

September 26, 2018

Mr. Jim Bueermann  
President  
Police Foundation  
1201 Connecticut Ave., NW  
Suite 200  
Washington, DC 20036  
[jbueermann@policefoundation.org](mailto:jbueermann@policefoundation.org)

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

Dear Mr. Bueermann:

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](mailto:LTScruggs@duanemorris.com) and to the City at [Aslagel@taftlaw.com](mailto: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 Alan Slagel.

Sincerely,

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

Alan 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. There are people listed in the proposal and named in the budget for which there are no hours or costs attributed. Please provide more detailed information that provides hours and costs for each of the persons named.
15. Please describe the role community outreach and engagement will play in your ability to perform compliance reviews and audits.
16. Please provide detailed information regarding the team’s experience in “monitoring and ensuring compliance with settlement agreements...” (page 12)
17. Which Police Foundation personnel were involved in the following listed projects? What role did they play and what were the dates of their engagement?
- Baltimore PD TA
  - St. Louis Cty Collaborative Reform
  - North Charleston PD Collaborative Reform
  - Meridian PD Independent Audit



October 10, 2018

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

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

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

Dear Ms. Scruggs and Mr. Slagel,

Thank you for the opportunity to provide the Office of the Illinois Attorney General and the City of Chicago additional information to support our proposal to serve as Independent Monitor for the Consent Decree regarding the Chicago Police Department (CPD).

The Police Foundation respectfully submits the attached documentation in response to the Office of the Attorney General's request for supplemental information, dated September 26, 2018. This information is presented in narrative form, with attached supporting spreadsheets and charts.


If invited, the Police Foundation is prepared to participate in interviews and two public forums in early November, as communicated in the referenced letter.

Please do not hesitate to contact us with any additional questions. Our legal contact information is:

Jim Bueermann, President  
Police Foundation  
1201 Connecticut Avenue, NW, Suite 200  
Washington, DC 20036  
Phone: 202-833-1460; Fax: 202-659-9149; Email: [jbueermann@policefoundation.org](mailto:jbueermann@policefoundation.org)

Thank you for your time and consideration of our proposal.

Sincerely,



Jim Bueermann  
President

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



**Police Foundation Responses**

- 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.*

Please see Attachment A for detailed roles and responsibilities of all proposed Police Foundation Monitoring Team members.

- 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.*

While the Police Foundation does not anticipate making changes to the proposed Monitoring Team at this time, we understand that changes may be necessary as we move through the monitoring process and identify areas of need within the City of Chicago processes and systems. The proposed Police Foundation Monitoring Team is a lean and nimble team comprised of subject matter experts (SMEs) in each of the consent decree focus areas. This allows us to deploy specialized resources specifically where they are needed, pairing an SME with skills in a specific topic to address specific focus areas of the consent decree with monitors and staff. For example, we have proposed a team of experts on police use of force to monitor, provide technical assistance (TA), and determine compliance with the City of Chicago in those areas of the consent decree focused on use of force. In some technical assistance areas, we may need to supplement the proposed team with additional SMEs in areas of unforeseen need.

- 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.*

The Police Foundation's proposal sets forth a cohesive Monitoring Team, drawing from decades of practical experience and expertise. Our Team does not draw a distinction between lawyers and non-lawyers for division of labor – each team member has a defined role, based on their

skills and subject matter knowledge. There are no lawyers on the team who are not also subject matter experts in their own right. Additionally, our team approach allows each of the focus areas to benefit from both the legal and subject matter expertise necessary to successfully monitor the City of Chicago's compliance with the consent decree.

The proposed Police Foundation Monitoring Team includes five lawyers, all of whom have either civil rights, law enforcement, or prosecutorial *legal* experience relevant to the constitutional and criminal justice issues related to police monitoring. However, all of these lawyers are also *subject matter experts* who have served in law enforcement or organizational capacities relevant to the consent decree.

- Brian Maxey, Co-Monitor, was Chief Operating Officer for the Seattle Police Department and directly managed Seattle's consent decree process, including policy development, training, design of critical systems of self-analysis, review board creation, transparency, and community relations. Additionally, he supervised human resources, including recruiting and hiring, public affairs, budget and finance, administrative services (fleet and facilities), and professional standards and training.
- Ganesha Martin, Deputy Monitor for Human Capital, was the Chief for the Baltimore Police Department responsible for overseeing the department's compliance with the United States Department of Justice (USDOJ) consent decree, where she identified and implemented best practices in Baltimore.
- Jason Johnson, Deputy Monitor for Accountability, Transparency and Data, served as Deputy Police Commissioner for the Strategic Services Bureau with the Baltimore Police Department. In this role, Commissioner Johnson led key reforms in professional accountability, training, recruiting, technology and data management, as well as the development of organizational policies and practices reflective of progressive, constitutional policing.
- Stephen Goldsmith is a Professor of Government and the Director of the Innovations in American Government Program at Harvard's Kennedy School of Government and is an internationally recognized expert on the use of data to drive transparency and improve civic engagement. He also served as Prosecuting Attorney for Marion County, IN from 1979-1990.
- Rachel Harmon is Frederick D.G. Ribble Professor of Law at the University of Virginia School of Law and is an expert on policing, including consent decrees and civil rights litigation. She also served in the USDOJ Civil Rights Division.

We understand that there have been both legitimacy and perception issues in other consent decrees where attorneys without subject matter expertise have played outsized roles. This will not be the case with the proposed Police Foundation Monitoring Team. All lawyers on the Police Foundation's Team bring extensive and practical subject matter expertise relevant to the monitoring process. The proposed Police Foundation Monitoring Team members were selected for their deep industry knowledge; our approach relies on this knowledge, as well as teamwork among all team members – both legally trained members and operational/implementation members.

Overall, management of the workload will be supervised by the Monitor, the Co-Monitor, and the Deputy Monitor for Management, based on each individual team member's skills and



expertise. The Police Foundation Monitoring Team will strive to efficiently and accurately deploy resources to best support the City of Chicago and the Chicago Police Department (CPD).

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.*

The Police Foundation's proposed budget exceeds the cap of \$2.85 million by less than \$20,000 in Year 1, less than \$3,000 in Year 2, and less than \$45,000 in Year 3. Years 4 and 5 are below the \$2.85 million cap. The proposed five-year budget totals to \$14,249,693. We have not identified any need to change our proposed budget based on our responses to these supplemental questions. The Police Foundation understands that this proposed budget will need to be managed to stay under the cap of \$2.85 million each year and to stay within the five-year budget cap. If awarded, we commit to adjusting the budgets for each year of the project as necessary to complete the necessary work within the stated cap and will continue to identify cost savings and efficiencies, as well as other funding support as set forth in Response 7 below. We may negotiate slightly lower hourly rates for SMEs, consider converting select consultants to employee status, and/or identify other cost savings measures, as appropriate and agreeable to all Parties. We are also aware that the overall cost for monitoring will likely be impacted by the City of Chicago and CPD's capacity and engagement, as well as their internal resources.

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).*

Please see Attachment A.

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.*

Please see Attachment B for budget rationale supporting the cost estimate.

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.*

The Police Foundation is committed to completing work on-time and within budget. While none of our team is providing time pro-bono, our extensive network of nonprofit and academic partners will be leveraged to identify and request work on a pro-bono basis. The Police

Foundation intends to identify and develop those opportunities if selected as the Chicago Monitor. As an example, while the Police Foundation is not the Monitor for the Baltimore Police Department consent decree, we have been granted funding from the Ford Foundation to support the consent decree work currently under way in Baltimore. The Ford Foundation's goal with this funding is to improve conditions and relationships between the Baltimore Police and the community, particularly those communities that are disenfranchised or underserved. To do this, the Police Foundation has provided support in a number of consent decree compliance areas, including development of a staffing study and the development of a comprehensive community policing strategy.

In addition, the Police Foundation will leverage its portfolio of existing and upcoming national work to complement and support monitoring activities. For example, the National Policing Research Platform ('the Platform'), a set of established and validated surveys managed by the Police Foundation, will be leveraged to reduce the cost of survey development necessary during compliance reviews. The Police Foundation is able to make these surveys available to the City of Chicago at no cost on an ongoing basis and will support analysis of the results as well as a look at how Chicago compares to other cities across the country. Other national projects that Chicago would have access to, should the Police Foundation be selected, include the Police Data Initiative, COMPSTAT 2.0, the National Resource and Technical Assistance Center for Improving Law Enforcement Investigations, and others. Similarly, the Police Foundation is well connected with opportunities for federal government funding that could support CPD efforts in consent decree areas required in future years.

To be clear, the Police Foundation Team recognizes that there will necessarily be an ebb and flow to monitoring and commits to deploying resources efficiently, to best advance the consent decree in a fiscally responsible manner and in a manner that is best for the Chicago community, and that will result in sustainable change. As a nonprofit, we are mission focused, not profit focused. Although the proposal sets forth time commitment estimates for each team member (in response to the RFP), it is likely that start up and assessment periods will require greater dedication of resources than others. The Police Foundation Team stands ready to responsibly manage resources as needed within the overall budget structure.

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.*

No individual authorized to represent the Police Foundation has had contact, written or oral, with either or both of the parties before or after September 4, 2018 regarding the IM selection process or consent decree.

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.*

No proposed Police Foundation Team members have government jobs that they expect to retain during the term of the monitorship.

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.*

No proposed Police Foundation 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.

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.*

The proposed Police Foundation Monitoring Team includes individuals with both operational experience and expertise in technology systems and data collection and analysis, as well as a team member with significant expertise in the importance of using data to promote transparency. The expertise of these key team members will be supplemented with Police Foundation staff and special advisors, as necessary, leveraged through our relationships with the public safety technology community.

Co-Monitor Brian Maxey supervised Information Technology at the Seattle Police Department and was the Executive Sponsor for the development of Seattle's Data Analytics Platform and the implementation of the Next-Generation Records Management System. He also worked on systems for Field Training Officers, the Quartermaster, 911 dispatch, and work, schedule, and timekeeping for both on and off-duty work. As the lead on the consent decree implementation in Seattle, he worked with data analysis teams to identify and present crucial data to demonstrate full and effective compliance with the Seattle consent decree. While he does not consider himself a "technology expert", he has significant experience designing and implementing the business processes that drive technology to ensure that the correct information is gathered and analyzed. Ultimately, technology is a tool; before new technology systems can support business needs, those needs must be defined through mission, policy, and training.

Co-Monitor Rick Braziel served as Chief of the Sacramento Police Department (SPD) from 2008 until his retirement in December 2012. A 33-year veteran of the SPD, including 18 years as a member of the executive leadership team, he held a variety of ranks and positions. As Deputy Chief, his assignments included the Office of Operations, Office of Investigations, Office of Technical Services, and the Office of Homeland Security and Emergency Services. As Chief of Police, Braziel used technology to redesign crime reduction strategies, deployment, and resources, resulting in the reduction of Part I crime by 21% while reducing department staffing by

28%. Under his leadership, the SPD increased transparency and community involvement, including online citizen surveys and a redesigned website with interactive features. He is a long-time user of data and technology for CompStat, use of force tracking, and early intervention through IA Pro/Blue Team.

Jennifer Zeunik leads the Police Foundation's training and technical assistance (TTA) work, as well as its organizational assessment projects supporting local police departments. Included in this work is the execution of organizational assessment projects that include technology components. For example, she is currently working with the Baltimore Police Department (BPD) to facilitate the department's compliance with various provisions of the federal consent decree, including the department's technology resource study, which was completed and submitted to Federal Court in June 2018. In her previous role as a project manager for the International Association of Chiefs of Police (IACP), Ms. Zeunik provided oversight to several technology projects, including the Law Enforcement Information Technology Standards Council (LEITSC) which developed national standards for Computer Aided Dispatch and Records Management System technology to be used in law enforcement agencies throughout the nation. Ms. Zeunik has also worked in the private sector on the NIBIN/Drugfire Program Support Manager for Computer Sciences Corporation. In this capacity, Ms. Zeunik was responsible for the customer service, configuration and documentation management, inventory control and internal training components of the Federal Bureau of Investigation (FBI) contract.

In addition to these highlighted Team members, the Police Foundation is an organization that is technically and data savvy in its own right, having developed, implemented, and managed a diverse array of innovative technology and data focused initiatives in recent years. The Police Data Initiative (PDI), for example, provides the technical framework and resources to encourage and support law enforcement sharing of data to promote more transparent and accountable policing. With funding from the USDOJ Bureau of Justice Assistance (BJA), the Police Foundation implements this project, in coordination with a growing number of local law enforcement agencies. In addition, the Police Foundation manages the Technology Innovation for Public Safety (TIPS) Technical Assistance Resource Center. The project provides support and assistance to BJA grantees to apply innovative technologies to combat precipitous increases in crime in their jurisdictions. Several other technology and data focused projects, including the previously mentioned Research Platform, round out the Police Foundation's innovative technology portfolio.

*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.*

The Police Foundation will utilize a multi-faceted approach to information gathering at the outset of the monitorship. We understand that information must be gathered from diverse sources, including individuals representing all ranks and positions within the Chicago Police Department, residents from diverse communities and neighborhoods in the city, media and social media coverage, data internal and external to the department, local government, civic, and religious leaders, etc. Anticipated initial information gathering activities conducted in the first three to four months of this effort include, but are not limited to:

- Hold kick off / introductory meetings with stakeholders and entire team;

- Develop an information gathering strategy organized by consent decree focus area, which will include materials and data requests, development of question sets, interview and survey schedules, media and social media reviews, community meeting schedules, walk-and-talk plans, and discussions with personnel; and
- Collect, organize, catalog, store, and review materials collected.

Police Foundation staff will conduct the preliminary review and analysis of materials, guided by the monitors, and will produce briefs on materials gathered for each of the focus areas that synthesizes information and provides direct links to those materials that the monitors need to review for ease and efficiency. The Police Foundation Monitoring Team will follow up with the City of Chicago with additional questions.

Throughout the life of the project, relevant information will be collected, organized, prioritized, and synthesized to inform the development and maintenance of the Monitoring Plan.

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*

The Police Foundation (PF) Monitoring Team understands that developing the monitoring plan will need to account for the readiness, needs and pace of Chicago. First, Police Foundation Monitoring Team members will become intimately familiar with the current practices, policies, workflows, political structures, pockets of resistance, and technologies of the department. We will conduct a capacity assessment to understand the current state of Chicago’s readiness by collecting and analyzing materials and data, as well as engaging with stakeholders. Once that information is digested, the Team will work with stakeholders to prioritize compliance provisions and set timelines in the monitoring plan. The PF Team will work with the Parties and other stakeholders to create the monitoring plan in a tool that will capture due dates for drafts, compliance review and audit dates, and deadlines for submittal of materials to the Court. This tool will provide a common framework from which to conduct the work not only of the monitoring team, but to track the City’s efforts toward reform. The pace and success of reform depends, at many levels, on the willingness and ability of the city and CPD’s leadership to prioritize reform and to make consistent progress, with assistance and support from the PF Monitoring Team, as well as on agreement between the Parties.

- *Establishment and measurement of compliance thresholds*

The consent decree sets forth the following:

“Compliance with a requirement means that the City and CPD: (a) have incorporated the requirement into policy; (b) have trained all relevant personnel as necessary to fulfill their responsibilities pursuant to the requirement; and (c) are carrying out the requirement in actual practice.”

The Police Foundation as an organization, and the PF Monitoring Team in particular, believe that outcome assessments and performance metrics established for the City of Chicago should be tied

to evidence and data. However, research has shown that compliance thresholds have often been notoriously elusive in recent consent decrees across the country. Albuquerque (NM), for example, has been challenged by exceptionally technical requirements stating that the department must meet 95% compliance in all categories. This threshold has led to less than realistic expectations and less than satisfactory results. In addition, despite the availability of data, no national standards on compliance thresholds exist; instead, compliance can be highly subjective. For example, conditions in some cities may require more and possibly higher levels of force to address high levels of violent crime, so a standard statistical use of force threshold may not be applicable. Additionally, until adequate data exist, identifying outliers in use of force in a peer group could be difficult.

The Baltimore Consent Decree requires a set of quality metrics for measuring compliance, stating that the analysis will be, “conducted in a statistically valid manner,” but stops short of requiring a ‘threshold.’ So, while establishing appropriate levels of reform performance in Chicago should be framed by evidence and statistically grounded, the Police Foundation Monitoring Team will work to come to agreements with the Parties that aim to avoid being so specific that compliance becomes an unrealistic goal that does not equate to sustainable reform.

Once framed by evidence and data, the process of identifying required levels of reform to substantiate compliance will need to be defined, discussed, debated and agreed upon by the Parties. The PF Team is prepared to lead and negotiate this complex process.

- *Engagement and collection of information from all stakeholder communities*

The surveys required by the consent decree provide a mechanism for gathering data on stakeholder sentiment. In Seattle, the Seattle Police Department engaged with Seattle University to run survey and engagement teams under the Micro Community Policing Plans to explore what each identifiable community wanted/needed from the police. The Police Foundation Monitoring Team will go “on tour” with direct community engagement, in partnership with representatives from the City and Chicago Police Department. The Police Foundation Team will plug into established and self-identified community groups to engage and collect information. Please see #15 for more details.

*14. There are people listed in the proposal and named in the budget for which there are no hours or costs attributed. Please provide more detailed information that provides hours and costs for each of the persons named.*

Please see Attachment C. This attachment replaces pages 27 and 28 of our original submittal, which was incomplete and did not include consultant time for all budget categories, due to a clerical error. On this attachment, we have removed subject matter experts that were allocated no hours or cost in certain subject areas. In addition, this version captures consultant time for all budget categories.

*15. Please describe the role community outreach and engagement will play in your ability to perform compliance reviews and audits.*

The Police Foundation was established close to 50 years ago with a focus on community policing. Many of our most commonly referenced studies during those early years examined the importance of community engagement, and how to do it. Since that time, the Police Foundation has continuously considered community outreach and engagement an integral part of advancing policing. As such, the proposed Police Foundation Monitoring Team is committed to conducting ongoing outreach and engagement with all segments of the community throughout the life of the monitorship. This will entail working closely with the Community Policing Advisory Panel, as well as developing relationships with the community through surveys, meetings, listening sessions, town halls, focus groups and other events in an effort to ensure that the voice of the community is woven into the compliance plan, reviews, and audits.

As described in our original proposal, the Police Foundation intends to hire a Community Engagement Manager (CE Manager) from the Chicago community who will operate in Chicago. The job of the CE Manager will be to work closely with the Monitors to build a community engagement strategy that will ensure that the Police Foundation Monitoring Team is continually engaging with and hearing from all segments of the community, and that the community is kept well-informed on the work that the City is doing to comply with the consent decree and to reform its approach to policing in Chicago. The strategy will include ongoing opportunities for all members of the Police Foundation Monitoring Team to be out in the community, hearing from people during listening sessions, town halls, focus groups, informal discussions, and other events. The CE Manager will work with members of the CPD to build relationships with community groups and leaders throughout Chicago and will proactively seek the input of segments of the community who historically have not had strong relationships with the police. The goal will be not only to incorporate the community's input into organizational change efforts, but also to assist the City to gain trust and build relationships with the community that can be sustained throughout the process and beyond the change.

The Police Foundation's recent work with NYU's Policing Project has put us in contact with communities across the nation who meaningfully and successfully involve community members in police department strategic planning, policy development, technology acquisition, and other organizational decision-making activities. The Police Foundation will share this knowledge with the City of Chicago to identify ways that these strategies may be adapted in Chicago.

The Police Foundation Team is committed to including community members in all aspects of these reform efforts, including in compliance reviews and audits. These efforts are critical not only to assisting CPD in reaching compliance, but also to developing true, sustainable organizational change in the department.

*16. Please provide detailed information regarding the team's experience in "monitoring and ensuring compliance with settlement agreements" (page 12).*

Several of the Police Foundation Team have experience with, "monitoring and ensuring compliance with settlement agreements." Below are descriptions of this experience.

- *Brian Maxey* – As Chief Operating Officer for the Seattle Police Department, Mr. Maxey guided the department into full and effective compliance with its consent decree, and through the first of two years of sustainment. In particular, the sustainment phase required the *department* to

critically self-assess and demonstrate continued compliance, thereby assuming the assessment role previously held by the monitor. During the first year of sustainment, the department issued analytic reports on *Use of Force*, and *Stops and Detentions*, and revised both the Crisis Intervention and Use of Force policies. Ultimately, compliance with a consent decree or settlement agreement is achieved when the organization becomes a learning entity, capable of critical self-assessment. As set forth in Seattle’s filing on sustainment:

From the City’s perspective, the most important shift from the first phase of the Consent Decree is that the compliance period will focus on demonstrating that *the City* is sustaining compliance via assessments derived and directed by the City. It is for that reason that most of the work identified above is the City’s obligation first, subject to scrutiny by DOJ and the Monitor. A demonstration that the City can sustain compliance is the best foundation for sustaining effective constitutional policing in Seattle beyond the termination of the Consent Decree. [12-cv-01282-JLR \(W.D. Wash.\)](#), Dkt. 444 at 3.

As such, Mr. Maxey has extensive experience “ensuring compliance with a [consent decree]” both from the departmental perspective in achieving full and effective compliance, but also in a *de facto* monitoring role as the assessment burden transitioned from the monitor to the department.

- *Blake Norton* – As Senior Vice President for the Police Foundation, Ms. Norton provided project oversight for the City of Meridian Auditor work. She oversaw all work related to the Police Foundation independent auditing contract with Meridian, MS. The PF served as the Independent Auditor to observe, assess, review and report on implementation and compliance with the remedial measures outlined in the settlement agreement entered into between the U.S. Department of Justice (USDOJ) and the City of Meridian regarding policing in Meridian schools.
- *Jennifer Zeunik* – As Director of Programs for the Police Foundation, Ms. Zeunik provided project management for the Meridian, MS independent auditorship. In this role, she provided direct support to the auditor, USDOJ, the Meridian Police Department, and the attorneys for the City on day-to-activities to include: collecting, reviewing, analyzing and negotiating necessary changes to policy, practice and training; ensuring project management; conducting research; providing technical assistance managing project budgets; and developing and timely submission of compliance reports to the Court.

17. Which Police Foundation personnel were involved in the following listed projects? What role did they play and what were the dates of their engagement?

**Baltimore PD TA:**

- *Blake Norton* – Project oversight. Ms. Norton currently works directly with Chief of the BPD Compliance Office to develop TA strategies that best support BPD, to ensure the TA work is on track, on budget, and effective.
- *Jennifer Zeunik* – Project management. Ms. Zeunik currently provides day to day project management of BPD TA implementation, in coordination with BPD. She oversees onsite data collection and information gathering, guides team activities, and coordinates deliverable



completion. Ms. Zeunik also serves as a report writer and provide quality assurance oversight.

- *Rick Braziel* – Subject Matter Expertise. Mr. Braziel advises on TA activities and provides quality assurance.
- *Joyce Iwashita* – Project support. Ms. Iwashita is responsible for data collection, synthesis & analysis, and assists with logistics and communications, as well as deliverable development.

### **St. Louis City Collaborative Reform**

- *Blake Norton* – Project oversight. Ms. Norton worked directly with SLCPD Chief of Police to complete the department assessment and develop TA strategy. She tracked all TA to ensure it was on schedule, on budget and moving in the right direction.
- *Jennifer Zeunik* – Project management. Ms. Zeunik provided day to day project management and direction, in coordination with SLCPD. She oversaw onsite data collection and information gathering, guided team activities, and coordinated deliverable completion. Ms. Zeunik also served as a report writer and provided quality assurance oversight.
- *Rick Braziel* – Project strategy and leadership. Mr. Braziel guided TA activities, served as a subject matter expert, assisted with report writing, and provided quality assurance
- *Rebecca Benson* – Project support. Ms. Benson was responsible for research, data analysis, scheduling, and other tasks as assigned.

### **North Charleston PD Collaborative Reform**

- *Blake Norton* – Project oversight. Ms. Norton worked directly with NCPD Chief to develop TA strategies that best support BPD, to ensure the TA work is on track, on budget, and effective.
- *Jennifer Zeunik* – Project oversight and development of assessment and TA Phase workplans and content. Worked directly with NCPD and North Charleston Community to oversee day-to-day assessment phase project management and development of reports. Provided day to day oversight of technical assistance phase. Provided strategic planning technical assistance. Provided direction on reporting on NCPD Progress to USDOJ leadership.
- *Joyce Iwashita* – Project support. Ms. Iwashita was responsible for data collection, synthesis & analysis, and scheduling, and assisted with logistics and communications, as well as deliverable development.

### **Meridian PD Independent Audit**

- *Blake Norton* – Project oversight. Oversaw all work under the contract with Meridian.
- *Jennifer Zeunik* – Project management. Worked directly with the monitor, USDOJ, Meridian PD and the attorneys for the City on day-to-activities to include: collecting, reviewing, analyzing and negotiating necessary changes to policy, practice and training; ensuring project management; conducting research; providing technical assistance managing project budgets; and developing and timely submission of compliance reports to the Court.

Attachment A: Matrix and Narrative

Attachment B: Budget Rationale

Attachment C: Budget Documents - Replacement to Pages 27 and 28 of original proposal

Attachment A: Police Foundation Monitoring Team Roles and Responsibilities Matrix

Year 1 Roles and Responsibilities (allocation in hours)	Executive Team						Subject Matter Experts									Special Advisors				Staff / Management Team										
	Rick Braziel	Brian Maxey	Blake Norton	Dr. Daniel Isom	Ganeshia Martin	Jason Johnson	Dr. Karen Amendola	Rev. Jeffrey Brown	Dr. Breanne Cave	Roland Covington	Lisa Holmes	Melissa Reuland	Darrel Stephens	Dr. Joan Sweeney	Francine Tourmour	Jane Wiseman	Stephen Goldsmith	Dr. Stacy Blake-Beard	Dr. Ronal W. Serpas	Rachel Harmon	Project Director	Community Collaboration Manager	Jennifer Zeunik	Rebecca Benson	Ben Gorban	Joyce Iwashita	Terri Robbins	Communications Staff	Financial and Administrative Manager	
<b>Monitoring Plan Development and Updates</b>	240	240	144	208	210	210	48		144													288	192	288	0	136	176	0	0	0
<b>Information Gathering</b>	104	104	96	52	52	52	144		240													0	96	96	192	192	192	0	0	0
<b>Report Writing</b>	104	104	48	104	104	104	144		192													288	112	96	0	256	192	192	96	0
<b>Community Survey</b>	0	0	0	0	0	0	80		192													0	416	0	0	0	192	192	96	0
<b>Technical Assistance (TA)*</b>	0	0	48	0	0	0	96		48													48	192	384	0	0	192	0	0	0
<i>Provide community policing TA</i>			12				12															8	40	40			20			
<i>Provide impartial policing TA</i>			12																			4	30	38			20			
<i>Provide crisis intervention TA</i>			12				12															4	30	38			20			
<i>Provide use of force TA</i>									24													4	30	38			20			
<i>Provide recruitment, hiring, and promotion TA</i>							24															4		38			20			
<i>Provide training TA</i>							12															4		38			16			
<i>Provide supervision TA</i>							12															4		38			16			
<i>Provide officer wellness and support TA</i>			12				24															4		38			20			
<i>Provide accountability and transparency TA</i>																						4	32	38			20			
<i>Provide data collection, analysis, and management TA</i>									24													8	30	40			20			
<b>Policy and Training Review***</b>	104	104	48	104	104	52	192	52	0	52	52	52	52	52	52	52	52	52	64	64	48	0	96	288	480	288	192	0	0	
<i>Community Policing</i>	12	12		52				26						26				26	24						48					
<i>Impartial Policing</i>	10	10		52				26						26				26		32					48					
<i>Crisis Intervention</i>		10	48				20				52														48					
<i>Use of Force</i>	52									52		52							14						48					
<i>Recruitment, Hiring, and Promotion</i>	10			26			42						26												48					
<i>Training</i>				26			40						26						26	32					48					
<i>Supervision</i>	10			26			45																		48					
<i>Officer Wellness and Support</i>		20		26			45																		48					
<i>Accountability and Transparency</i>	10	20			26					26					26		26								48					
<i>Data Collection, Analysis, and Management</i>		32			26					26					26		26								48					
<b>Project Management</b>			480																		1280	992	96	0	192	0	0	288	720	
<b>TOTAL HOURS BUDGETED**</b>	552	552	864	468	470	418	704	52	816	52	52	52	52	52	52	52	52	52	64	64	1952	2000	1056	480	1256	1232	576	480	720	
<b>% of FTE (2080 hours)</b>	26.5%	26.5%	41.5%	22.5%	22.6%	20.1%	33.8%	2.5%	39.2%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	3.1%	3.1%	93.8%	96.2%	50.8%	23.1%	60.4%	59.2%	27.7%	23.1%	34.6%	

\* The budget also includes 208 unspecified hours to be allocated to SMEs for monitoring and 416 hours unspecified hours to be allocated for SMEs for TA dependent on the needs of the City.  
 \*\* These are FTE for budgeting purposes. Adjustments will be made within budget as necessary. As an example, both Rick Braziel and Brian Maxey are able to commit 75% to 100% of FTE as necessary.  
 \*\*\* An additional 128 hours have been allocated to unspecified special advisors for necessary training and policy review, which in this matrix has been divided between Ronal Serpas and Rachel Harmon.

Year 2 Roles and Responsibilities (alloation in hours)	Executive Team						Subject Matter Experts									Special Advisors				Staff / Management Team									
	Rick Brazil	Brian Maxey	Blake Norton	Dr. Daniel Isom	Ganesh Martin	Jason Johnson	Dr. Karen Amendola	Rev. Jeffrey Brown	Dr. Breanne Cave	Roland Corvington	Lisa Holmes	Melissa Reuland	Darrel Stephens	Dr. Joan Sweeney	Francine Tournour	Jane Wiseman	Stephen Goldsmith	Dr. Stacy Blake-Beard	Dr. Ronal W. Serpas	Rachel Harmon	Project Director	Community Collaboration Manager	Jennifer Zeunik	Rebecca Benson	Ben Gorban	Joyce Iwashita	Terri Robbins	Communications Staff	Administrative Manager
<b>Monitoring Plan Development and Updates</b>	208	208	144	208	208	208	48		144												288	384	288	0	152	192	0	0	0
Information Gathering	104	104	96	52	52	52	144		240												0	192	96	192	192	96	0	0	0
Report Writing	104	104	48	104	104	104	144		192												288	192	96	0	256	192	192	96	0
Community Survey							0		0												0	0	0	0	0	0	0	0	0
<b>Technical Assistance (TA)*</b>							96		48								32	32	32	32	48	192	576			192			
Provide community policing TA							12														8	40	80			20			
Provide impartial policing TA																					4	30	40			20			
Provide crisis intervention TA							12														4	30	50			20			
Provide use of force TA									24												4	30	60			20			
Provide recruitment, hiring, and promotion TA							24														4		40			20			
Provide training TA							12														4		80			16			
Provide supervision TA							12														4		66			16			
Provide officer wellness and support TA							24														4		40			20			
Provide accountability and transparency TA																					4	32	40			20			
Provide data collection, analysis, and management TA									24												8	30	80			20			
<b>Policy and Training Review***</b>	104	104	48	104	104	52	192	52	0	52	52	52	52	52	52	52	52	52	64	64	48	0	96	288	480	288	192	0	0
Community Policing	12	12		52				26									26		24		8		10	30	48	16	20		
Impartial Policing	10	10		52				26									26			32	4		10	30	48	16	20		
Crisis Intervention		10	48				20				52										4		10	30	48	32	20		
Use of Force	52									52		52							14		4		10	40	48	32	20		
Recruitment, Hiring, and Promotion	10				26		42							26							4		8	32	48	32	16		
Training				26			40						26						26	32	4		8	32	48	32	16		
Supervision	10			26			45														4		10	40	48	32	20		
Officer Wellness and Support		20		26			45														4		10	30	48	32	20		
Accountability and Transparency	10	20				26				26					26		26				4		10	30	48	32	20		
Data Collection, Analysis, and Management		32				26				26					26		26				8		10	30	48	32	20		
<b>Project Management</b>			480																		1280	1040	96	0	192	0	0	288	1320
<b>TOTAL HOURS BUDGETED</b>	<b>520</b>	<b>520</b>	<b>816</b>	<b>468</b>	<b>468</b>	<b>416</b>	<b>624</b>	<b>52</b>	<b>624</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>84</b>	<b>84</b>	<b>96</b>	<b>96</b>	<b>1952</b>	<b>2000</b>	<b>1248</b>	<b>480</b>	<b>1272</b>	<b>960</b>	<b>384</b>	<b>384</b>	<b>1320</b>
<b>% of FTE (2080 hours)</b>	<b>25.0%</b>	<b>25.0%</b>	<b>39.2%</b>	<b>22.5%</b>	<b>22.5%</b>	<b>20.0%</b>	<b>30.0%</b>	<b>2.5%</b>	<b>30.0%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>4.0%</b>	<b>4.0%</b>	<b>4.6%</b>	<b>4.6%</b>	<b>93.8%</b>	<b>96.2%</b>	<b>60.0%</b>	<b>23.1%</b>	<b>61.2%</b>	<b>46.2%</b>	<b>18.5%</b>	<b>18.5%</b>	<b>63.5%</b>	

\* The budget also includes 208 unspecified hours to be allocated to SMEs for monitoring and 416 hours unspecified hours to be allocated for SMEs for TA dependent on the needs of the City.

\*\* These are FTE for budgeting purposes. Adjustments will be made within budget as necessary. As an example, both Rick Brazil and Brian Maxey are able to commit 75% to 100% of FTE as necessary.

\*\*\* An additional 128 hours have been allocated to unspecified special advisors for necessary training and policy review, which in this matrix has been divided between Ronal Serpas and Rachel Harmon.

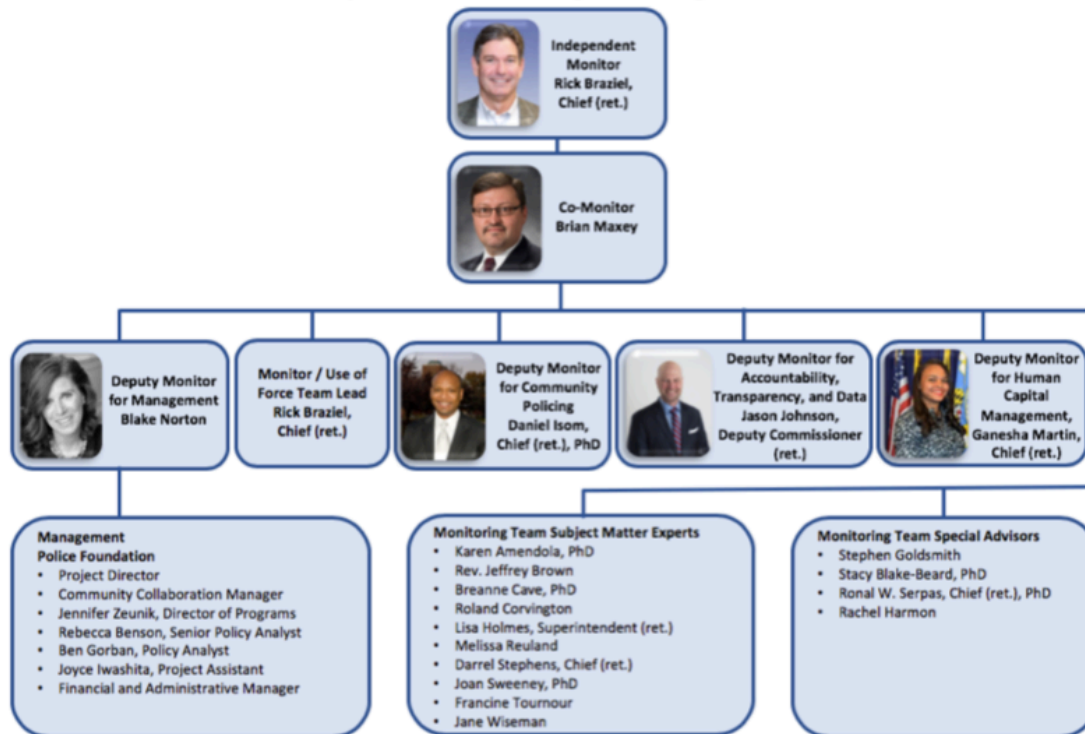
Year 3 Roles and Responsibilities (allocation in hours)	Executive Team						Subject Matter Experts										Special Advisors				Staff / Management Team								
	Rick Braziel	Brian Maxey	Blake Norton	Dr. Daniel Isom	Ganeshia Martin	Jason Johnson	Dr. Karen Amendola	Rev. Jeffrey Brown	Dr. Breanne Cave	Roland Corvington	Lisa Holmes	Melissa Reuland	Darrel Stephens	Dr. Joan Sweeney	Francine Tournour	Jane Wiseman	Stephen Goldsmith	Dr. Stacy Blake-Beard	Dr. Ronal W. Serpas	Rachel Harmon	Project Director	Community Collaboration Manager	Jennifer Zaunik	Rebecca Benson	Ben Gorban	Joyce Iwashita	Terri Robbins	Communications Staff	Administrative Manager
<b>Monitoring Plan Development and Updates</b>	160	160	144	160	160	160	96	0	144	0	0	0	0	0	0	0	0	0	0	0	288	192	192	0	144	192	0	96	0
<b>Information Gathering</b>	104	104	96	52	52	52	144	0	144	0	0	0	0	0	0	0	0	0	0	0	0	144	96	192	192	96	0	0	0
<b>Report Writing</b>	104	104	48	104	104	104	240	0	192	0	0	0	0	0	0	0	0	0	0	0	288	96	96	0	256	240	0	0	0
<b>Community Survey</b>	0	0	0	0	0	0	80	0	192	0	0	0	0	0	0	0	0	0	0	0	0	192	0	0	0	192	192	96	0
<b>Technical Assistance (TA)*</b>	0	0	48	0	0	0	96	0	48	0	0	0	0	0	0	0	0	0	0	0	48	192	576	0	0	96	0	0	0
<i>Provide community policing TA</i>			12				12														8	40	80			10			
<i>Provide impartial policing TA</i>			12																		4	30	40			10			
<i>Provide crisis intervention TA</i>			12				12														4	30	50			10			
<i>Provide use of force TA</i>									24												4	30	60			10			
<i>Provide recruitment, hiring, and promotion TA</i>							24														4		40			10			
<i>Provide training TA</i>							12														4		80			8			
<i>Provide supervision TA</i>							12														4		66			8			
<i>Provide officer wellness and support TA</i>			12				24														4		40			10			
<i>Provide accountability and transparency TA</i>																					4	32	40			10			
<i>Provide data collection, analysis, and management TA</i>									24												8	30	80			10			
<b>Policy and Training Review***</b>	52	52	48	52	52	52	96	52	0	52	32	52	52	52	52	52	52	52	64	64	48	0	96	192	384	288	192	0	0
<i>Community Policing</i>	10	12		26				26						26				26	24		8		10	20	40	16	20		
<i>Impartial Policing</i>				26				26						26				26		32	4		10	20	40	16	20		
<i>Crisis Intervention</i>		5	48				12														4		10	20	40	32	20		
<i>Use of Force</i>	22									32		52							14		4		10	20	40	32	20		
<i>Recruitment, Hiring, and Promotion</i>	10				12		20						26								4		8	16	40	32	16		
<i>Training</i>					12		20						26								4		8	16	40	32	16		
<i>Supervision</i>					12		24														4		10	20	40	32	20		
<i>Officer Wellness and Support</i>		10			16		20														4		10	20	32	32	20		
<i>Accountability and Transparency</i>	10					26				26					26		26				4		10	20	32	32	20		
<i>Data Collection, Analysis, and Management</i>		25				26				26					26		26				8		10	20	40	32	20		
<b>Project Management</b>			480																		1280	960	96	0	192	0	0	288	960
<b>TOTAL HOURS BUDGETED</b>	<b>420</b>	<b>420</b>	<b>864</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>752</b>	<b>52</b>	<b>720</b>	<b>52</b>	<b>32</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>64</b>	<b>64</b>	<b>1952</b>	<b>1776</b>	<b>1152</b>	<b>384</b>	<b>1168</b>	<b>1104</b>	<b>384</b>	<b>480</b>	<b>960</b>
<b>% of FTE (2080 hours)</b>	<b>21.9%</b>	<b>20.2%</b>	<b>41.5%</b>	<b>17.7%</b>	<b>17.7%</b>	<b>17.7%</b>	<b>36.2%</b>	<b>2.5%</b>	<b>34.6%</b>	<b>2.5%</b>	<b>1.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>93.8%</b>	<b>85.4%</b>	<b>55.4%</b>	<b>18.5%</b>	<b>56.2%</b>	<b>53.1%</b>	<b>18.5%</b>	<b>23.1%</b>	<b>46.2%</b>

\* The budget also includes 208 unspecified hours to be allocated to SMEs for monitoring and 416 hours unspecified hours to be allocated for SMEs for TA dependent on the needs of the City.  
 \*\* These are FTE for budgeting purposes. Adjustments will be made within budget as necessary. As an example, both Rick Braziel and Brian Maxey are able to commit 75% to 100% of FTE as necessary.  
 \*\*\* An additional 128 hours have been allocated to unspecified special advisors for necessary training and policy review, which in this matrix has been divided between Ronal Serpas and Rachel Harmon.

## Attachment A: Police Foundation Monitoring Team Roles and Responsibilities

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.

### Independent Monitoring Team Organization



Above is an overview of the primary structure of the PF monitoring team. Below is a more detailed description of the anticipated roles and responsibilities of each of the team members. Of note is that while members of the team may have primary responsibility for a task, we intend to leverage multiple members of the team for each task to ensure a diverse array of perspectives. More detailed descriptions of each individual's skills and expertise are included in the Police Foundation proposal, particularly on the capabilities matrix in Appendix B of our original proposal. In addition, the Attachment A matrix of this Supplemental document provides specific percentages of time allocated to tasks.

**We reiterate that all of this is subject to change, should the PF Team be selected, as the City and the team progress through the monitorship. As an example, both co-monitors, Rick Braziel and Brian Maxey are currently only allocated approximately 25% of FTE. However, both have committed to allocating more – up to 100% FTE each, as necessary.**

The PF Team will keep detailed data and conduct analysis on staff time expenditure on monitoring tasks in the first year to support any necessary changes to second through fifth year projections.

**Co-Monitors Chief (Ret.) Rick Braziel and Brian Maxey** will provide leadership, overall direction and accountability for the team. They will serve as liaisons to the Parties and will engage in on-going relationship-building and dialogue with the Chicago stakeholder communities, the Parties and within the Chicago Police Department. In addition, the Co-Monitors will be responsible for both internal and external team messaging as it relates to consent decree.

**Chief (Ret.) Rick Braziel** will also lead the *Use of Force Team* where he will lead policy and training review, data analysis, technical assistance and report writing and submission as it relates to the Use of Force section of the consent decree.

Also on the *Use of Force Team* will be Chief (ret.) Darrel Stephens and Superintendent (ret.) Lisa Holmes.

**Brian Maxey** will also provide legal expertise and oversight to the team with regard to ensuring Constitutional policing. He will guide the team to appropriately collaborate with the City of Chicago to ensure they are driving toward measurable and sustainable compliance with consent decree provisions to translate 21<sup>st</sup> century policing principles into practice.

**Ganesha Martin** will serve as the Deputy Monitor for *Human Capital Management Team*. In this role she will lead the policy and training review, data analysis, technical assistance and report writing and submission as it relates to the Human Capital Management Section of the consent decree. She will also provide legal guidance and engage in on-going relationship-building and dialogue with the Chicago stakeholder communities. The team will be responsible for reviewing CDP progress with recruitment, hiring and promotion, training and supervision, and the implementation of officer wellness programs. Officer recruitment monitoring will address the effectiveness of diversity efforts as well as the fairness and transparency of supervisor promotions. This team will also review CPD progress in improving the Field Training Program, annual in-service training and supervisor training and ratios. Finally, this team will assure that CPD meets the requirements related to destigmatizing officer wellness programs, developing and implementing a comprehensive suicide prevention initiative, and growing the number of licensed mental health professional staff from three to at least 10.

Also on the *Human Capital Management Team* are Dr. Karen Amendola, Dr. Joan Sweeney, and Melissa Reuland.

**Blake Norton** will serve as the *Deputy Monitor for Management*, leading the Management Team. In this role, she will be responsible for ensuring that all tasks are executed on-time and on-budget. She will also manage resources for the team, ensuring all team members have the staff support and other resources necessary to efficiently and effectively operate. She will also directly supervise the Chicago-based Program Manager and Community Outreach Manager, and she, like all team members will be continuously involved with community engagement activities.

Also, on the *Management Team* will be the newly hired Project Manager, Community Engagement Manager, Jennifer Zeunik, Rebecca Benson, Ben Gorban, Joyce Iwashita and financial and logistics staff.

**Chief (ret.) Daniel Isom, PhD** will serve as the *Deputy Monitor for Community Policing*, where he will lead the team responsible for monitoring community policing aspects of the Chicago Consent Decree. He will lead the policy and training review, data analysis, technical assistance and report writing and submission as it relates to the Community Policing areas of the consent decree. He, like all of the other team leaders, will engage in on-going relationship-building and dialogue with the Chicago stakeholder communities. This team will address all areas of the consent decree related to integrating community and impartial policing principles into CPD operations, creating structure and oversight for CPD officers in Chicago schools, improving CPD interactions with diverse communities, facilitating access for individuals with disabilities, and institutionalizing the inclusion of community input into key CPD decisions and operations.

Also on the *Community Policing Team* are Rev. Jeff Brown and Francine Tournour.

**Deputy Commissioner (ret.) Jason Johnson** will serve as the *Deputy Monitor for Accountability, Transparency and Data*. In this role he will lead the policy and training review, data analysis, technical assistance and report writing and submission as it relates to the Accountability, Transparency, and Data areas of the consent decree. He will provide legal expertise and input. He, like the other team leaders, will engage in on-going relationship-building and dialogue with the Chicago stakeholder communities. This team will monitor CPD progress in implementing data systems that support accountability and transparency - internally and to the public - of CPD activities, including for use of force incidents, misconduct investigations, particularly officer-involved domestic violence or sexual misconduct allegations. This team also addresses the internal CPD processes and staffing models that relate to managing the complaint and investigations process, as well as addressing cultural issues related to the officer code of silence.

Also on the *Accountability, Transparency, and Data Team* are Roland Corvington, Jane Wiseman, and Breanne Cave, Ph.D.

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).*

Please see Attachment A Matrix.



## **Attachment B: Budget Rationale**

Our proposed total budget (cost estimate) for this project is approximately \$14.25 million – roughly \$2.85 million annually. This includes all operating costs, labor and expenses for Police Foundation staff and Subject Matter Experts (SMEs/consultants) on the Independent Monitoring Team and their travel expenses for monitoring the progress of the Chicago Police Department (CPD) in meeting the requirements of the consent decree.

We have based our cost estimate on our current best guess of the level of effort required, using a task-based approach. For each task, we have internally estimated the percentage of time/number of days for each person on the team. The below narrative aligns with the budget summary document presented in Attachment C and provides the basis and rationale for projected costs in each of the major task areas of the monitorship. Tasks described on pages 19-24 of the original proposal are mapped to the higher-level budget categories provided in Attachment C.

Please note that each budget category contains costs for Labor (Police Foundation employees), Consultants, Travel (employees and consultants), and General Administration. General Administration costs are typically 12% - 13% of budget category costs, covering communications, office supplies, and contracts and finance administration costs. The exception is the General Administration costs for the Community Survey category, which includes additional General Administration costs, described in more detail below.

Also note that we understand these cost estimates are projections and estimates only, based on the tasks and activities described below; adjustments will be made as necessary, as described in our response to the supplemental information questions, and as noted in Attachment A.

### ***Monitoring Plan Development and Updates***

In the development of the proposed costs related to Monitoring Plan Development and Updates, the Police Foundation projects labor, consultant, travel, and general administration costs primarily related to Tasks 1, 8, and 9, as detailed in the original proposal. This includes developing a monitoring plan, maintaining regular communications with the Parties, convening monthly meetings with the Parties' representatives, conducting regular meetings with community members, members of the Department, and the Department members' bargaining representatives. Activities involve initial onsite engagement with the Parties and representatives of the Coalition, the development of protocols regarding information-sharing, communication, media contacts, and other process related topics, as well as discussions and negotiations regarding compliance metrics and reporting, and ongoing on and offsite meetings with the Parties to discuss compliance status. Police Foundation staff and consultants will be involved in this work.

### ***Information Gathering***

In the development of the proposed costs related to Information Gathering Monitoring, the Police Foundation projects labor, consultant, travel, and general administration costs primarily related to Task 4, as detailed in the original proposal. Task 4 is focused on conducting compliance reviews and audits to determine whether the City and CPD have complied with the requirements of the Agreement. Information gathering will be an ongoing effort throughout the life of the

Consent Decree, at the outset to be used to identify priority areas of focus, develop the Monitoring Plan, and establish baseline measures. Subsequently, data will be collected and documents will be reviewed for the purposes of compliance reviews and audits. Documentation, data, and materials to be collected include: policies and procedures; training curricula and documentation; traffic and pedestrian stop and field contact data; use of force data; incident and internal affairs complaint investigation processes and records; communication protocols and practices related to the implementation of community and impartial policing, organizational strategies and plans, hiring and recruitment data; training materials and schedules and participation data along with any participant feedback on training, particularly for crisis intervention training; promotional policies and data; budget documents; internal directives; job descriptions; program brochures and documents; minutes and reports from community meetings; officer wellness program information and program usage statistics; and other relevant information from CPD, the City, and other relevant data sources, as appropriate. The projected costs for this budget category include not only the collection of this information, but the organization, storage, management, and review of it. Police Foundation staff and consultants will be involved in this work.

### ***Report Writing***

In the development of the proposed costs related to Report Writing, the Police Foundation projects labor, consultant, and general administration costs primarily related to Tasks 6 and 7, as detailed in the original proposal. This includes preparing and filing semiannual Monitor reports and maintaining a public website for posting monitor reports and other public information. Police Foundation staff and consultants will be involved in this work. This work will be done offsite – no travel is anticipated regarding this category.

### ***Community Survey***

In the development of the proposed costs related to Community Survey, the Police Foundation projected labor and general administration costs, primarily related to Task 5, as detailed in the original proposal. Per the proposed methodology, the Police Foundation Monitoring Team will conduct a multi-lingual survey of community perceptions of and satisfaction with the CPD within the first 180 days of the agreement. Our approach to implementing the survey will be multi modal - using text surveys, neighborhood canvassing (meetings and door-to-door) as well as other methods to ensure high response rates. Additional information will be gleaned from existing survey data, the implementation of police department organizational culture and practice surveys, and police-citizen interaction surveys, as well as an anonymous comment form on the Monitoring website. Survey work is proposed in Years 1, 3, and 5 of the monitorship and will be the responsibility of Police Foundation staff (no consultants). General administration costs for this category include survey tools/licenses, including funding for text and/or app-based surveys, and funding to support the work of the Police Foundation's Institutional Review Board (IRB), given the human subject research component to surveys.

### ***Technical Assistance***

In the development of the proposed costs related to Technical Assistance, the Police Foundation projects labor, consultant, travel, and general administration costs, primarily related to Task 10, as detailed in the original proposal. The Police Foundation Monitoring Team will offer technical assistance and recommendations to the Parties regarding measures necessary to ensure timely

full and effective compliance with the Agreement. We will review each area of the consent decree, comparing observed and analyzed data about CPD to model law enforcement policies, best practices, and national standards. Topics not covered by current written policies and procedures, areas that are insufficient or not aligned with best practices, and areas where inappropriate informal policies inhibit adherence to written policies will be identified. We will develop technical assistance plans to address these areas, as appropriate, and will assign PF staff and/or consultants to implement technical assistance, as agreed upon by the Parties. Travel will be required for technical assistance in many cases.

### ***Training and Policy Review***

In the development of the proposed costs related to Training and Policy Review, the Police Foundation projects labor, consultant, travel, and general administration costs, primarily related to Tasks 2 and 3, as detailed in the original proposal. This includes reviewing and commenting on CPD policies, procedures, and training materials, and reviewing and approving CPD implementation plans. Throughout the term of this project, the Police Foundation Monitoring Team will review and comment on CPD policies, procedures, and training materials to determine if they are aligned with the requirements of the consent decree and with best practices in law enforcement. All reviews will be completed within the required 30-day turnaround period. Police Foundation staff and consultants will complete this work, some of which will require travel for onsite meetings and/or observations (ridealongs, training academy/classroom visits, etc.).

### ***Project Management***

Projected costs related to project management are limited to Police Foundation staff time and staff travel, website development and maintenance, general administration costs, and limited funding for computer equipment in Year 1. We recognize that managing a monitorship of this scale will require dedicated staff focused on the day-to-day activities of this work. Significant project management time is allocated to a Project Director and a Community Outreach Manager, who will be supported by Policy Analysts. Project management will involve developing internal project management schedules and tracking tools, monitoring tasks and timelines, providing quality control and quality assurance, assigning and monitoring consultant tasks, allotted budgets, and expenditures, identifying additional SMEs/consultants if/as needed and agreed upon, etc.

Attachment C: Budget Documents

**Police Foundation  
Budget Summary**

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Labor	\$ 169,290.00	\$ 191,942.16	\$ 174,437.69	\$ 186,322.93	\$ 193,333.03	\$ 915,325.79
Consultants	\$ 329,500.00	\$ 312,000.00	\$ 252,000.00	\$ 244,500.00	\$ 202,000.00	\$ 1,340,000.00
Travel	\$ 102,040.00	\$ 95,408.00	\$ 73,740.00	\$ 76,292.00	\$ 76,292.00	\$ 423,772.00
General Administration	\$ 73,261.56	\$ 75,104.91	\$ 63,054.42	\$ 64,204.19	\$ 60,937.85	\$ 336,562.94
<b>Monitoring Plan Development/Updates</b>	<b>\$ 674,091.56</b>	<b>\$ 674,455.07</b>	<b>\$ 563,232.11</b>	<b>\$ 571,319.12</b>	<b>\$ 532,562.88</b>	<b>\$ 3,015,660.73</b>
Labor	\$ 114,317.82	\$ 125,355.63	\$ 100,094.09	\$ 123,374.36	\$ 129,165.12	\$ 592,307.03
Consultants	\$ 91,000.00	\$ 91,000.00	\$ 91,000.00	\$ 91,000.00	\$ 91,000.00	\$ 455,000.00
Travel	\$ 12,760.00	\$ 12,760.00	\$ 15,052.00	\$ 12,760.00	\$ 14,008.00	\$ 67,340.00
General Administration	\$ 31,848.59	\$ 33,817.11	\$ 29,445.89	\$ 32,973.51	\$ 34,409.41	\$ 162,494.51
<b>Information Gathering</b>	<b>\$ 249,926.41</b>	<b>\$ 262,932.74</b>	<b>\$ 235,591.99</b>	<b>\$ 260,107.87</b>	<b>\$ 268,582.52</b>	<b>\$ 1,277,141.54</b>
Labor	\$ 153,262.62	\$ 152,760.06	\$ 165,483.23	\$ 183,911.83	\$ 192,186.85	\$ 847,604.59
Consultants	\$ 130,000.00	\$ 130,000.00	\$ 130,000.00	\$ 130,000.00	\$ 104,000.00	\$ 624,000.00
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 41,574.55	\$ 40,579.70	\$ 42,304.62	\$ 45,867.72	\$ 44,556.66	\$ 214,883.26
<b>Report Writing</b>	<b>\$ 324,837.17</b>	<b>\$ 323,339.75</b>	<b>\$ 337,787.85</b>	<b>\$ 359,779.56</b>	<b>\$ 340,743.51</b>	<b>\$ 1,686,487.84</b>
Labor	\$ 88,938.50	\$ -	\$ 93,441.01	\$ -	\$ 95,235.19	\$ 277,614.70
Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 134,574.12	\$ 5,500.00	\$ 135,077.17	\$ 5,500.00	\$ 135,029.15	\$ 415,680.43
<b>Community Survey</b>	<b>\$ 223,512.62</b>	<b>\$ 5,500.00</b>	<b>\$ 228,518.19</b>	<b>\$ 5,500.00</b>	<b>\$ 230,264.33</b>	<b>\$ 693,295.13</b>
Labor	\$ 95,018.28	\$ 118,469.05	\$ 115,826.74	\$ 155,202.77	\$ 80,718.46	\$ 565,235.30
Consultants	\$ 52,000.00	\$ 104,000.00	\$ 208,000.00	\$ 208,000.00	\$ 104,000.00	\$ 676,000.00
Travel	\$ 68,904.00	\$ 91,872.00	\$ 76,560.00	\$ 68,904.00	\$ 68,904.00	\$ 375,144.00
General Administration	\$ 30,377.94	\$ 41,920.21	\$ 49,711.03	\$ 56,281.73	\$ 32,408.46	\$ 210,699.36
<b>Technical Assistance</b>	<b>\$ 246,300.22</b>	<b>\$ 356,261.26</b>	<b>\$ 450,097.77</b>	<b>\$ 488,388.50</b>	<b>\$ 286,030.92</b>	<b>\$ 1,827,078.66</b>
Labor	\$ 134,769.78	\$ 138,139.02	\$ 112,172.27	\$ 117,096.93	\$ 127,857.89	\$ 630,035.90
Consultants	\$ 276,400.00	\$ 279,000.00	\$ 222,000.00	\$ 279,000.00	\$ 244,000.00	\$ 1,300,400.00
Travel	\$ 59,688.00	\$ 59,688.00	\$ 46,424.00	\$ 59,688.00	\$ 59,688.00	\$ 285,176.00
General Administration	\$ 61,310.26	\$ 61,943.80	\$ 49,834.67	\$ 57,384.60	\$ 55,837.78	\$ 286,311.11
<b>Training and Policy Review</b>	<b>\$ 532,168.04</b>	<b>\$ 538,770.83</b>	<b>\$ 430,430.94</b>	<b>\$ 513,169.53</b>	<b>\$ 487,383.67</b>	<b>\$ 2,501,923.00</b>
Labor	\$ 478,472.30	\$ 545,804.89	\$ 521,298.99	\$ 538,306.26	\$ 535,929.59	\$ 2,619,812.04
Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 30,624.00	\$ 30,624.00	\$ 22,968.00	\$ 7,656.00	\$ 7,656.00	\$ 99,528.00
Equipment	\$ 5,950.00	\$ -	\$ -	\$ -	\$ -	\$ 5,950.00
General Administration	\$ 103,286.92	\$ 115,178.50	\$ 102,714.33	\$ 101,133.61	\$ 100,503.50	\$ 522,816.87
<b>Project Management</b>	<b>\$ 618,333.22</b>	<b>\$ 691,607.40</b>	<b>\$ 646,981.32</b>	<b>\$ 647,095.88</b>	<b>\$ 644,089.10</b>	<b>\$ 3,248,106.91</b>
<b>TOTAL</b>	<b>\$ 2,869,169.24</b>	<b>\$ 2,852,867.04</b>	<b>\$ 2,892,640.16</b>	<b>\$ 2,845,360.45</b>	<b>\$ 2,789,656.94</b>	<b>\$ 14,249,693.82</b>



NEW YORK  
LONDON  
SINGAPORE  
PHILADELPHIA  
CHICAGO  
WASHINGTON, DC  
SAN FRANCISCO  
SILICON VALLEY  
SAN DIEGO  
LOS ANGELES  
TAIWAN  
BOSTON  
HOUSTON  
AUSTIN  
HANOI  
HO CHI MINH CITY

# DuaneMorris®

FIRM and AFFILIATE OFFICES

LISA T. SCRUGGS  
DIRECT DIAL: +1 312 499 6742  
PERSONAL FAX: +1 312 873 3762  
E-MAIL: [LTScruggs@duanemorris.com](mailto:LTScruggs@duanemorris.com)

[www.duanemorris.com](http://www.duanemorris.com)

SHANGHAI  
ATLANTA  
BALTIMORE  
WILMINGTON  
MIAMI  
BOCA RATON  
PITTSBURGH  
NEWARK  
LAS VEGAS  
CHERRY HILL  
LAKE TAHOE  
MYANMAR  
OMAN  
A GCC REPRESENTATIVE OFFICE  
OF DUANE MORRIS  
ALLIANCES IN MEXICO  
AND SRI LANKA

October 11, 2018

VIA E-MAIL

Mr. Rick Braziel, Chief  
Police Foundation  
1201 Connecticut Avenue, NW  
Suite 200  
Washington, DC 20036

**Re: Chicago Police Consent Decree Independent Monitor Selection Process**

Dear Mr. Braziel:

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*

DUANE MORRIS LLP

190 SOUTH LASALLE STREET, SUITE 3700 CHICAGO, IL 60603-3433  
DMI\9085069.1

PHONE: +1 312 499 6700 FAX: +1 312 499 6701

Mr. Rick Braziel, Chief  
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](mailto:LTScruggs@duanemorris.com) and to the City at [Aslagel@taftlaw.com](mailto: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



October 26, 2018

Lisa T. Scruggs  
Special Assistant Attorney General  
Office of the Illinois Attorney General  
100 West Randolph Street, Floor 12  
Chicago, Illinois 60601

Allan T. Slagel  
Special Assistant Corporation Counsel  
City of Chicago  
121 North LaSalle Street, Suite 600  
Chicago, Illinois 60602

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

Dear Ms. Scruggs and Mr. Slagel:

The Police Foundation respectfully submits this letter in response to the October 11, 2018 request for information regarding the next phase of the City of Chicago Police Department Independent Monitor selection process.

Unless as otherwise stated below, none of our team members have ever:

- 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
- 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.

As former Chiefs of Police, Rick Braziel, Ronal Serpas, and Daniel Isom were sued in their official capacity as the policymaker for their departments (*Monell* claims), under *respondeat superior* for actions of subordinates, and sometimes in their individual capacities. These cases were routinely settled in the court of City business and some were dismissed through litigation. Similarly, Jason Johnson was sued as a police officer for Prince George's County; the case was settled by the County.

Brian Maxey was sued as an Assistant Attorney General, but the case was dismissed *sua sponte* by the Court.



Ganesha Martin was sued in an employment capacity, but the matter was voluntarily withdrawn by the plaintiff prior to any responsive filings. As such, the matter was neither settled nor adjudicated, but we disclose in an abundance of caution.

None of our team members have ever had a finding of liability against them.

Please do not hesitate to contact us with any questions. Our contact information is:

Blake Norton, Senior Vice President  
Police Foundation  
1201 Connecticut Avenue, NW, Suite 200  
Washington, DC 20036  
Phone: 202-833-1460  
Fax: 202-659-9149  
Email: [bnorton@policefoundation.org](mailto:bnorton@policefoundation.org)

Thank you for your time and consideration.

Sincerely,



Blake Norton  
Senior Vice President