “Family Structure, Family Tension, and Self-Reported Marijuana Use: A Research Finding of Risky Behavior Among Youths.” *Journal of Drug Issues* 35:975-998.

Other Publications

Johnson, Catherine, Carrie B. Myers, Kelly A. Ward, Dusten R. Hollist, and Nick Sanyal. (Forthcoming, Fall 2017). American Indian/Alaska Native Graduate Student Experience in STEM: Conceptual Perspectives. In H. Mackey & E. Murakami (Eds.), “*Beyond Marginality: Understanding the Value of the Intersection of Race, Gender, and Ethnicity in Studying Educational Leadership*” Charlotte, NC: Information Age Publishing Inc.

Bunch, Jackson, Dusten Hollist, Dustin Satterfield, Elliot Moore, Patrick McKay, and Chuck Harris. 2017. “Montana Victim Legal Assistance Network: Needs Assessment Report.” Technical report drafted for the Montana Board of Crime Control and the Office for Victims of Crime.

DeCunzo, Tessa, Dusten Hollist, Jackson Bunch, Patrick McKay, Chuck Harris, and Jessica Mayrer. 2016. “Cascade County Law Enforcement Juvenile Arrest Point of Contact Study.” Technical report drafted for the Montana Board of Crime Control and the Bureau of Justice Statistics.

McKay, Patrick, Dusten Hollist, Ally Guldborg, Abby Hobza, and Jessica Mayrer. 2016. “Mentoring Youth on Probation.” Technical Report for Montana’s Office of the Court Administrator for the Supreme Court.

McKay, Patrick, Dusten Hollist, and Jessica Mayrer. 2016. “Foster Or Group Home Care for Youth on Probation.” Technical Report for Montana’s Office of the Court Administrator for the Supreme Court.

McKay, Patrick, Dusten Hollist, Jackson Bunch, Daniel Acton, Taylor Tillman, and Chuck Harris. 2015. “The Montana Back on Track Risk Assessment Instrument: An Assessment and Validation Study.” Technical report drafted the Office of the Court Administrator at Montana Supreme Court.

McKay, Patrick, Dusten Hollist, Gabriel Downey, Daniel Acton, Jackson Bunch, and Chuck Harris. 2015. “2014 Facility Administrators Survey of Adult Jails in Montana.” Technical report drafted for the Montana Board of Crime Control and the Bureau of Justice Statistics.

Hollist, Dusten, Gabriel Downey, Daniel Acton, Chuck Harris, Patrick McKay, Jackson Bunch, James Burfeind, and Daniel Doyle. 2014a. “An Examination of Economic Analysis

Approaches for Montana’s Seven Multi-Jurisdictional Drug Task Forces.” Technical report drafted for the Montana Board of Crime Control and the National Institute of Justice.

Hollist, Dusten, Gabriel Downey, Daniel Acton, Chuck Harris, Patrick McKay, Jackson Bunch, James Burfeind, and Daniel Doyle. 2014. “Cascade County Disproportionate Minority Contact Community and Strategic Planning Project: Arrest Point of Contact Study.” Technical report drafted for the Montana Board of Crime Control and the Office of Juvenile Justice and Delinquency Prevention.

Hollist, Dusten and Patrick McKay. 2013. “Findings from the Risk Assessment Instrument Rescore and Curriculum Development Project.” Section 5 in the technical report drafted for the Montana Board of Crime Control and the National Institute of Justice titled, “Assessing the Mechanisms that Contribute to Disproportionate Minority Contact in Montana’s Juvenile Justice Systems.”

Hollist, Dusten and Michael King. 2012c. “Findings from the Juvenile Justice System Stakeholder Survey.” Section 6 in the technical report drafted for the Montana Board of Crime Control and the National Institute of Justice titled, “Assessing the Mechanisms that Contribute to Disproportionate Minority Contact in Montana’s Juvenile Justice Systems.”

Hollist, Dusten, Jacob Coolidge, Wesley Delano, Ian Greenwood, Michael King, Tyson McLean, Patrick McKay, Chuck Harris, James Burfeind, and Daniel Doyle. 2012b. “Assessing the Mechanisms that Contribute to Disproportionate Minority Contact in Montana’s Juvenile Justice Systems.” Technical report drafted for the Montana Board of Crime Control and the National Institute of Justice.

Hollist, Dusten, Jacob Coolidge, Wesley Delano, Ian Greenwood, Michael King, Tyson McLean, Patrick McKay, Chuck Harris, James Burfeind, and Daniel Doyle. 2012a. “The Montana Pre-Adjudicatory Detention Risk Assessment Instrument: A Validation and Assessment Study.” Technical report drafted for the Montana Board of Crime Control and the National Institute of Justice.

Burfeind, James, Chuck Harris, Dusten Hollist, Sean Ray, Sara Raasch, and Amanda Taylor. 2011. “An Item Analysis of the Eligibility Assessment Form Used by the Pretrial Supervision Program.” Technical report drafted for Missoula Correctional Services, Inc.

Hollist, Dusten R., James W. Burfeind, Daniel P. Doyle, Jessica A. Conrad, Dana L. Price, Darby A. Kiakkonen, and Danielle A. Soto. 2004. “Chemical Dependency Treatment and Sex Offender Programming in Montana State Prison: An Analysis of the Impact of Treatment on Inmate Misconduct and Recidivism.” Technical report published by the State of Montana, Department of Corrections.

Hollist, Dusten R., James W. Burfeind, Daniel P. Doyle, Jessica A. Conrad, Dana L. Price, Darby A. Kiakkonen, and Danielle A. Soto. 2004. “Medicine Wheel and Anger Management Treatment in Montana Women’s Prison: An Analysis of the Impact of Treatment on Inmate Misconduct and Recidivism.” Technical report published by the State of Montana, Department of Corrections.

Professional Presentations

- 2017b. "Montana Prior Victimization and Trauma Screening Instrument." Presented at the annual meeting of the American Society of Criminology, November 2017, Philadelphia, PA.
- 2017a. "Police Decision-Making and the Initial Detention of Juveniles." Presented at the annual meeting of the Academy of Criminal Justice Sciences, March 2017, Kansas City, MO.
- 2016d. "Juvenile Secure Confinement and Risk of Recidivism: A Propensity Score Matching Approach." Presented at the annual meeting of the American Society of Criminology, November 2016, New Orleans, LA.
- 2016c. "Disproportionate Minority Confinement in the Montana Juvenile Justice System." Presented at the annual meeting of the American Society of Criminology, November 2016, New Orleans, LA.
- 2016b. "Linking Systems of Care for Children and Youth in Montana." Presented at the annual meeting of the American Society of Criminology, November 2016, New Orleans, LA.
- 2016a. "A Spatial Analysis of Juvenile Detention in Montana." Presented at the annual meeting of the American Society of Criminology, November 2016, New Orleans, LA.
- 2015d. "The Multidimensionality of Cyber Bullying and Face-to-Face Bullying: A Test of General Strain Theory." Presented at the annual meeting of the American Society of Criminology, November 2015, Washington D.C.
- 2015c. "Juvenile Secure Confinement and Risk of Recidivism: A Propensity Score Matching Approach." Presented at the annual meeting of the American Society of Criminology, November 2015, Washington D.C.
- 2015b. "Risk Assessment Instruments: The Creation, Validation, and Use In Montana's Juvenile Justice System." Presented at the 2015 Montana Crime Prevention Conference, October 2015, Missoula, Montana.
- 2015a. "The Montana Detention Risk Assessment Instrument." Invited presentation to the Montana Youth Justice Council, September 8, 2015, Helena, MT.
- 2014c. "Back on Track Assessment and Validation Study." Presented at the annual meeting of the American Society of Criminology, November 2014, San Francisco, CA.
- 2014b. "Cascade County DMC/JDAI Effort." Presented to the Board of Directors at the Montana Board of Crime Control March 14, 2014, Helena, MT
- 2014a. "Investigating the Role of Race/Ethnicity in the Montana Juvenile Justice System." Invited presentation for Black History Month at the University of Montana. Presentation on February 19, 2014.
- 2013b. "Restoring the Bridge Between UM Social Science and State-Level Research Partners." Invited presentation on behalf of the University of Montana Office of the Vice-President for Research and Creative Scholarship to the UM Staff Ambassadors. Presentation on November 19, 2013.
- 2013a. "Findings from the Disproportionate Minority Contact and Risk Assessment Validation Studies." Presented to the Board of Directors at the Montana Board of Crime Control,

June 2013, Helena, MT.

- 2012c. "Assessing the Mechanisms that Contribute to Disproportionate Minority Contact in Montana's Juvenile Justice Systems." Presented at the annual meeting of the American Society of Criminology, November 2012, Chicago, IL.
- 2012b. "Assessing the Mechanisms that Contribute to Disproportionate Minority Contact in Montana's Juvenile Justice Systems." Presented at the quarterly meeting of the Montana Disproportionate Minority Contact Board, May 2012, Helena, MT.
- 2012a. "The Montana Pre-Adjudicatory Detention Risk Assessment Instrument: A Validation and Assessment Study." Presented at the quarterly meeting of the Montana Disproportionate Minority Contact Board, May 2012, Helena, MT.
- 2010. "Perceptions of Local Police in a Small City." Presented at the annual meeting of the American Society of Criminology, November 2010, San Francisco, CA.
- 2009. "A Multiple Domain Investigation of Delinquency and Substance Use Among White, American Indian, and Other Minority Youths." Presented at the annual meetings of the American Society of Criminology, November 2009, Philadelphia, PA.
- 2008. "Strain, Negative Emotion, and Delinquency: Forwarding the General Strain Theory as an Explanation for the Gender Gap." Presented at the annual meeting of the American Society of Criminology, November 2008, St. Louis, MO.
- 2007. "The Implications of Neighborhood Disadvantage on the Link Between Family-Based Strain and Delinquency: An Under-Investigated Hypothesis." Presented at the annual meeting of the American Society of Criminology, November 2007, Atlanta, GA.
- 2006. "Family Conflict, Negative Emotions, Personal and Social Resources and Delinquency." Presented at the annual meeting of the American Society of Criminology, November 2006, Los Angeles, CA.
- 2005. "Role Identities as Sources of Strain Likely to Lead to Delinquency." Presented at the annual meeting of the American Society of Criminology, November 2005, Toronto, ONT, Canada
- 2004. "Adolescent Maltreatment, Negative Emotions, Person and Social Resources, and Delinquency." Presented at the annual meeting of the American Society of Criminology, November 2004, Nashville, TN.
- 2003. "Family Strain, Negative Emotion, and Delinquency: Forwarding General Strain Theory as an Explanation for the Gender Gap." Presented at the annual meeting of the American Society of Criminology, November 2003, Denver, CO.
- 2002b. "The Community, the Family, and Juvenile Delinquency: An Examination of Gender Differences Among Male and Female Juveniles." Presented at the annual meeting of the American Society of Criminology, November 2002, Chicago, IL.
- 2002a. "Considering Community Context in the Explanation of Black-White Differences in Delinquency." Presented at the annual meeting of the American Society of Criminology, November 2002, Chicago, IL.
- 2001. "The Link Between Parental Monitoring, Parental Attachment, and Delinquency: An

Empirical Examination.” Presented at the annual meeting of the American Society of Criminology, November 2001, Atlanta, GA.

2000. “The Role of Birth Order, Ordinal Position, and Family Structural Factors in the Etiology of Juvenile Crime.” Presented at the annual meeting of the American Society of Criminology, November 2000, San Francisco, CA.

1999. “D.A.R.E. and the Diffusion of Innovations: An Empirical Assessment of 8th, 10th, and 12th Grade Alcohol, Drug, and Tobacco Use.” Presented at the annual meeting of the Pacific Sociological Association, Portland, OR.

Professional Service

Selected Campus Service

- Department of Sociology, Criminology Research Group. Director. September 2009 – Present.
- University of Montana, Faculty Athletics’ Representative to the NCAA. Appointment from University of Montana President Royce Engstrom. May 2013-Present.
- College of Humanities and Sciences, Social Science Research Laboratory. Director. May 2014 – Present.
- Individualized Interdisciplinary PhD Committee. Chair. 2013-2014 AY; Member 2012-2013 AY.
- University of Montana Police Department, Department of Justice Inquiry. Research Advisor, October 2013-May 2015.
- University of Montana, Faculty Senate. Senator. September 2008-May 2014.

Selected Community/State Service

- City of Missoula, Missoula Police Department, Department of Justice Inquiry. Research Advisor. October 2013-May 2015.
- State of Montana, Youth Justice Council, Juvenile Detention Alternatives Initiative (JDAI) Growth Subcommittee. Chair. July 2013- May 2015.
- State of Montana, Montana Board of Crime Control, Research Advisor. January 2010 – Present.

Association Memberships

American Sociological Association
American Society of Criminology

Idaho-Ecuador Partners of the Americas Association
Northwest Gang Investigators Association

Professional Awards

August 2014 Promotion to Full Professor

May 2014 Nominee for Outstanding Program Award from the National Criminal Justice Association to the Criminology Research Group of the Social

Science Research Laboratory.

March 2014 Outstanding Program Award from the Montana Board of Crime Control to the Criminology Research Group of the Social Science Research Laboratory.

December 2010 University of Montana, Sabbatical Award for Fall 2011. Awarded academic sabbatical to work on manuscripts and write grants for my work on adolescent prescription drug misuse.

December 2010 University of Montana, Professional Development Award. Awarded \$1,500 to attend the 2011 Inter-University Consortium for Political and Social Research Training on Hierarchical Linear Modeling in Amherst, MA.

August 2009 Promotion to Associate Professor; Continuous Tenure

April 2008; 2006 Nominee for The Helen and Winston Cox Educational Excellence Award to Faculty Members in the CAS

- Nominated by Jim Burfeind, Chair, UM Department of Sociology

April 2008 Merit Award

- Research and teaching merit for performance during the 2005-2007 academic years

April 2006 Merit Award

- Teaching merit for teaching performance during the 2003-2005 academic years

October 2002 Outstanding Dissertation Award: Washington State University, Department of Sociology

October 2002 Travel Grant, Washington State University Graduate School

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October 11, 2018

VIA E-MAIL

Mr. Michael Gennaco
OIR Group
7142 Trask Avenue
Playa del Rey, CA 90293

Re: Chicago Police Consent Decree Independent Monitor Selection Process

Dear Mr. Gennaco:

Thank you for your submissions in response to the Request for Proposals issued jointly by the Office of the Illinois Attorney General and the City of Chicago and your ongoing interest in serving as the Independent Monitor. We would like to provide some additional information regarding the next phase of the process.

We will notify those teams who have advanced to the finalist stage during the week of October 15. Please be advised that all finalists will be required to submit an answer to the following question in writing on or before October 26.

Please advise if any team member has:

- *Been terminated from employment or a consulting contract, or resigned from employment, a consulting contract, or a professional board or organization because of a report or allegation of misconduct;*
- *Been accused or adjudicated to have engaged in professional misconduct (for attorneys, only report sustained complaints to the Bar); or*

Mr. Michael Gennaco
October 11, 2018
Page 2

- *Been sued for professional or employment related actions and the case was settled, either by the member or an employer of the member, or adjudicated.*

Your written responses should be submitted in electronic format (PDF) and emailed to LTScruggs@duanemorris.com and to the City at Aslagel@taftlaw.com. Please include “City of Chicago Police Department Independent Monitoring Proposal – Supplemental Information” in the email subject line. If you have any questions or concerns regarding your ability to provide a response, please contact Lisa and Allan before October 17 to schedule a mutually convenient time for discussion.

Sincerely,

Lisa T. Scruggs
For the Office of the Attorney General
For the State of Illinois

Allan T. Slagel
For the City of Chicago

LTS/saw