



EXIGER

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**Application to Perform a Comprehensive
Review of the University of Cincinnati
Police Department (Revised)**

Submitted to the University of Cincinnati Office of
Safety and Reform

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I.	Executive Summary.....	3
II.	Proposal Content.....	6
1.1	Review of all UCPD Policies and Procedures.....	6
1.2	Review of all UCPD Data Collection Systems, Data Usage, Automation, and Records Management.....	9
1.3	Review of Training.....	11
1.4	Review of Accountability Mechanisms	13
1.5	Review of Officer Recruitment, Hiring, Promotion, and Retention	16
1.6	Review of Equipment and Technology.....	18
1.7	Review of Specific Substantive Areas.....	19
1.8	Team Experience	22
1.9	Individual Staff Qualifications	27
1.10	Strength Of Proposed Methodology	35
1.11	Cost.....	39

I. EXECUTIVE SUMMARY

It can be said that nothing is more important to the perception of fairness in government than the way in which that government polices its residents. While the primary role of the police is to ensure public safety, the manner in which it does so, and the extent to which, as an organization, it follows the rule of law, is as vital to that mission as the ultimate statistics measuring crime. These principles are just as applicable to a university run police department, as they are to a major metropolitan police department. Yet, understanding the differences between these two types of police agencies is critical to success in fulfilling the mission of each. The undertaking of a comprehensive review is the first step in ensuring that all processes and operations of the University of Cincinnati Police Department (“UCPD”) are consistent with the mission, strategies and tactics of the department and in identifying and remediating inconsistencies that are uncovered.

It is with these notions in mind that Exiger is pleased to submit this proposal to perform a Comprehensive Review (the Review) of the UCPD for the University of Cincinnati. It is our sincere hope that we can play a significant role in — and, indeed, expedite — the implementation of best practices for UCPD.

Exiger has one overarching mission: Integrity Assurance. Initially launched to lead the largest and most comprehensive monitorship ever — that of HSBC in response to a deferred prosecution agreement with the U.S. Department of Justice — the company has built its business and reputation on decades of experience in independent monitorships and other integrity-related assignments. Mike Cherkasky, the Chairman of Exiger, and Jeff Schlanger, the President of Exiger Advisory, worked together for years at Kroll (Mr. Cherkasky as President and CEO of the firm, and Mr. Schlanger as President of the Kroll Government Services subsidiary), where they launched a public safety consulting practice and served, respectively, as the Monitor and Deputy Monitor of the Los Angeles Police Department.

Each assignment that Exiger undertakes is designed to assure stakeholders of the integrity of an entity and its processes. Here, we will accomplish this through our time-tested methodology, which (1) provides for a full understanding of the challenges that face UCPD; (2) leads to the development of both a strategic and tactical approach to remediate any immediate issues; (3) in turn, leads to the design of new or enhanced policies and procedures to prevent future occurrences of those issues; and, (4) provides a road map for auditing and monitoring the implementation of the new or enhanced policies and procedures, to ensure an ongoing compliance environment that uses best practices.

Exiger has put together a team of expert and experienced consultants that are uniquely qualified for this engagement including:

- Charles Ramsey, Philadelphia Police Commissioner and co-chair of President Obama’s Task Force on 21st Century Policing

- Roberto A. Villaseñor, Tucson Police Chief
- Jim McShane, Vice President for the Department of Public Safety at Columbia University
- John Thomas, Chief of the USC Department of Public Safety
- Mark Porter, Chief of Police at Brown University
- Maggie Goodrich, LAPD Chief Information (Technology) Officer
- Sandy Jo MacArthur, former LAPD Assistant Chief

Our ultimate recommendations will be made against the backdrop of the damage to the UCPD's reputation caused in the aftermath of the July 19th incident. It is our firm desire to help the UCPD rebuild that reputation. We believe that the process outlined in the RFP coupled with the unique collective experience of the team will serve to not only rebuild the reputation of the UCPD, but, more importantly, to guard that reputation through the implementation of best practices that will mitigate risks of aberrant conduct to the greatest extent possible.

The Exiger team will consist of one project lead, team leaders, and a number of supporting team members.

Jeff Schlanger, Managing Director and President of Exiger's Advisory Group will serve as the Project Lead. Mr. Schlanger has more than 30 years of experience in law, law enforcement, and, perhaps most critically, police department monitoring. He was instrumental in the design and execution of the monitoring methodology in Los Angeles, serving as the Deputy Primary Monitor for the LAPD consent decree, and has performed significant independent investigations at the request of large police departments throughout the country including the Tennessee Highway Patrol, the San Francisco Police Department, and the Austin Police Department.

Significantly, Mr. Schlanger has served on the Executive Committee of the Working Group for National Guidelines for Monitors, developing the National Guidelines for Police Monitors. Before joining Exiger, he was Chief of Staff at the Manhattan District Attorney's Office, overseeing not only the day-to-day operations of New York's largest prosecutor's office, but also handling its "Extreme Collaboration" initiative with the New York City Police Department ("NYPD"). During this period, Mr. Schlanger also served as advisor to NYPD Commissioner William Bratton and those within the NYPD working on the "re-engineering" of the Department. Mr. Schlanger currently continues his service to New York City as a pro-bono Special Assistant to New York City Police Commissioner, William Bratton. As Project Lead for the University of Cincinnati, Mr. Schlanger would be responsible for directly overseeing the dedicated team leads. In addition to these oversight duties, Mr. Schlanger would supervise the day-to-day operations of the Review, and, as such, would directly interface with the UCPD on a regular basis.

Our team includes numerous other prominent law enforcement professionals from around the country. Charles Ramsey, our proposed team-lead for the Policies and Procedures component, and the Recruitment, Hiring, Promotion, and Retention component of the Review, has close to 50 years in law enforcement, retiring at the end of this year as Commissioner of the Philadelphia Police Department (PPD). In his eight-year tenure with the PPD, Commissioner Ramsey implemented a community-based approach to policing, and saw a marked decrease in citywide homicides and violent crimes. From 1998 until 2006, Commissioner Ramsey served as the Chief of the Metropolitan Police Department of the District of Columbia (MPDC), where he implemented programs that expanded community policing, and improved MPDC's recruiting, hiring, and training standards, and saw crime rates decline approximately 40%. Commissioner Ramsey also served as the Co-Chair of President Obama's Task Force on 21st Century Policing, as well as the President of the Police Executive Research Forum (PERF) and the Major Cities Chiefs Association (MCCA).

Our other members are no less notable. Nola M. Joyce, our proposed team lead for the Review of Accountability, has been the Deputy Commissioner of the PPD, under Commissioner Ramsey, for the past eight years, after serving as the Chief Administrative Officer and Chief of Staff of the MPDC for eight years. Patrick Harnett, who will handle the Use of Force, and Traffic Stop components of the Review and has performed numerous similar consulting assignments including those for Brown University and the University of Chicago was a member of the New York Police Department (NYPD) for 32 years. Roberto A. Villaseñor, the proposed team lead for the Specific Substantive Areas review is the Chief of Police in Tuscon, Arizona, and served as a member of President Obama's Task Force on 21st Century Policing. The team also includes three experts on campus policing. John Thomas is the Chief of the University of Southern California (USC) Department of Public Safety, James McShane is the Vice President for the Department of Public Safety at Columbia University, and Mark Porter is the Executive Director and Chief of Police at Brown University. Beth Corriea, our proposed team lead for the Data Collections Systems and Records Management component of the Review, is the former Department Risk Manager for the LAPD, where she oversaw the operations of the Legal Affairs Division, the Risk Management Assessment Section, and the Risk Management Coordination Unit. Maggie Goodrich, the proposed team lead on the Review of Equipment and Technology is the Chief Information Officer at the LAPD. Sandy Jo MacArthur, a former LAPD Assistant Chief, will handle the Training component. We provide further information on all our key team members in the next section and in biographies which appear in Appendix A.

As detailed below, our plan will not only address every substantive requirement of the Proposal Content section of the Request for Proposal, but also maximize community participation and understanding of the police and their methods. Because of the experience of every key member of our team being involved in significant monitorships and/or reviews, we will hit the ground running. We will immediately establish working relationships and closely collaborate with the UCPD, the University of Cincinnati, the OSR and the CAC, the City of Cincinnati, and other stakeholders; and execute on our plan that ensures that all aspects of the Proposal Content section are addressed.

II. PROPOSAL CONTENT

Exiger expects to collaborate extensively with all relevant stakeholders in the performance of this assignment. Our proposed methodology is detailed in Section 1.10 and includes a timeline calling out the phases of our approach and the steps that we will undertake in order to fulfill the assignment. We have also included a project timeline that is attached as Appendix C. We will, whenever possible, utilize technology, including video-conferencing, in order to contain costs. That being said, we believe that the site visit called for in our timeline, is of the utmost importance in promoting full collaboration.

In executing on our proposed methodology, the Exiger team will collect and analyze UCPD and other relevant UC information and data pertaining to each of the seven broad areas and area subsections presented in the RFP. The Exiger team will also examine whether the UCPD is striking an appropriate balance between the measures necessary to ensure safety, deter crime, and provide a sense of security to all its constituencies and the desire to maintain the UC as a welcoming and open environment that serves not only a diverse faculty, student, and staff population, but also the economically and racially diverse populations that live in the surrounding communities. Since the UCPD works in partnership with the Cincinnati Police Department in the neighborhoods surrounding the main campus, the Exiger team will also meet with relevant Cincinnati Police Department members on specified tasks.

1.1 Review of All UCPD Policies and Procedures

The proposed team-lead on the Policies and Procedures review will be Charles Ramsey, who will bring the same community-based approach to policing that he successfully implemented while serving in leadership roles in three of the country's largest police departments in Chicago, Washington D.C, and Philadelphia. In January of 2016, Commissioner Ramsey will be stepping down as Police Commissioner of the Philadelphia Police Department (PPD), the fourth largest police department in the nation with over 6,600 sworn officers and 830 civilian members. Prior to this, from 1998 until 2006, Commissioner Ramsey held the position of Police Commissioner of the MPDC, where his newly introduced programs and community-based approach to policing resulted in a 40% decrease in crime.

Assisting Commissioner Ramsey in his review of all Policies and Procedures will be Chief John Thomas, the Chief of the USC Department of Public Safety. As Chief, he is responsible for overseeing the management and control of over 280 officers responsible for the safety of members of the USC campus and surrounding community. Since his appointment and implementation of crime reduction and quality of life strategies in 2006, the campus community has experienced over a 70% decrease in both robberies and overall violent crimes.

As there is overlap with the assessment tasks in this content area and the tasks in

several of the other sections, other members of the Exiger team will be working closely with Commissioner Ramsey and Chief Thomas on this task.

1.1.1 Submitted proposals should provide and include a plan to thoroughly examine all written policies and procedures of the UCPD.

Exiger will immediately upon award begin the process of gathering all of the UCPD's written policies and procedures. The schedule contained in the request for proposal says that contractor negotiations will end on February 1, 2016. During the first week after award, in addition to the gathering of relevant documents, a detailed agenda for a site visit will be developed with the University and UCPD calling for the Project Lead and all the team leads visiting the University of spending the better part of a week interacting with appropriate officials and familiarizing themselves with the UCPD, the University, and the City. It is anticipated that the visit would occur on week two of the project. The review of documents received coupled with the site visit will allow for fruitful discussions during the visit.

Informed by the site visit, Exiger will review all UCPD written directives, policies and procedures, and relevant previously written management and staffing studies. Exiger team members have direct experience assessing policies and procedures manuals, developing recommendations for changes and assisting in developing and implementing new policies and procedures in many large urban and campus police departments. In addition to reviewing written materials, during the course of the engagement, team members will gather additional information from on-site interviews and observations which will also inform recommendations related to amending UCPD policies and procedures.

1.1.2 Assess the extent to which UCPD policies and procedures compare to best practices for urban university police agencies.

The Exiger team will analyze UCPD policies, procedures, and practices and compare with best practices policing standards. Sources for comparison will include large urban university campus public safety agencies and urban police departments currently and formerly run by Exiger team members as well as national campus public safety and law enforcement organizations such as the International Association of Campus Law Enforcement Administrators (IACALEA) and International Association of Chiefs of Police (IACP). Each of our University police chiefs will partake in this aspect of the Review.

1.1.3 Identify the positive aspects of existing policies and practices, as well as the areas that need improvement or adjustments.

The Exiger team will fully review all existing policies, procedures and practices to determine if they are relevant to the UC campus and surrounding community's current public safety needs. All applicable current policies, procedures and practices will be assessed

and recommendations for any enhancement, and revisions will be documented in detail by Exiger team members.

1.1.4 Identify any topics or areas not covered by current written policies and procedures.

Exiger will recommend additional new policies that may be needed as a result of the overall UCPD assessment project. The entire Exiger team will contribute to this effort in each of their substantive areas of expertise so that Exiger can effectively and efficiently identify any new UCPD policy and procedure needs department-wide throughout the engagement. The Exiger team member Chief Harnett will assist in this area of the Review. He is a policy and patrol guide expert who has more than 20 years of experience working with public safety agencies across the nation assessing and revising their policies and procedures manuals.

1.1.5 Include a plan for examining informal (non-written) policies, procedures, or practices that may enhance or inhibit compliance with written policies and procedures.

Throughout the UCPD engagement, Exiger team members will conduct ride-alongs, accompany officers on foot patrol and conduct individual interviews as well as focus group interviews with UCPD rank and file, relevant Cincinnati Police Department members, University administrators, faculty and staff, and students and community members. We will also speak to key members of the OFC and the CAC. Specific interviews will be identified and scheduled once the engagement begins and in full coordination with UC administrators.

It is anticipated that Exiger team members will identify formal UCPD policy and procedure needs as well as observe and analyze informal policies, procedures and/or practices that do not comply with written policies and procedures during interviews, ride-alongs and other observational activities. Team members may need to collect additional information related to these needs.

All Exiger team members will be assigned specific tasks in their field of expertise and be required to communicate recommendations for UCPD policy, procedure and practices orally and in writing to the Exiger team lead assigned to each of the seven broad areas outlined in the UC solicitation. Some areas of need will be discussed at Exiger internal team meetings prior to recommendations being fully developed. This process will enable all information from written analysis, formal interviews, informal discussions and observation activities to be efficiently collected by the lead writer and included in Exiger's interim and final reports.

- 1.1.6 Provide actionable recommendations regarding adjustments needed to formal policies and procedures to address any informal mechanisms that may influence compliance.

The Exiger Team will develop concrete and actionable recommendations for how to revise current UCPD policies and procedures. Until the Exiger team completes its assessment, it is difficult to know if this will include recommendations for minor revisions to current policies and procedures and/or a complete overhaul and development of new UCPD policy and procedure guidelines. Exiger will provide actionable recommendations related to next steps that UC may need to take to insure that new and/or revised public safety policies and procedures are informed by informal information and data that may influence compliance.

- 1.1.7 Provide actionable recommendations to rebuild trust between the UCPD and the community.

One of the most important objectives of the Review will be to develop actionable recommendations for rebuilding trust between the UCPD and the community. Exiger's team brings a wealth of experience and proven success in this area to the proposed project. The work of Commissioner Ramsey in Washington DC and Philadelphia and Chief Villaseñor in Tucson exemplify the real life experience and expertise that will inform this task. Also significant to the UC engagement, public safety leaders Chief McShane, Chief Thomas and Chief Porter have developed and implemented successful community engagement strategies on their respective urban university campuses that include collaboration among police, administrators/ faculty, students and community at larger. These experts will use their knowledge and experience to develop concrete recommendations for rebuilding trust between the UCPD and the community, which will be included in both the interim and final reports.

1.2 Review of all UCPD Data Collection Systems, Data Usage, Automation, and Records Management

The proposed team-lead on the Data Collection Systems, Data Usage, Automation, and Records Management review will be consultant Beth Corriea, who served as the Department Risk Manager for the LAPD under Chief Beck and currently consults with the NYPD under Commissioner Bratton. Ms. Corriea is an expert in the area of police department early warning systems. Assisting Ms. Corriea on this section of the Review will be Chief Thomas. Team member Maggie Goodrich, who also has considerable expertise in this area, will also be called upon to lend assistance on the following specific tasks.

- 1.2.1 Assess the adequacy and utility of all data collected by the UCPD, including its records management and dispatch systems. Identify deficiencies and provide actionable recommendations

The Exiger team has significant experience helping high profile police departments develop data collections systems that are efficient and easy to use. The Exiger team will review UCPD current data systems, and records management capabilities. They will assess existing documentation and high-level process mapping to identify areas to increase efficiency, and data outputs, including reports and analysis. An assessment of data quality controls, audits, and compliance with standard security requirements will be made. Finally, the team will conduct an examination of how social media is used and monitored by the UCPD. It will then provide actionable recommendations on how to improve aspects of the UCPD's data collection systems.

- 1.2.2 Determine if the current system allows for data to be stored and retrieved in a manner that facilitates its use and analysis.

A data collection system will only be effective if it is capable of being used for its intended purpose. The Exiger team will make determinations as to whether the UCPD's current system for data storage and retrieval is adequate and being properly utilized by both UCPD staff and supervisors. Individual interviews, focus group interviews and observation activities will be conducted to better understand how data is currently being collected, retrieved and analyzed and how these processes contribute to UCPD decision making.

- 1.2.3 Determine if the current data collection system and information captured is consistent and reliable.

The Exiger team will assess the types of data that the UCPD is collecting and how this data is being collected and analyzed. They will also review current data collection systems to ensure their accuracy. Exiger wants to certify that needed data sets are complete and used for their intended purpose.

- 1.2.4 Determine if the current hardware and software utilized by the UCPD is consistent with best practices for urban university police departments.

The Exiger team will analyze the current hardware and software being utilized by the UCPD to determine if it is consistent with best practices for large urban university campus and city police departments. Since the UCPD works in partnership with the Cincinnati Police in the main campus community, these two agencies may currently or in the future want to share data and information. The Exiger team will assess current UCPD hardware and software to ensure optimal interoperability as well. Exiger consultants assigned to this

area include current experts and leaders of university campus and large city police departments who have developed robust data collections systems and analysis processes in place that are considered best practices. Moreover, several Exiger team members participate in national groups that work to establish best practices for police data collection and analysis. IACLEA also has a number of technology training and networking resources regarding new and innovative university police department data collection and analysis best practices that the team will access.

- 1.2.5 Determine if there are more efficient means of data processing and records management that would allow UCPD Staff to easily and readily understand patterns related to incidents, officers, victims, use of force and other areas of interest.

The consulting team will assess how UCPD members currently rely on data analysis processes and record management systems. The consultants will also review data system back up plans. The Exiger team will then provide actionable recommendations for how the UCPD can improve its system.

- 1.2.6 Provide actionable recommendations for the use of data to rebuild trust between the UCPD and the community through transparency.

There are a growing number of urban police departments that are beginning to collect police-community engagement data in survey form and via focus group interviews. Moreover, some police departments are analyzing current data in new ways to capture additional community engagement information. University police departments are also developing new strategies to engage students and the community at large. Several members of the Exiger team have direct experience with both large city and university campus community engagement data collection efforts for rebuilding trust and increasing transparency. Exiger team members have worked on successful initiatives in large cities such as Philadelphia, New York, Los Angeles, Hartford and Providence in addition to working on similar consulting project tasks with the University of Chicago and USC. They will assess and make actionable recommendations for using UCPD data to rebuild community trust and transparency on and around the UC campuses. These recommendations will then be included in both the interim and final reports.

1.3 Review of Training

Exiger will review written materials and conduct interviews with relevant UCPD and UC Administration personnel to assess UCPD recruiting, hiring, training, promotion and retention practices. This effort will be led by Exiger team subject matter expert Sandy Jo MacArthur, who is a former Assistant Chief in the LAPD. In this role, she managed a billion dollar budget and led challenging LAPD initiatives including State Diversity and

Discrimination Training Programs, the Multi-Assault Counter Terrorism Action Capabilities (MACTAC) regional training program, and the redesign of the recruit training program. Ms. MacArthur will work with Exiger team member Chief Porter on the tasks outlined in 1.3.1 through 1.3.5, below.

- 1.3.1 Assess the quantity and quality of all UCPD training curricula and delivery for police and security officers, including recruit training, field training, in-service training, and specialized training; assess the command oversight of this process.

The Exiger team will conduct a comprehensive review of all UCPD training curricula and training delivery processes for:

- Recruits, including field training
- UCPD officers (in-service training and special unit training)
- UCPD civilians
- Campus private security

This review will include, but not be limited to: (1) content review of all written lesson plans, (2) observation of training sessions, and (3) individual interviews and focus group interviews with instructors and students. The Exiger team will assess the quality of the instructors associated with all levels of training, including basic recruit, in-service, and specialized training. They will also examine the command oversight and accountability for the training being developed and delivered.

- 1.3.2 Determine if the training provided properly prepares officers to meet the requirements and expectations necessary to police in an environment that includes a large university and surrounding urban area where a large percentage of students reside, and a large percentage of the population is African American.

Exiger understands that the UCPD, as currently constructed, is a predominantly white police force, and that most of the University's off-campus student housing is located in ethnically diverse, and predominantly African American neighborhoods. All three university police leaders on the Exiger team oversee similar police agencies in a large university located in urban areas where a large percentage of the population is African American. Moreover, the municipal police leaders working on Exiger's team for this engagement all currently run or have in the past overseen large city police departments characterized by diverse communities. Curricula and training from UCPD will be assessed to ensure that the training provided is properly preparing officers for work in diverse communities.

- 1.3.3 Assess if the training policies, procedures, and practice are consistent with best practices in both urban and campus police training are needed for both police officers and security guards.

Members of the Exiger team have researched and incorporated best practices in urban police training into their own departments and/or as part of other similar engagements. Team members will compare and contrast UCPD current training with best practices training in the policing field. In particular, the Exiger team will compare the UCPD training policies to the training standards that were recently recommended by the Ohio Attorney General's Advisory Group on Law Enforcement, as well as those that were included in the Ohio police training standards bills which were introduced by the Ohio Senate and House in May of 2015.

- 1.3.4 Identify any areas where new training is needed, or changes in the existing training.

The Exiger team will identify gaps in UCPD training as well as make recommendations for enhancing current training programs. The Exiger team will also review guidelines related to police training from IACLEA as well as from the Presidential Task Force on 21st Century Policing Final Report to help guide actionable recommendations related to UCPD training.

- 1.3.5 Provide actionable recommendations to rebuild trust between the UCPD and the community.

Enhancing UCPD training is critical to rebuilding trust between the UCPD and the community. Exiger's team brings a wealth of experience and success in the training area to the proposed project. Ms. MacArthur, who will be overseeing Exiger's training assessment, will use her experience and expertise to develop actionable training recommendations that will help UCPD community-engagement efforts. These recommendations will then be included in both the interim and final reports.

1.4 Review of Accountability Mechanisms

Nola Joyce, the Deputy Commissioner of the PPD, the fourth largest police department in the country, will lead the Accountability Mechanisms review. She will work with Chief McShane, current VP for the Department of Public Safety at Columbia University, who has developed and implemented highly regarded internal and external accountability mechanisms inside Columbia University's security force of more than 150 proprietary uniformed personnel and 200 contract guards. Exiger team members Beth Corria and Maggie Goodrich, who also have considerable expertise in this area, will also assist Deputy Commissioner Joyce and Chief McShane on the following tasks:

1.4.1 Determine the quality and quantity of all internal and external accountability mechanisms within the UCPD.

The Exiger team will thoroughly review all of the UCPD's internal and external accountability mechanisms including, but not limited to, supervisory oversight practices for monitoring performance, use of early warning system, inspections, and overtime controls. They will also examine the disciplinary process as well as the complaint process. The reviews of the accountability systems will be done by a content analysis of a randomly selected sample of disciplinary process documentation. The Exiger team will select complaints at random and will conduct an in-depth analysis of their outcomes. They will also perform field observations and conduct individual and focus group interviews with UCPD officers as well as university and community representatives.

1.4.2 Assess the adequacy of supervisory oversight within the UCPD. Determine whether supervision is effective in monitoring performance so that officers and guards are properly carrying out their responsibilities.

Both Deputy Commissioner Joyce and Chief McShane have experience working in high-ranking supervisory positions in the largest police departments in the country (in Chicago, Washington, D.C., Philadelphia and New York City), Furthermore, Chief McShane currently commands a supervisory, investigative and administrative team of 50 people at Columbia University Department of Public Safety. Deputy Commissioner Joyce, Chief McShane and other assigned Exiger team members will review the UCPD's written procedures regarding the supervisor's role and will make a determination as to the adequacy of these procedures. The team will also rely on ride-alongs, foot patrol and other observation activities, and will conduct individual and focus group interviews with UCPD rank and file and private security to assess supervisory oversight.

1.4.3 Assess the validity and use of all supervisory oversight practices that allow for the identification of officers and guards who are outliers in performance, including the current early warning system.

The Exiger team will assess current UCPD oversight practices for officers and private security. This may include reviewing current early warning systems and/or related police management databases designed to identify officers whose behavior is problematic. The team will make recommendations related to enhancing UCPD's current technology based on best practice early warning systems in other police departments such as Philadelphia, Los Angeles, Washington D.C. and New York City.

- 1.4.4 Assess all documentation processes associated with the accountability processes: determine if adequate documentation is present, and evaluate how well that documentation is reviewed and used to establish accountability within the UCPD.

An early warning system will only be effective if the conduct of the officers and supervisors is properly documented and kept in a format that is easily accessible. The Exiger team will review UCPD's documentation processes associated with accountability, including, but not limited to citizen complaint processes and other forms of performance monitoring. The team will determine the sufficiency of current accountability documentation and evaluate documentation storage and review.

- 1.4.5 Assess the inspections process and procedures of the UCPD; determine their adequacy of tracking measures.

The Exiger team will carefully and diligently review and assess the UCPD's inspections processes and procedures by interviewing representatives of UCPD rank and file and conducting focus group interviews.

- 1.4.6 Determine the efficiency of budget and overtime expenditures, along with adequacy of tracking measures.

Deputy Commissioner Joyce, Chief McShane and other Exiger team members who have direct experience managing multi-million dollar public safety budgets and tracking overtime costs, will review UCPD current budget and overtime expenditures. They will also assess budget and overtime tracking mechanisms and will make determinations about their efficiency and their effectiveness.

- 1.4.7 Review the disciplinary process for UCPD employees; determine if the process is appropriately followed, and whether it results in effective, efficient, and equitable outcomes.

The Exiger team will assess the adequacy of the UCPD's disciplinary process for sworn and civilian personnel. Exiger will review written policies and procedures regarding disciplinary actions, and will interview UCPD rank and file and civilian representatives to determine how well processes are followed. The team will then make field observations to see how the process works in practice. Team members will also assess if current disciplinary systems result in effective, efficient and equitable disciplinary outcomes. The UCPD's disciplinary process will be compared to best practices processes being implemented in other university and municipal police departments.

- 1.4.8 Review the complaint process used by UCPD to determine its effectiveness and equity for both officers and citizens.

The Exiger team will review the citizen complaint process currently being used by the UCPD. Team members will interview community representatives and UCPD officers involved in the process and on patrol. They will also conduct focus group interviews with citizens and UCPD officers, and will ask them questions relating to the fairness of the current complaint process system. The Exiger team will welcome community and department input related to improving the complaint process system.

- 1.4.9 Provide recommendations regarding the use of professional standards review panels and citizen review panels in an urban university policing setting.

The Exiger team will identify current best practices for colleges and university police departments in the area of accountability mechanisms, and provide recommendations regarding using professional standards and citizen review panels in an urban university policing setting.

- 1.4.10 Review any other existing UCPD internal processes for employee oversight; identify any specific internal processes for accountability that are not currently used by the UCPD and provide recommendations for their use.

All of UCPD oversight processes will be reviewed by the Exiger team. Team members will also make recommendations for any additional internal accountability processes that may enhance UCPD's existing practices.

- 1.4.11 Provide actionable recommendations to rebuild trust between the UCPD and the community.

The Exiger team will thoroughly review all UCPD internal and external accountability mechanisms and any accountability-related public transparency concerns. The results of these efforts will produce specific actionable recommendations to improve UCPD's accountability mechanisms and to rebuild the trust between UCPD and the community that it polices. These recommendations will then be included in both the interim and final reports.

1.5 Review of Officer Recruitment, Hiring, Promotion, and Retention

Commissioner Charles Ramsey will lead the Exiger review of officer recruitment, hiring, promotion, and retention. As there is overlap with the assessment tasks in this content area and the tasks in the training content area, Nola Joyce will also work closely with Commissioner Ramsey on this task. Most recently as Commissioner and Deputy

Commissioner of the MPDC, respectively, Charles Ramsey and Nola Joyce brought about many needed improvements to the department's recruiting and hiring standards, including successfully developing and implementing programs to attract and hire recruits that better represent Philadelphia's many diverse communities. Other Exiger team members including Chief Porter will also work with Commissioner Ramsey and Deputy Commissioner Joyce in this area.

1.5.1 Assess the department's current recruitment, hiring, promotion, and retention processes to achieve this goal.

The Exiger team will review the UCPD's recruitment, hiring, promotion and retention practices. As data is available, the review will include a detailed analysis from the past five year of:

- UCPD officer candidates
- Applications that were not accepted
- UCPD recruitment materials and strategies
- Promotion decision made by the UCPD, including an examination of each officer who applied for these promotions.

Exiger will also perform an analysis of the UCPD's current roster and will show its distribution by race and gender. The team will then compare this distribution to the demographics of the neighborhoods surrounding the University of Cincinnati and the university population, and will determine the extent to which the UCPD reflects the diversity of the community that it is tasked with policing. The team will also perform a comparison of ranks and pay by race and gender.

1.5.2 Assess the department's current processes to properly screen candidates to identify potential officers who can meet the demands of policing in an urban university setting.

While conducting the review of the UCPD's hiring and promotional processes, the Exiger team will assess criteria used to make hiring and promotional decisions as well as review UCPD's standard operating procedures, rules, and regulations governing these processes. Data analysis for the last five years will be performed to assess how candidates move through the process.

1.5.3 Review best practices in diversifying urban university police forces and provide specific recommendations for UCPD to meet and exceed those practices.

The Exiger team will analyze the results of the data and information described above as well as review best practices in diversifying large urban university police forces. The team

will develop recommendations for ensuring that UCPD is not only meeting, but exceeding best practices for establishing a diversified urban university public safety agency.

- 1.5.4 Provide actionable recommendations for recruitment, hiring, promotion, and retention that will help to rebuild trust between the UCPD and the community.

Attracting, hiring and promoting police officers who look like the community they police is an effective way to start rebuilding trust between a police agency and the community. The Exiger team will perform an analysis of the current UCPD practices of recruitment, hiring, promotion, and retention, and then compare the results with best practices for creating and maintaining diverse police forces. The team will also provide actionable recommendations for achieving diversity inside the UCPD which will be seen by the community as a positive step toward police-community engagement and rebuilding trust. These recommendations will be included in both the interim and final reports.

1.6 Review of Equipment and Technology

Chief Harnett will lead the review of UCPD equipment and technology. As one of the original developers of Compstat in the NYPD, Chief of Police in Hartford, CT and as a consultant developing new investigative technology tools in departments across the nation, Chief Harnett has considerable experience in developing and applying innovative and pragmatic police equipment and technology to crime reduction and crime prevention strategies. Chief Harnett will work with Maggie Goodrich in this area. Ms. Goodrich also has considerable equipment and technology experience as the Chief Information Officer in the LAPD, where she oversees the Justice Department's largest and most thorough body worn video camera study. Ms. Goodrich also has worked in a technology consulting capacity with the Seattle, Detroit and New York City Police Departments. Chief Harnett and Ms. Goodrich will work with other Exiger team members to complete the following tasks:

- 1.6.1 Assess the quality and quantity of equipment and technology used to complete daily activities and specialty assignments (e.g., major events, civil unrest, etc.).

The Exiger team will review equipment and technology that is currently being used by the UCPD to complete daily tasks and at special events and assignments. Consultants will examine current UCPD inventories and distributions processes of weapons, less-than-lethal weapons, radios, computers (desktop, car, and hand-held), officer safety equipment, vehicles and bikes to determine whether the UCPD's inventories and distribution of equipment and technology, is adequate. In addition, the team will conduct a cross-check with the policies and procedures review conducted under sections 1.1 of this proposal in order to ensure that the UCPD is using its equipment and technology in ways that are considered best practices and prescribed in its written procedures. The Exiger team will also review the findings of the

training review under section 1.3, to determine if sufficient training is being provided for use of the equipment and technology.

1.6.2 Assess the type and quality of equipment available for officers to handle potentially dangerous encounters, including less lethal weapons.

As the _____ is likely to _____ will also assess the type and quality of UCPD equipment and less lethal weapons available to handle potentially dangerous encounters. The team is well-versed and extremely knowledgeable about the types of non-lethal weapons currently being employed by law enforcement agencies including, but not limited to, gases and sprays such as pepper spray and mace, electroshock weapons like the TASER, directed energy weapons using laser technology, and less lethal bullets, including those made of rubber and beanbags. We also realize that since 2010, UCPD officers have been involved in two TASER related deaths. The Exiger team will conduct a thorough review of each of these incidents, and will take their findings into account when making recommendations for less lethal weapons.

1.6.3 Provide actionable recommendations regarding the acquisition and use of equipment and technology, relate these recommendations to the overall mission and goals of the UCPD.

After Exiger's thorough review and analysis of UCPD equipment and technology inventories and use, the team will develop actionable recommendations for UCPD equipment and technology enhancements. Recommendations will cover equipment and technology uses that support UCPD crime reduction, crime prevention and community engagement goals as well as prevent serious injuries to officers, suspects and the community at large. Less lethal solutions will also be outlined. These recommendations will be included in both the interim and final reports.

1.7 Review of Specific Substantive Areas

Roberto A Villaseñor will lead the Exiger team on the review of specific substantive areas outlined in the solicitation. As the current Chief of Police in Tucson, Chief Villaseñor is a nationally recognized police leader, progressive administrator and community policing expert. Chief Villaseñor has developed and implemented best practices in community policing strategies, with an emphasis on cultural and regional influences that effect successful police-community engagement. Chief McShane, Chief Harnett and a range of Exiger team members with specific expertise in the a number of substantive areas covered below will work with Chief Villaseñor on the following tasks:

- 1.7.1 Provide a multi-year review of past practices, and an assessment of current practices. This assessment should be based on comparisons to other agencies to identify best practices in urban university policing.

Many of the previous tasks proposed by the Exiger team herein include a multi-year review of past practices, assessment of current practices and comparison to best practices. The Exiger team will use information from all areas covered, and will document them in both the interim and final reports. Team members will ensure that this will incorporate a thorough review of UCPD's written policies, procedures and practices over the past five years. The interim and final reports will also include a comprehensive review of current practices and research on best practices in urban university policing. Chief McShane, Chief Thomas and Chief Porter will also compare current UCPD practices with those employed at their respective urban university police agencies.

During the reviews of policies, procedures, practices, training, accountability oversight, and data analysis, the team will also focus on the specific areas of use-of-force, pedestrian and traffic stops, encounters involving individuals with mental health concerns, community and student engagement, community policing, problem-oriented policing, and crime prevention programs. Each of these areas will be culled out and a set of comprehensive recommendations will be made that will cover all the relevant tasks outlined above.

- 1.7.2 Provide actionable recommendations to rebuild trust between the UCPD and the community.

One of the most important objectives of the Review will be to develop actionable recommendations for rebuilding trust between the UCPD and the community. Exiger's team brings a wealth of experience and proven success in this area to the proposed project. The work of Chief Villaseñor in Tucson exemplifies the real life experience and expertise that will inform this task. Also significant to the UC engagement, public safety leaders Chief McShane, Chief Thomas and Chief Porter have developed and implemented successful community engagement strategies on their respective urban university campuses that include collaboration among police, administrators/faculty, students and community at larger. The Exiger team will assess and develop concrete, actionable recommendations for each key topic area, and recommendations for policies, procedures, practices, training, accountability oversight, and data collection and analysis will be presented for that specific area. This will allow decision makers to focus on these substantive areas in a comprehensive manner. The team will also include in its interim and final reports, recommendations related to enhancing relations and rebuilding trust between the UCPD and the community in each key topic area.

1.7.3.1. Review should include all relevant policies, procedures, practices, training, accountability oversight, and data related to: Use of force; including encounters or activities involving injuries to officers or citizens.

Specifically, the Exiger team will review UCPD's policies, procedures, practices, training, accountability oversight, and data related to use of force. Exiger will review the UCPD's written policies that cover the circumstances under which officers are expected to and allowed to use force in order to administer justice. They will interview UCPD officers, UC administrators and faculty, and other members of the OSR and CAC, as well as members of the community, to determine if current policies are properly followed. Team members will also closely examine past circumstances where force was used including encounters or activities involving injuries to officers and/or citizens. They will also thoroughly scrutinize the circumstances surrounding the three UCPD related deaths that have occurred since 2010. Exiger will provide actionable recommendations, which will both reduce the likelihood of further casualties and increase trust between the UCPD and the community. Chief Harnett will work with Chief Villaseñor on this area of the review.

1.7.3.2. Pedestrian and traffic stops, including assessment of potential bias.

A Traffic stop can be one of the most complicated and dangerous types of police actions if an officer has not received sufficient training on how to properly conduct one. The UCPD's decision to seek this Review is the result of an unfortunate incident that occurred during a routine traffic stop. The Exiger team will review UCPD pedestrian and traffic stops processes/policies and practices. The review will include assessing relevant written reports and other documents, conducting individual and focus group interviews, and participating in other observational activities such as ride-alongs, in order to assess any potential bias on behalf of the officers making the traffic stops. The Exiger team will employ the same framework for reviewing the UCPD's policies regarding pedestrian and traffic stops as was discussed in the previous section (1.7.3.2) on use of force. Chief Harnett will also work with Chief Villaseñor on this area of the review.

1.7.3.3. Encounters involving individuals with mental health concerns.

Prior to the July 19th traffic stop discussed in the last section, the UCPD was involved in another controversial death involving an individual who suffered from mental health issues. The University of Cincinnati hospital is located within the UCPD's jurisdiction, and is fully licensed to provide inpatient psychiatric services. Exiger will spend extra time reviewing the UCPD's policies and procedures regarding encounters involving individuals with mental health concerns. Mr. Harnett will also work on this portion of the Review, under the guidance of Chief Villaseñor. Once again, the Exiger team will employ the same methodology as discussed in the previous two sections (1.7.3.1 and 1.7.3.2). They will review the UCPD's written policies and procedures, will interview members of the UCPD

about those policies, will compare those policies to the best practices, and will then make recommendations as to the adequacy of these policies.

1.7.3.4. Community engagement; community-oriented policing; student engagement with focus on instruction/education.

The Exiger team will review UCPD's policies, procedures, practices, training, accountability oversight, and data related to community engagement, community-oriented policing, and student engagement. The team will thoroughly review all of the UCPD's practices associated with community engagement, community-oriented policing, and student engagement, and will provide actionable recommendations on more effective ways to carry-out the UCPD's mission to provide security both on-campus and off-campus. Chief McShane, who oversees Columbia University Department of Public Safety will lend his expertise and experience to student engagement recommendations that focus on instruction and education

1.7.3.5. Problem solving; problem-oriented policing; use of SARA model.

Chief Villaseñor will also work with Chief McShane and other Exiger team members to review the UCPD's practices related to problem solving, and problem-oriented policing. The Exiger team will examine to what extent the UCPD utilizes problem-oriented policing and the SARA (Scanning, Analysis, Response and Assessment) model. The team will then provide the UCPD with comprehensive and actionable recommendations in the interim and final reports.

1.7.3.6. Crime prevention tools, practices, and strategies, including Nightride, Campus Watch, UC Ambassadors, and other crime prevention activities.

Chief McShane and other Exiger team members will also review UCPD crime prevention strategies and programs, including, but not limited to, Nightride, Campus Watch, and UC Ambassadors. Exiger team members will compare these programs to successful campus crime prevention tools currently operating at Columbia University, Brown University, and USC, and other best crime prevention practices in campus policing. The Exiger team will develop actionable recommendations aimed at improving the UC's crime prevention tools, while also fostering a better relationship between the UCPD and the students.

1.8 Team Experience

The Exiger team includes top current and former law enforcement professionals, from accomplished police commissioners and campus safety and security leaders to executive-level administrators and prosecutors. All team members have served with success

and distinction in some of the most complex and high-profile oversight roles in the United States. Leveraging this rich base of knowledge and relevant experiences, the Exiger team would enter the Review with immediate and significant advantages. The team knows how best to allocate resources and staff for the most efficient and impactful administration and execution of a reviewer's duties. Moreover, the team would be able to anticipate the kinds of questions and concerns that the UCPD will inevitably raise at the inception of, and throughout, the Review, not to mention areas in which the team would likely encounter pushback. In other words, our team is ideally situated to navigate this complicated undertaking, avoiding pitfalls that might hamper us if not for this significant experience and expertise.

- 1.8.1 Provide team's experience and expertise concerning relevant law enforcement analysis and evaluation, including a description of no more than four projects in similar scope and size prepared by members of the team.

The proposed team has sweeping experience in organizing and successfully implementing high-stakes monitorships and other independent roles.

1. Monitoring/Reform of Los Angeles, California, Police Department

The proposed Project Lead, Mr. Schlanger, served as the Deputy Primary Monitor on the court-appointed Independent Monitorship charged with overseeing the LAPD consent decree, one of the most ambitious plans ever for police reform in an American city. He was instrumental in the successful execution of the LAPD consent decree, which is widely credited with the LAPD's tremendous gains in controlling the use of force, improving police-community relations, and promoting an overall culture of constitutional and bias-free policing.

In the LAPD monitorship, over eight years, members of the proposed Exiger team audited the organizational change of the third largest municipal police force in the United States, staffing almost 10,000 police officers. Mr. Schlanger, and others on the team issued 30 quarterly reports documenting this massive undertaking, which tracked the LAPD's progress — and, at times, setbacks — in complying with the mandated reforms of the consent decree. In particular, Mr. Schlanger's role in designing the LAPD monitoring process and participation in the development of national monitoring standards would provide the Exiger team with an enormous head start for the UCPD project.

The LAPD monitorship, however, is only one in an array of significant and relevant roles held by the proposed team's leadership.

2. Brown University Safety and Security Project

In February 2002, Chief Harnett, as a member of the Bratton Group, participated in a safety and security reform project for Brown University, which was in response to an increased incidence of armed robberies and other crimes occurring in and around the University Campus. The scope of work requested included:

- Assessing all aspects of Brown University Police and Security operations on the campus, the perimeter of the campus, adjacent university buildings, as well as in the surrounding commercial and residential areas;
- Assessing existing policies, including a policy that did not allow sworn campus police officers to carry firearms;
- Assessing how the University Police communicate and collaborate with the City of Providence Police Department; and
- Developing a comprehensive Plan of Action with concrete, actionable recommendations for enhancing security and safety taking into consideration the sensitivities of policing an elite, culturally diverse university.

Upon completion of the review a formal presentation of the Plan of Action was made to the Executive Vice President and a select group of faculty and administrators. The final plan was also distributed to faculty, students, staff and the community via the University's web site. The resulting Plan of Action was well received and many of the recommendations were implemented including a gradual controlled process of arming most sworn members of the Brown University Police.

A decade later, in 2012, Brown University once again engaged the team to conduct an updated assessment. Chief Harnett also managed the team in 2012, which included Chief McShane and Ms. Brody.

3. University of Chicago Safety and Security Enhancement Project

In 2008, Chief Harnett, Chief McShane, Chief Thomas, and Ms. Brody were also involved in a similar project at the University of Chicago. For this assignment, Chief Harnett led a team of nine consultants in conducting an assessment the policies and practices of the University of Chicago Police Department. This work included:

- Reviewing the full range of police patrol and crime prevention activities;
- Analyzing use-of-force policies, including patrol protocols and methods;
- Assessing the University PD's incident and crime reporting systems and related computer technology;
- Assessing the University PD's relationship with the Chicago Police Department,
- Assessing management and supervision organizational structures;
- Examining staffing and allocation in the context of planned expansion of the University; and

- Evaluating campus and surrounding community security infrastructure, facilities and services, including access control systems, CCTV, emergency phone and alarm systems, perimeter security, lighting, and van and safe ride transportation;

The consulting team developed a Plan of Action with concrete recommendations for enhancing security and safety in and around the University of Chicago campus that took into consideration the complexities of policing both the campus and the larger neighborhood and the sensitivities of policing the culturally diverse campus of an elite university in the heart of an ethnically diverse community.

4. University of Southern California Safety and Security Enhancement Project

Exiger Team members Chief Harnett, Chief McShane and Ms. Brody also worked with USC administrators and public safety leaders on a similar safety and security assessment of USC in 2012. The study was commissioned in the aftermath of a double murder of college students a half mile off campus where many students live. The engagement included assessing police operations and organization on the USC campus. The team assessed the USC Department of Public Safety organizational structure as well as operational policies and practices. During the engagement, consultants met with other law enforcement agencies and public safety partners in the community, including the LAPD, to review violent crime near campus and to develop strategies for reducing crime and the fear of crime throughout the area. The team evaluated student transportation and escort programs as well as USC Department of Public Safety incident and crime reporting systems and related Department technology.

After analyzing information and data gathered during the assessment, the team provided USC with a detailed summary of their findings and a strategic plan of action with recommendations for improving and enhancing safety and security strategies, policies, and processes in and around the USC campus.

Additional Information

Additionally, the team features proven innovators in the specific areas of improving the quality of policing and law enforcement practices. This includes Commissioner Ramsey who, in his eight years as Police Commissioner in Washington D.C., reengineered much of that Department — from reorganizing patrol functions with the goal of augmenting commander accountability, to developing a command staff more reflective of the city's diversity. Deputy Commissioner Joyce, who, under the guidance of Commissioner Ramsey, was integral in modernizing the PPD, the fourth largest police department in the country. Ms. Corriea, as the first ever Department Risk Manager of the LAPD, provided key oversight and direction to that Department's high-risk use of force and early warning system, among other crucial duties. And Chief Villaseñor has served for over six years as the Chief of Police for the Tucson Police Department, implementing his well-developed brand of community-based policing.

- 1.8.2 UC especially values expert teams that include members who are diverse in race, ethnicity, and gender.

Like the University of Cincinnati, Exiger places great value on hiring a diverse workforce. Diversity is critical to our ability to innovate and adapt in a fast-changing environment. We believe that companies that employ a diverse workforce find themselves armed with many perspectives, views and ideas that add strength to their ability to strategize, communicate and deliver. The proposed Exiger team for the Review includes members who are diverse in race, ethnicity, and gender.

- 1.8.3 Include client, reference and telephone numbers, budget, schedule and brief summaries for each project. Provide a list of 3 customers who were provided services by your organization. Focus should be on law enforcement agencies with similar request for services. Include contact name and telephone number. Be sure your information is current.

1. Monitoring/Reform of Los Angeles, California, Police Department, 2001 – 2008 (Mr. Schlanger)

Brief Description: An eight year monitorship pursuant to a consent decree. The monitoring team audited the organizational change of the LAPD, staffing almost 10,000 police officers, and issuing 30 quarterly reports documenting this massive undertaking, which tracked the LAPD's progress. The monitorship produced tremendous gains for the LAPD in several areas, improved police-community relations, and helped institute an overall culture of constitutional and bias-free policing. Mr. Schlanger, Ms. Corriea and Ms Goodrich were all members of the monitorship team.

References:

1. Commissioner William Bratton
New York City Police Department
One Police Plaza
New York, NY 10038
(646) 610-5577
bill.bratton@brattonmail.com

Budget: Approximately \$19,000,000 over the course of 8 years

2. Brown University Safety and Security Project, 2002, 2012 (Chief Harnett, Chief McShane, Ms. Brody)

Brief Description: In February 2002, in response to an increased incidence of armed robberies and other crimes occurring in and around the Brown University Campus during the 2001-2002 academic year, Brown University requested William J. Bratton and his

consulting firm to assess strategies for providing a safe and secure campus for students, faculty, staff and the larger community. In 2012, Brown University once again engaged the team to conduct an updated assessment. Chief Harnett, Chief McShane and Ms. Brody were members of the team.

Reference:

Donald Reaves, Executive Vice President of Finance and Administration
Brown University
Providence, RI 02912
(401) 863-1000 (main)

Budget: Approximately \$350,000 over the course of four months

3. University of Chicago Safety and Security Enhancement Project, 2008 (Chief Harnett, Chief Thomas, Chief McShane, Ms. Brody)

Brief Description: The murder of a graduate student and other violent crimes on and near the University of Chicago campus in 2007 led administrators to re-examine campus security and safety. Under William J. Bratton's consulting firm, a team of nine senior consultants, led by Chief Harnett, conducted an assessment of police operations, police organizational issues and police technology on the University of Chicago campus. Chief Harnett, Chief Thomas, Chief McShane and Ms. Brody were members of the team.

Reference:

Sonya Malunda, Senior Associate Vice President for Community Engagement
University of Chicago
5801 S. Ellis Ave
Chicago, IL 60637
(773) 702-4568
smalunda@uchicago.edu

Budget: Approximately \$300,000 over the course of twelve months

1.9 Individual Staff Qualifications

Exiger has assembled a seasoned group of highly respected former law enforcement professionals and policy experts to work on the Review. In this section, we provide an introduction to the overall expertise of the team in relevant subject matter areas and then the qualifications of each core member of the team, focusing on his or her relevant career experiences and areas of expertise. Please see Appendix A for complete biographies of each team member.

- 1.9.1 Provide expertise of individual team members. Expertise should include substantive areas related to campus policing, urban policing, community engagement and data analysis.

Expertise in Campus Policing

Exiger's team includes three members who together have decades of experience in the field of campus policing. Chief McShane has been the Vice President for the Department of Public Safety at Columbia University for the past twelve years. In this position, he is responsible for all elements of security and public safety at the three campuses of Columbia University, which houses a total of 23,000 students, and is located in Upper Manhattan. He oversees all uniformed operations and investigations, and is responsible for security technology and access control. He commands a security force of more than 150 proprietary uniformed personnel and 200 contract guards, as well as a supervisory, investigative and administrative team of fifty.

As Chief, he is responsible for overseeing the management and control of over 280 officers responsible for the safety of members of the USC campus and surrounding community. Chief Porter has over 30 years of experience in campus policing. He was a patrol officer in the Northeastern University Public Safety Division for 14 years, and was the Chief of Police and Director of Public Safety at the University of Massachusetts-Dartmouth for eight years. Since 2005, Chief Porter has been the Executive Director of Public Safety and Chief of Police at Brown University

Expertise in Urban Policing

Exiger's team includes several nationally recognized leaders in the field of urban policing. For the past 19 years, Commissioner Ramsey has been at the forefront of developing innovative policing strategies and leading organizational change in three of the largest police departments in the nation. He has been serving as the Police Commissioner of the PPD, the country's fourth largest police department, for the past eight years. Prior to that, he was the Police Commissioner of the MPDC for eight years, and before that a high-ranking official in the Chicago Police Department for several years. Deputy Commissioner Joyce has been the Deputy Commissioner of the PPD for the past eight years, after serving as the Chief Administrative Officer and Chief of Staff of the MPDC for eight years. Chief Villaseñor served as Tucson's Assistant Chief of Police from March of 2000 until May of 2009, when he was named Chief of Police. Chief Harnett was a member of the NYPD for 32 years, during which he served in many command positions, including as the Executive Officer to the Chief of Department under Police Commissioner William Bratton during the most dramatic transformation in the department's history.

Furthermore, Exiger's team includes leading criminal justice figures, such as Mr. Schlanger, Ms. Corriea, and Mr. Smoot. As noted, the team members come from all walks of the law enforcement spectrum, including prominent local, state, and federal positions, past and present. Individually and collectively, they have a strong understanding of the

organizational structure and policing methods of metropolitan police departments. Perhaps more importantly, our team members are well versed in progressive law enforcement practices such as community and problem-oriented policing, grasping the systemic causes of police misconduct and the methods for creating a culture of police integrity and accountability.

Expertise in Community Engagement

The proposed Exiger team has a long history of engagement with diverse communities, especially urban populations. Commissioner Ramsey, for example, dedicated much of his professional career to fostering police-community relations, including designing and implementing the Chicago Alternative Policing Strategy, the city's nationally acclaimed model of community policing. Years later, while with the MPDC, Police Commissioner Ramsey, and Chief of Staff Nola Joyce developed *Policing for Prevention*, the department's community policing strategy, which encompassed focused law enforcement, neighborhood-based partnerships and problem solving. Likewise, during his recent tenure as Chief of Staff of the Manhattan DA's Office, Mr. Schlanger was not only responsible for the Office's community relations mission, but also helped the NYPD forge its new strategy for bettering relationships between patrol officers and the communities in which they patrol.

Expertise in Data Analysis

Mr. Schlanger, Commissioner Ramsey, Ms. Corriea, Ms. Goodrich, Chief Harnett, and Deputy Commissioner Joyce each have worked extensively in situations that call for data analysis and statistical sampling. Each fully grasps the role of data analysis in the context of determining compliance. Indeed, in the LAPD monitoring assignment, statistical sampling was at the heart of determining compliance and ensuring that the internal audit units of that police department were correctly assessing compliance levels. In their sixteen years together both the MPDC, and the PPD, Commissioner Ramsey and Deputy Commissioner Joyce often would perform extensive statistical analyses before deciding if, and how, to implement new policies. While a member of the NYPD, Chief Harnett participated in and contributed to the evolving process of Compstat (short for COMPUter STATistics), which encourages police departments to use data analysis as an aide in crime prevention.

Legal Expertise

Although Exiger is a consulting firm, many of the proposed team members — including Mr. Schlanger, Ms. Corriea, Ms. Goodrich, Mr. Smoot, and Mr. Stone — are lawyers with significant litigation experience. Because familiarity with federal and Ohio law will be essential to the successful implementation of the Review, it will be crucial to have legal experts on board. Each of these individuals has handled complex legal and policy issues over the course of their careers, and has interacted with the judiciary at both the trial and appellate levels.

- 1.9.2 Include qualifications of specific staff who will work directly on this project. Identify each key person on the team and describe their specific roles on the project.

The key team members include the following:

Jeff Schlanger – Project Lead

As Project Lead for the University of Cincinnati, Mr. Schlanger will be responsible for directly overseeing the dedicated team leads. In addition to these oversight duties, Mr. Schlanger will supervise the day-to-day operations of the Review, and, as such, will directly interface with the UCPD on a regular basis. Mr. Schlanger has more than 30 years of experience in law, law enforcement, and, perhaps most critically, police department monitoring. Mr. Schlanger founded the Government Services practice at Kroll, and, as a subset of that practice, began, with William Bratton, consulting to major police departments around the world. Mr. Schlanger was instrumental in the design and execution of the monitoring methodology in Los Angeles, serving as the Deputy Primary Monitor for the LAPD consent decree, and has performed significant independent investigations at the request of large police departments throughout the country including the Tennessee Highway Patrol, the San Francisco Police Department, and the Austin Police Department. Significantly, Mr. Schlanger has served on the Executive Committee of the Working Group for National Guidelines for Monitors, developing the National Guidelines for Police Monitors. Before joining Exiger, he was Chief of Staff at the Manhattan District Attorney's Office, overseeing not only the day-to-day operations of New York's largest prosecutor's office, but also handling its "Extreme Collaboration" initiative with the NYPD. This included the funding, through forfeiture monies, of the mobility initiative for the NYPD. Mr. Schlanger continues to serve as a pro-bono advisor to NYPD Commissioner William Bratton and those within the NYPD working on the "re-engineering" of the Department.

Charles Ramsey – Team Lead: Review of Policies and Procedures; Team Lead: Review of Officer Recruitment, Hiring, Promotion, and Retention

Commissioner Ramsey will be the team-lead for the Policies and Procedures component, and the Recruitment, Hiring, Promotion, and Retention component of the Review. In this role, he will be responsible for collecting documents, conducting interviews, and overseeing all other tasks necessary to complete these areas of the Review. A native of Chicago, Illinois, Commissioner Ramsey joined the Chicago Police Department in 1968, and served for 30 years, holding several prominent positions, including the Commander of the Narcotics Section, the Deputy Chief of the police force's Patrol Division, and eventually the Deputy Superintendent. From 1998 until 2006, Commissioner Ramsey served as the Chief of the MPDC in Washington DC, where he implemented programs that expanded community policing, and improved MPDC's recruiting, hiring, and training standards. His eight-year tenure as Chief of the MPDC saw crime rates decline approximately 40%. In

2008, Commissioner Ramsey came out of retirement to become the Police Commissioner in Philadelphia, where he once again implemented a community-based approach to policing, and saw a marked decrease in city-wide homicides and violent crimes. In recent years, Commissioner Ramsey also served as the Co-Chair of President Obama's Task Force on 21st Century Policing, as well as the President of the Police Executive Research Forum (PERF) and the Major Cities Chiefs Association (MCCA). On January 7, 2016, Commissioner Ramsey will step down as commissioner of the PPD.

John Thomas – Team Assist: Review of Policies and Procedures; Review of Data Collection Systems, Data Usage, Automation, and Records Management

Chief Thomas will assist Commissioner Ramsey in the review of all Policies and Procedures, and will also provide assistance to other team leads in areas of the Review that call for expertise on campus policing. Chief Thomas is currently the Chief of the USC Office of Public Safety and is responsible for overseeing the management and control of over 280 officers responsible for the safety of members of the USC campus and surrounding community. Since his appointment and implementation of crime reduction and quality of life strategies in 2006, the campus community has experienced over a 70% decrease in overall violent crimes. Prior to his work at USC, Chief Thomas spent twenty-one years as a member of the LAPD where he retired at the rank of Lieutenant in December 2005. While with the LAPD, he worked undercover narcotic enforcement as a member of the Department's FALCON (Focused Attack Linking Community Organizations and Neighborhoods) Unit for which he was awarded the City of Los Angeles' City Angel Award for outstanding community enhancement and the Department's Meritorious Unit Citation. Chief Thomas is also a member of the International Association of Campus Law Enforcement Administrators (IACLEA), the Police Executive Research Forum (PERF), the International Association of Chiefs of Police (IACP), and the National Organization of Black Law Enforcement Executives (NOBLE).

Beth Corriea – Team Lead: Review of All UCPD Data Collection Systems, Data Usage, Automation, and Records Management

Beth Corriea is our proposed team-lead for the review of all UCPD data collection systems, data usage, automation, and records management. In this role she will be responsible for collecting documents, conducting interviews, and overseeing all other tasks necessary to complete this area of the Review. Ms. Corriea is an attorney and consultant to police departments in the area of risk management. From January 2012 to January 2014, she served as the Department Risk Manager for the LAPD, having been appointed to the newly created position by the Chief of Police, Charlie Beck. As the Department Risk Manager, Ms. Corriea was part of the senior staff and a direct report to the Chief of Police, providing oversight, direction, and management for the various aspects of the LAPD's liability concerns, which includes the high-risk issue of use of force, and interfacing with the LAPD's Early Warning System ("TEAMS II"). Before her appointment to the LAPD, Ms. Corriea worked for the Los Angeles City Attorney's Office as a Deputy City Attorney from July

2005 to December 2011. Ms. Corriea was assigned to the LAPD Employment Litigation Section and became its supervisor in February 2010.

Sandy Jo MacArthur – Team Lead: Review of Training

Sandy Jo MacArthur is our proposed team-lead for the review of Training. In this role she will be responsible for collecting documents, conducting interviews, and overseeing all other tasks necessary to complete this area of the Review. Ms. MacArthur had a career in policing spanning over 35 years of service with the LAPD. Her early assignments included Patrol, Vice, Special Problems Unit, Training, Ombuds, Press Relations, and Risk Management. After being promoted to Captain and assigned to the Civil Rights Integrity Division, she was responsible for overseeing implementation of all Consent Decree requirements and of all other department court settlement requirements. In this position, she played a significant role in achieving substantial compliance with the Federal Consent Decree implemented by the United States Department of Justice in 2001. In 2010, Ms. MacArthur was promoted to the rank of Assistant Chief, director of the Office of Administrative Services. She managed a billion dollar budget and led challenging LAPD initiatives including; State Diversity and Discrimination Training Programs the Multi-Assault Counter Terrorism Action Capabilities (MACTAC) regional training program, and the redesign of the recruit training program by applying principles of adult learning theory and critical thinking skills. She also established the LAPD Leadership Enhancement And Development Sessions (LEADS) training program in 2006 that is conducted on a quarterly basis for LAPD Command Staff.

Mark Porter – Team Assist: Review of Training;

Chief Porter will assist Deputy Commissioner Joyce in the review of all Training, and will also provide assistance to other team leads in areas of the Review that call for expertise on campus policing. With over 30 years of experience in law enforcement management in the higher education field, Chief Porter has extensive knowledge and experience in strategic planning processes and community-based service models to enhance community safety, officer accountability and police-citizen interactions. Chief Porter began his career as a patrol officer in the Northeastern University Public Safety Division, where he served for 14 years. From 1996 until 2005, Chief Brown served as the Chief of Police and Director of Public Safety at the University of Massachusetts-Dartmouth. Since 2005, Chief Porter has been the Executive Director of Public Safety and Chief of Police at Brown University, where he develops and oversees the implementation of policies including, in 2006, a comprehensive training program in response to the University's decision to issue firearms to officers. Chief Porter is a member of PERF, and in 2008 received a Distinguished Community Contribution Award the NAACP.

Nola M. Joyce – Team Lead: Review of Accountability Mechanisms; Team Assist: Review of Officer Recruitment, Hiring, Promotion, and Retention

Deputy Commissioner Joyce will be team-lead on the Accountability Mechanisms component of the Review. In this role, she will be responsible for collecting documents, conducting interviews, and overseeing all other tasks necessary to complete these areas of the Review. She will also assist Commissioner Ramsey on the Recruitment, Hiring, Promotion, and Retention component of the Review. Deputy Commissioner Joyce is nationally recognized as a leader in policing policy, research, and practice. She served for eight years as the Chief Administrative Officer and Chief of Staff of the MPDC, under Commissioner Ramsey. During her time with the MPDC, Deputy Commissioner Joyce exercised direct oversight over many of the department's most important divisions and was responsible for ensuring that all elements of the organization aligned their work with Commissioner Ramsey's vision for community-based policing. Since 2008, Deputy Commissioner Joyce has been serving as the Deputy Commissioner of the PPD, directly under Commissioner Ramsey. She is also the leader of the Organizational Services, Strategy and Innovation Unit within the PPD, which contains 1,142 employees and is responsible for all of the department's administrative, policy, research, technology, and training functions. Prior to all of this, from 1983 through 1993, Deputy Commissioner Joyce was the Manager of Budget, Planning and Research for the Illinois Department of Corrections, where she managed and integrated half-a-billion dollar operating budget.

Maggie Goodrich – Team Lead: Review of Equipment and Technology

She will be team-lead on the Equipment and Technology component of the Review. She will be responsible for collecting documents, conducting interviews, and overseeing all other tasks necessary to complete this area of the Review.

Ms. Goodrich is currently the Chief Information Officer for the LAPD, where she manages a \$30 million annual technology budget, and is responsible for the management, oversight and implementation of all technology for all facets of the police department, including patrol, administration and special operations. She also manages the day-to-day operations of the IT Bureau, including directing staff who support a variety of IT functions. Prior to this, from 2006 through 2009, Ms. Goodrich served as Commanding Officer for the Management Systems Reengineering Project, and was responsible for the development and implementation of all LAPD Training Evaluation and Management Systems (TEAMS II), which include: the Complaint Management System; the Use of Force System; the Officer Early Intervention System; and the Data Warehouse.

Roberto A Villaseñor – Team Lead: Review of Specific Substantive Areas

Roberto A Villaseñor will be the team-lead on the Specific Substantive Areas of the Review. In this role, he will be responsible for collecting documents, conducting interviews, and overseeing all other tasks necessary to complete these areas of the Review. Chief

Villaseñor is the current Chief of Police for the Tuscon Police Department, where he is responsible for the leadership and management of over 1,400 employees, including over 1,000 sworn officers. Recognized nationally as an innovative leader and progressive administrator, Chief Villaseñor has consistently placed heavy emphasis on considering the existing best practices and the cultural and regional influences that might effect an organization. Chief Villaseñor has spent the entirety of his illustrious 35 year career in law enforcement as a member of the Tuscon Police Department. Chief Villaseñor served as Tuscon's Assistant Chief of Police from March of 2000 until May of 2009, when he was appointed Chief. Because of his involvement in policing issues at a national level, in 2014 President Barack Obama appointed him to the President's Task Force on 21st Century Policing. In 2015, he was appointed to both the Department of Homeland Security Committee on Ethics and Integrity for Customs and Border Patrol, and the Arizona Criminal Justice Commission.

Patrick Harnett – Team Lead: Use of Force, Pedestrian and Traffic Stops, Encounters with People with Mental Health Issues; Team Assist: Review of Equipment and Technology

Chief Harnett will be the team lead in the review of specific substantive areas related to use of force, pedestrian and traffic stops and encounters with people with mental health issues. He will also Chief Harnett began his career in law enforcement as a member of the NYPD for 32 years. During this time, he was responsible for implementing the NYPD's Crime Stoppers Hotline and commanding its Major Case Detective Squad. He also contributed to the evolving process of Compstat (s

After retiring from the NYPD, Chief Harnett worked as a consultant for New York State's Division of Criminal Justice Services implementing the Compstat process in the Buffalo, Niagara Falls and Schenectady Police Departments. Harnett also served as the Chief of Police in Hartford, Connecticut from June 2004 until July 2006. Since January of 2000, Chief Harnett has consulted as a police management and public-safety expert conducting operational and organizational reviews of numerous public safety entities, including domestic municipal police departments, foreign police departments, and large university and municipal school systems. His reviews focused on assessing and enhancing existing agency organization and operations, as well as implementing specific action plans to improve management accountability at all levels while improving service delivery and reducing crime. He has worked with many municipal police departments including in Los Angeles, Detroit, Baltimore, Miami, Trenton, and Columbus, Ohio, as well as several University police forces including Brown University, and the University of Chicago.

James McShane – Team Lead: Community/Student Engagement, Problem-Oriented Policing, Campus Crime Prevention Tools;

Chief McShane will serve as the team leader in the review of the UCPD’s policies, and procedures related to community/student engagement, problem-oriented policing, and campus crime prevention tools. Chief McShane will also assist

. A twenty-four year veteran of the NYPD, Chief McShane began his career on patrol in the 52nd Precinct, eventually becoming the Commanding Officer of the Traffic Control Division. During this time, Chief McShane also received his Masters of Public Administration from Harvard University and his Juris Doctor from St. John's University School of Law. His career in campus policing began in January of 2004 when he joined the Department of Public Safety at Columbia University, quickly becoming it’s Vice President. Chief McShane is responsible for all elements of security and public safety at the three campuses of Columbia University, which houses a total of 23,000 students, and is located in Upper Manhattan. He oversees all uniformed operations and investigations, and is responsible for security technology and access control. He commands a security force of more than 150 proprietary uniformed personnel and 200 contract guards, as well as a supervisory, investigative and administrative team of fifty.

Joan Brody – Coordinator/Report Specialist

Joan Brody will be tasked with writing the interim and final reports. Ms Brody is an independent contractor who works with government and non-profit agencies on strategic planning and organizational assessment projects. Ms. Brody is a skilled project manager. Ms. Brody has also worked on project coordination tasks as well as writing and editing reports and policies and procedures manuals with parties involved in federal investigations and consent decrees. Ms. Brody has worked during the past 30 years with governors, mayors, police chiefs, sheriffs, district attorneys and other government and non-profit organization leaders. In 2008, she was hired by William Bratton’s consulting group to work on the University of Chicago Safety and Security Enhancement Project to conduct an assessment of the campus police department. She also has worked on similar projects for Brown University, and the University of Southern California (USC). Ms. Brody is also the Vice President of the Arlington Heights Crime Stoppers.

1.10 Strength of Proposed Methodology

As mentioned above, the methodology that we propose is time tested by Exiger and its experts. Understanding the issues and then developing the strategies and tactics to address the issues is exactly what Exiger and its experts have done over multiple assignments over the last 20 years. Our goal on this assignment is clear: put the UCPD on the path of operating in a “best practice environment” as quickly as possible, allowing it to become the

model of urban university policing.

In order to do so, diverse types of information have to be gathered and analyzed to complete the Review. In some instances, we will be reviewing documents that the UCPD has itself provided; in others, we will be conducting our own observations. Regardless of the type of review necessary, however, we will determine a suitable methodology and employ the appropriate personnel from our team to carry out the goals of the Review. This will be a wholly transparent process, understood and agreed upon by all parties before the actual review begins.

Exiger has put together a tentative work schedule that we will adhere to if our proposal is accepted. We based our schedule on the dates and deadlines that are listed in the request for proposal. Immediately upon award we will begin internal and collaborative planning. We will immediately build an agenda for a site visit that we would expect to take place in week two of the project. We will, also, immediately, make document requests of relevant documents the bulk of which we will hopefully receive in time for our site visit. It is anticipated that Mr. Schlanger and all of the team leads will visit the University of Cincinnati during week two of the project, spending the bulk of the week familiarizing themselves with the UCPD, the University, and the City. They will meet with all of the key stakeholders, and will also personally pick up any written documents and materials that cannot be transmitted electronically. From February 15, 2016 through March 25, 2016, the team will be receiving and reviewing all of the documents and management information data received and will be requesting follow-up information and interviews, including focus groups, as required. During this time, the team will also have a weekly meeting where the team leads will provide status updates to the project lead and other team members. The week of March 28 will be dedicated to finalizing the interim report, which will be submitted to the University on April 4. The team will then spend the remainder of April completing interviews, and deciding on appropriate recommendations. This process will then culminate in a final report, which the Exiger team will complete during the first two weeks of May, and will submit to the University on May 16. Our proposed timeline is included in Appendix C. The key dates are listed below:

- February 1, 2016: Kickoff meeting.
- February 2, 2016 – February 7, 2016: Document Collection and Review and Agenda Planning for Site Visit.
- February 8, 2016 – February 12, 2016: Site Visit
- February 8, 2016 – March 13, 2016: Data Review and Interviews with a weekly team meeting.
- March 28, 2016 – April 1, 2016: Finalize Interim Report.
- April 4, 2016: Submit Interim Report.
- April 4, 2016 – April 29, 2016: Continue Data Review and Interviews with Focus on Actionable Recommendations.
- May 2, 2016 – May 11, 2016: Write Final Report.
- June 1, 2016: Submit Final Report.

1.10.1 Demonstrate commitment to using evidence-based approaches to conduct the work proposed.

As can be seen from our responses in Sections 1.1 through 1.7 of this proposal, Exiger is going to employ an evidence-based approach during its performance of this review. First, data will be collected from the UCPD, including written policies and procedures on all of the relevant subject areas of this review. As discussed, we have proposed well-defined teams and team leaders. In order to obtain required data from the UCPD, these team leaders will maintain contact with their designated counterparts in the UCPD and will complete document requests that will be tracked in our database. Each request will be reviewed by Mr. Schlanger, the Project Lead, to ensure that it is appropriate in terms of its scope and relevance. In order to minimize costs, in all possible instances, the Exiger team will strive for the electronic transmission of documentation. Although some of the data should be able to be compiled through the Review of reports and data maintained by the UCPD, we envision some instances where field observation will become necessary. On those occasions, seasoned professional investigators will perform the firsthand collection of data, operating under the direct supervision of the Project Leader and the team-leads.

Exiger understands that the mere collection of data will not provide all of the required information to achieve the aims of the Review. We will thus begin with an intensive two-week push to gain an understanding of the command and field levels of the UCPD. This will include extensive meetings with command staff, ride-alongs and foot patrol observation with UCPD officers, curriculum review, and direct observations of training. We will extensively interview UCPD officers and staff on all relevant topics including, but not limited to, training, accountability mechanisms, recruitment and hiring, equipment and technology, and policies and procedures regarding the use of force. We will also conduct individual and focus group interviews and speak to all stakeholders in the process, including City officials, community leaders, local businesses, union officers, and others who will likely have relevant input. In sum, we will get to know the UCPD intimately and fully understand the challenges that it faces.

1.10.2 Mixed methodologies are especially valued, where teams propose using both qualitative and quantitative approaches to review the UCPD. Use of data, strategic reviews, and interviews with police and key stakeholders are encouraged.

Exiger will employ an evidence-based methodology that is both qualitative and quantitative. It will be quantitative in that we will review the data provided to us and use it to generate numerical data and useable statistics, which we will then use to create charts and tables that will break down the UCPD's performance in each of the key quantifiable areas. Our approach will also be qualitative in that we will interview members of the UCPD staff, key University Administrators, and key community representatives in order to get opinions and insights into the problems facing the UCPD. This will also allow give us an

understanding of the underlying reasons, and motivations that are driving current UCPD practices.

First, team leaders will request the UCPD's written policies and procedures covering the subject matter of the section to which they've been assigned (i.e. training, recruitment, use of force, etc.). In order to minimize costs, Exiger will ask that the UCPD send these documents through electronic transmissions. The team leader will then thoroughly review these policies and procedures. Next the team leader will interview members of the UCPD and will determine how strictly these policies are adhered to in practice. Team leaders will also speak to UCPD supervisors and staff about any unwritten informal policies that might exist. They will also conduct individual and focus group interviews with key University Administrators (including Robin Engel and other members of the OSR and CAC), UCPD Command Staff, Cincinnati Police Department Command Staff, and key community representatives, to see how these policies are carried out in practice. Next they will compare and contrast the UCPD's policies and procedures to the best practices in the industry. This comparison will include reviewing policing standards, model policies, and other well-known best practices. Team leaders will also compare the UCPD practices to those that they've encountered during their many years of experience in law enforcement. A comparison to best practices will also include consultations with other members of the Exiger team, who will bring a well-informed and seasoned perspective to each subject. Lastly, the team leaders will evaluate the relevant UCPD policies and procedures, and point out their strengths and weaknesses. If possible, data analysis for the last five years will be performed. The results of these efforts will be flow charts, and statistical tables identifying key areas that need to be enhanced. Based on this comprehensive review, team leaders will make actionable recommendations for how the UCPD can improve each particular area.

1.10.3 Demonstrate commitment to include a comprehensive review and application of best practices in urban university settings.

Exiger has assembled a world-class team of present and former law enforcement professionals at the top of their respective fields. The team-leaders all have decades of experience, and are keenly aware of the best practices in urban university settings. They will review the policies and procedures of the UCPD, will interview key University Administrators, UCPD Staff, and key community representatives, and will then make recommendations on how the UCPD can better adhere to the best practices in the industry.

Full and open communication with both the University of Cincinnati and the UCPD is crucial to the success of the Review. As noted, our first task will be to meet with those key individuals in at both the University and the UCPD to establish the foundation of a good working relationship. We will also foster relationships between our staff and the appropriate counterparts in the UCPD, facilitating communication and the collection of necessary data. Finally, we expect to hold periodic status meetings at least every two weeks. The Project Lead will attend each meeting in person, with other team members attending either in person or by video/audio conference call with relevant stakeholders invited to attend.

1.11 Cost

In this section, we set forth a price proposal based on the scope of the Review as outlined in the RFP. In providing our total cost, we have drawn from our experiences in past police monitorships, and campus police reviews. We have attached a Notional Budget/Schedule Spreadsheet in Appendix B. That document sets forth our anticipated number of hours for each team member, and is further grouped by each substantive area of the Review.

1.11.1 Include detailed description and descriptive rationale of proposed budget.

We have based our proposal on a blended hourly rate of \$325 which is a substantial discount (nearly 50%) from our commercial non-governmental rates. As shown in Appendix B, we estimate the total number of hours to be 1100 including the time of our subject matter experts as shown and general writing and administration of the project. The total cost for the Review, as estimated, would then be \$357,500, exclusive of travel. Exiger therefore offers to perform all of the services contained in the RFP for a firm fixed price of \$357,500 plus any travel expenses incurred, which will be billed as a separate item and will adhere strictly with University of Cincinnati travel policy. Invoices will be rendered in four equal installments of \$89,375.50 plus actually incurred travel expenses so as to ensure payment on the first day of March, April, May and July.

In terms of office space, it has been our experience that Reviews like this work best when the reviewed entity provides office space on site, and we hope that the University will have some space at its disposal. This has the obvious benefit of facilitating a close working relationship and the exchange of information.

As stated above, these numbers are based on the information contained in the request for proposal. Should the scope of the project expand significantly beyond that which is outlined in the request for proposal, we will collaboratively determine whether any change order to the original proposal is appropriate. Any such change order would result in an invoice for and payment of hourly time charges at our blended rate plus any additional travel costs incurred as a result of such change order. It is specifically anticipated that such change order will be necessary in order to provide for two meetings not addressed in the request for proposal, specifically: (1) an introductory meeting with the CAC, and (2) an open meeting with the public to kick-off the project.

1.11.2 General budget areas to be included in the detailed (line-item) description include: personnel; 2) consultants; 3) fringe benefits; 4) equipment; 5) materials and supplies 6) travel; and 7) facilities and administrative (indirect costs).

As noted above, we have included a detailed line-item description and rationale for our proposed budget, and have included it in the Budget/Schedule Notional Spreadsheet at

Appendix B. We do not anticipate any costs associated with fringe benefits, equipment, materials and supplies, or facilities and administrative. We also do not anticipate any indirect costs other than travel. As stated in the previous section, we anticipate expending approximately 1100 hours of professional service time on this project and have calculated our firm fixed price based on our estimates. As noted, travel expenses will be billed at cost in addition to our fixed price invoice covering professional services.

Appendix A



Jeff Schlanger

Project Lead

Jeff Schlanger is Managing Director and President, EXIGER Advisory, where he oversees the operations of EXIGER Advisory, EXIGER's specialized consulting division, which executes the firm's monitoring assignments and delivers sustainable governance, risk management and regulatory compliance consulting services to financial institutions and multinational corporations.

Mr. Schlanger joined EXIGER from the Manhattan District Attorney's Office, where he was Chief of Staff to District Attorney Cyrus R. Vance, Jr. While there, he oversaw the day-to-day operation of the Office and worked closely with the District Attorney, drawing on his deep experience in financial crime, money laundering, policing, and corruption, to advise on a broad range of criminal justice issues.

Prior to the DA's office, Mr. Schlanger was President and CEO of KeyPoint Government Solutions, a government consulting firm previously part of Kroll, then known as Kroll Government Services. While at KeyPoint, Jeff worked alongside EXIGER Executive Chairman Michael Cherkasky as the Deputy Monitor for HSBC. While at Kroll, Mr. Schlanger worked with Mr. Cherkasky and now-New York City Police Commissioner William J. Bratton as Deputy Primary Monitor of the Los Angeles Police Department. Mr. Schlanger has also served as Special Counsel to the New York State Commission on Public Integrity and has led independent investigations for various state and local police agencies and served, pro bono, as a Special Assistant District Attorney in Nassau County.

From 1978 to 1990, Mr. Schlanger served as an Assistant District Attorney in the Manhattan District Attorney's Rackets Bureau and Trial Division where he was responsible for some of the Office's most significant cases during that period, including the investigation and prosecution of the Westies gang and members and associates of the Gambino Organized Crime Family.

Mr. Schlanger received his Bachelor of Arts from Binghamton University, and his Juris Doctorate from the New York University School of Law.





Michael Cherkasky

Exiger LLC Executive Chairman

Michael Cherkasky is the Executive Chairman of Exiger and the Monitor of HSBC. A pioneering figure in the world of financial crime, fraud, corruption and money laundering enforcement and compliance, Mr. Cherkasky has held senior leadership roles with some of the most esteemed law enforcement agencies and multinational corporations in the world. He is responsible for the day-to-day operations of the HSBC monitorship and the company's ongoing engagement with financial institutions and multinational corporations to implement sustainable, global compliance programs. He co-founded Exiger with its President & CEO Michael Beber.

Widely regarded as an innovator for his ability to build sustainable bridges between the public and private sectors when implementing law enforcement actions, Mr. Cherkasky led the development of the independent monitorship as a prosecutorial tool.

Prior to co-founding Exiger, Mr. Cherkasky was the Chairman of the New York State Commission on Public Integrity and CEO of Altegrity, Marsh & McLennan Companies, Inc. and Kroll. In his tenure at Kroll, Mr. Cherkasky was appointed by various U.S. federal courts to oversee federal consent decrees with organizations like the International Brotherhood of Teamsters and those in the Long Island carting industry. Mr. Cherkasky also served as the independent Monitor for the Los Angeles Police Department.

Mr. Cherkasky's career began as an Assistant District Attorney in New York County, where he then subsequently served as Trial Bureau Chief, Chief of the Rackets Bureau, and Chief of the Investigations division. Mr. Cherkasky led the division's investigations on fraud, corruption, and money laundering, which included overseeing the BCCI investigation, and the trial of organized crime figures including John Gotti. Mr. Cherkasky also led the state investigation of the 1993 bombing of the World Trade Center.

Mr. Cherkasky earned his Bachelor of Arts in History from Case Western Reserve University, and his Juris Doctor from Case Western Reserve University.





Charles H Ramsey

Team Lead: Review of Policies and Procedures;
Team Lead: Review of Officer Recruitment, Hiring,
Promotion, and Retention

Charles H. Ramsey was appointed Police Commissioner of the Philadelphia Police Department on January 7, 2008, by Mayor Michael A. Nutter. He leads the fourth largest police department in the nation with over 6,600 sworn members and 830 civilian members. Commissioner Ramsey brings over forty-six years of knowledge, experience and service in advancing the law enforcement profession in three different major city police departments, beginning with Chicago, then Washington, DC, and now Philadelphia.

Commissioner Ramsey has been at the forefront of developing innovative policing strategies and leading organizational change for the past 19 years. He is an internationally-recognized practitioner and educator in his field, and currently serves as the Immediate Past President of both the Police Executive Research Forum and the Major Cities Chiefs Association. He is the only law enforcement professional to have served as President of both prominent organizations at the same time. In December 2014, following several high profile incidents involving police use of force, President Barack Obama chose Commissioner Ramsey to serve as co-chair of the President's Task Force on 21st Century Policing. In recognition for his contributions to the field of policing and public safety, he has been awarded Honorary Doctorate Degrees from four universities.

During his seven years as Police Commissioner in Philadelphia, the Philadelphia Police Department has continued to make significant progress in driving down violent crime in the city. With a renewed focus on evidence-based policing initiatives, organizational accountability and a neighborhood-based policing strategy, Philadelphia has seen nearly a 20% reduction in violent crime and a 37% reduction in homicides. In 2014, Philadelphia experienced its lowest violent crime rate since 1985.

In 2007, Charles H. Ramsey was a security consultant to the Washington, D.C. Convention Center and the United States Senate Sergeant of Arms. During that year, he also served on the Independent Commission on Security Forces of Iraq, led by now National Security Advisor General James L. Jones. Ramsey headed a prominent group of law enforcement professionals to review the state of Iraqi police forces for a report to the United States Congress, an effort which garnered international attention and praise.

Commissioner Ramsey served as the chief of the Metropolitan Police Department, District of Columbia (MPDC) from April 21, 1998 to December 31, 2006. He was the longest-serving chief of the MPDC since DC Home Rule and the second longest serving in Department history. Under then Chief Ramsey's leadership, the Department regained its reputation as a national leader in urban policing. Crime rates declined by approximately 40 percent during Ramsey's tenure, community policing and traffic safety programs were expanded, and MPDC recruiting and hiring standards, training, equipment, facilities and fleet were all dramatic upgraded. He also oversaw and participated in numerous high profile investigations and events in Washington DC, such as: The 1998 murders of two United States Capitol Police officers inside the U.S. Capitol Building; The Y2K National Celebration in Washington, DC; The International Monetary Fund/World Bank Protests in April, 2000; The Chandra Levy Murder Investigation, The 9/11 Terrorist Attacks, The 2001 Anthrax Attacks; The 2002 DC Sniper Investigation; The funeral of President Ronald W. Reagan and the 2001 and 2005 Presidential Inaugurations.



A native of Chicago, Illinois, Commissioner Ramsey served in the Chicago Police Department for nearly three decades in a variety of assignments. He began his career in 1968, at the age of 18, as a Chicago Police cadet. He became a police officer in February 1971, and was promoted through the ranks, eventually serving as commander of patrol, detectives and narcotics units. In 1994, he was named Deputy Superintendent of the Bureau of Staff Services, where he managed the department's education and training, research and development, labor affairs, crime prevention and professional counseling functions.

Commissioner Ramsey was instrumental in designing and implementing the Chicago Alternative Policing Strategy, the city's nationally acclaimed model of community policing. As co-manager of the CAPS project in Chicago, Commissioner Ramsey was one of the principal authors of the police department's strategic vision. He also designed and implemented the CAPS operational model and helped to develop new training curricula and communications efforts to support implementation. During his career in Chicago, he received numerous awards including thirteen Department Commendations and more than 100 Honorable Mentions for police work.

As head of the 4,400-member Metropolitan Police Department, Commissioner Ramsey worked to improve police services, enhance public confidence in the police, and bring down the District of Columbia's crime rate. He also oversaw a multi-million dollar upgrade to district stations and other Department facilities, as well as new communications and information technology, including mobile data computing and the 3-1-1 non-emergency system.

In the area of community policing, Commissioner Ramsey redefined the Department's mission to focus on crime prevention. *Policing for Prevention*, the Department's community policing strategy, encompasses focused law enforcement, neighborhood-based partnerships and problem solving, and systemic prevention efforts. The strategy is supported not only by enhanced training for officers and supervisors, but also by a unique community training initiative called *Partnerships for Problem Solving* as well as a Senior Citizen Police Academy. The MPDC received international acclaim for its handling of major events, and the Department took a number of steps to address the continued threat of terrorism in the Nation's Capital.

The result of these and other initiatives was a dramatic reduction in crime in the District of Columbia under Commissioner Ramsey's tenure. Violent crime in DC was at its lowest level since the current method of reporting statistics was first developed in the late 1960s. At the same time, opinion surveys indicated that public confidence in the MPDC rose under Commissioner Ramsey's leadership.

In 1999, Commissioner Ramsey partnered with the Anti-Defamation League in developing an innovative and experiential training program at the United States Holocaust Memorial Museum called "*Law Enforcement and Society: Lessons from the Holocaust.*" By examining the Holocaust, law enforcement personnel gain insights into the critical importance of their profession's core values, as well as the significant and unique role they play within our democracy. More than 100,000 people have gone through this program, including every new agent in the FBI, state and federal judges and police personnel from agencies nationally and internationally. In 2013, as President of the Major Cities Chiefs Association he partnered with the Teleos Leadership Institute to create the Police Executive Leadership Institute, a program specifically designed to develop the next generation of police leaders. In 2015, Commissioner Ramsey partnered with the National Constitution Center in Philadelphia developing an innovative training for police called "Policing in a More Perfect Union." This educational program is designed to help police officers better understand the history of policing in the United States and the importance of building legitimacy and trust in the communities they serve.

In July 2009 Commissioner Ramsey was appointed as a member of the Cambridge Review Committee, a national independent committee to help identify lessons learned from the arrest of Harvard Professor, Henry Louis Gates, Jr. He was asked in the fall of 2011, by Harvard's Kennedy School of Government, to serve on the new Executive Session on Policing and Public Safety, and exclusive group of renowned scholars and practitioners, who convened meetings over a three year period to set the public policy agenda for the policing profession for the next two decades. He is also a member of the Executive Committee for the International Association of Chiefs of Police. Commissioner Ramsey serves on the



National Homeland Security Advisory Council and is also an advisor to the FBI's National Executive Institute. He has served previously as the Chairman of the Homeland Security Subcommittee for both the International Association of Chiefs of Police and the Major Cities Chiefs Association

Commissioner Ramsey holds both Bachelor's and Master's degrees in criminal justice from Lewis University in Romeoville, Illinois. He is a graduate of the FBI National Academy and the National Executive Institute. He completed the Executive Leadership Program at the Naval Postgraduate School, Center for Homeland Defense and Security in February 2008.

Commissioner Ramsey has lectured nationally on community policing as an adjunct faculty member of both the Northwestern University Traffic Institute's School of Police Staff and Command and Lewis University, and is seen as an expert in the area of policing and homeland security.

His honors include the following:

- Gary P. Hayes Award, from the Police Executive Research Forum, 1994
- Resolution Honoring Charles H. Ramsey, Presented by the Honorable Mayor Richard M. Daley, City of Chicago, April 29, 1998
- McDonald's Black History Maker Award, 2000
- The Webber Seavey Award for Quality in Law Enforcement, Presented by the International Association of Chiefs of Police, 2000
- United States Secret Service Honor Award, Presented by the Department of the Treasury for the International Monetary Fund-World Bank Spring Conference, 2000
- Award of Appreciation, Presented by Secretary of the Treasury Lawrence Summers for the International Monetary Fund-World Bank Spring Conference Meetings, 2000
- Robert Lamb Humanitarian Award, from the National Organization of Black Law Enforcement Executives (NOBLE), 2001
- Sigmund Livingston Award, from the Anti-Defamation League (ADL), 2001
- Award of Gratitude, from the Navy Family, Pentagon, 2001
- Civil Rights Award, from the International Association of Chiefs of Police (IACP), 2001 & 2005
- Parents Family and Friends of Lesbians & Gays (PFLAG) Award, 2002
- John Carroll Society Medal, from the Archdiocese of Washington, 2003
- Washington, DC, Pigskin Club Award for crime reduction, 2003
- Paul Harris Fellow Award, from the Rotary Club of Greater Washington, 2005
- Outstanding Service Award, Georgetown Business and Professional Association, 2005
- Civic Leadership Award, from the US Holocaust Memorial Museum (including the creation of an internship program in the Chief's name), 2005
- Graduate of the FBI's Leadership in Counterterrorism Program, 2006, part of the FBI's Leadership Development Institute; Co-sponsored by the FBI, the Scottish Police College, Police Service of Northern Ireland and the Royal Canadian Mounted Police
- Myrtle Wreath Award, from Greater Washington Area Chapter of Hadassah, 2006
- Jim Brady Law Enforcement Award from the Brady Center To Prevent Gun Violence, 2006
- Police Fund's Creation of the Charles H. Ramsey Scholarship, 2006
- Harvard University, John F. Kennedy School of Government, Innovations in American Government Award, 2006
- Golden Links Award, Presented by the Washington, DC Board of Trade, 2006
- Leadership in Policing Award, from the Police Executive Research Forum, 2007
- Honoring Charles H. Ramsey, United States Senate, Congressional Record, 110th Congress (Vol. 153, No. 21), February 5, 2007
- The Police Officer Jamie A. Roussey Annual Award, 2008, Presented by the Philadelphia Police Department, the Pennsylvania State Lodge of the Fraternal Order of Police, and the Baltimore Police Department



- John M. Penrith Leadership Award, from the FBI and Major Cities Chiefs National Executive Institute, 2008
- Presidential Award of Appreciation for Support during the 2009 Inauguration of the 44th President of the United States
- Pennsylvania Chapter, National Association of Blacks in Criminal Justice, Criminal Justice Award
- Polish Police Association of Philadelphia, Person of the Year Award, 2009
- Four Chaplains Memorial Foundation Legion of Honor Gold Medallion, 2009
- Emma Sloat Rendell Memorial Educational Award, Congregation Beth Solomon Community Center & European Immigrant Benevolent Association, 2009
- Bell of Hope Award, Mental Health Association of Southeastern Pennsylvania, 2009
- Person of the Year Award, Shomrim of Philadelphia and the Delaware Valley, 2009
- Keys and Sword Award, Archdiocese of Philadelphia, 2009
- Mothers-in-Charge Peace Award, 2009
- Pennsylvania Convention & Visitors' Bureau Annual Bring-it-Home Champion, 2009
- Thomas Jefferson Award, Citizen's Crime Commission, Philadelphia, 2010
- Inducted Honoree and Member of the Evidence-Based Policing Hall of Fame, George Mason University, August 2010
- 5th Annual CADEKids (Corporate Alliance for Drug Education) Community Service Award, Philadelphia, 2010
- PennJerDel Citizens of the Year Award, November 2010
- Mu Omega Chapter, Citizen of the Year Award, November 2010
- Michael Shanahan Award for Excellence in Public/Private Cooperation, International Association of Chiefs of Police, 2010
- Excellence in Law Enforcement Research Award, International Association of Chiefs of Police, 2010
- Man of the Year Award, Police Chiefs Association of Southeastern Pennsylvania, 2011
- President's Volunteer Service Award, President's Council on Service and Civic Participation, 2011
- Governor's Citation, State of Maryland, March 26, 2011, Presented by Governor Martin O'Malley
- Camden County Police Chiefs Association Award for Support of New Jersey Law Enforcement, April 2011,
- Saint Joseph's University, Graduate School Support Award, October 2011
- Saint Thomas Episcopal Church, Shepherds of Christ Award, December 2011
- Office of the United States Secretary of Defense, Patriotic Employer Award, 2011
- Atlantic County, New Jersey, Lifesaver Award, March 2012
- Anti-Defamation League Philadelphia, Leadership Award, March 2012
- Guardians of Freedom Award, Jewish Community Foundation Prescott, AZ. September 2013
- Hero of Justice Award, Pennsylvania Innocence Project, May 2014
- Peace Islands Institute, Law Enforcement Appreciation Award, May 2014
- Named one of the 75 Most Influential People by Philadelphia Magazine 2014
- Named Co-Chair of President's Task Force on 21st Century Community Policing, December 2014
- Ye Olde Philadelphia Civic Award, January 2015
- Philadelphia Maneto Award, Partners of Civic Pride, March 2015
- Rotary International of Philadelphia, Paul Harris Fellow Award, October 2015
- Major Cities Chiefs Leadership Award, October 2015
- Asian American Federation Leadership Award, November 2015
- Doctor of Laws, Honoris Causa, Neumann University
- Doctor of Laws, Honoris Causa, Gwynedd-Mercy College
- Doctor of Humanities, Honoris Causa, Lewis University
- Doctor of Humane Letters, Honoris Causa, Drexel University





John L. Thomas

Team Assist: Review of Policies and Procedures
Team Assist: Review of Data Collection Systems, Data Usage, Automation, and Records Management

John Thomas is a native of Los Angeles. Prior to his appointment to Captain at the University of Southern California (USC) Department of Public Safety (DPS) in October 2006, he spent twenty-one years as a member of the Los Angeles Police Department (LAPD) where he retired at the rank of Lieutenant in December 2005 to accept a position as Deputy Chief of Police for the University of the District of Columbia Department of Public Safety & Emergency Management in Washington D.C. He was promoted to USC Department of Public Safety's Assistant Chief in February 2009 and Executive Director/Chief in January 2013.

As Chief, he is responsible for overseeing the management and control of over 280 officers responsible for the safety of members of the USC campus and surrounding community. Since his appointment and implementation of crime reduction and quality of life strategies in 2006, the campus community has experienced over a 70% decrease in both robberies and overall violent crimes.

A product of South Los Angeles, he graduated from Crenshaw High School before attending UCLA. While at UCLA he was appointed Editor-in-Chief of *Nommo*, the student newsmagazine for the African American student body and community. He holds a BA in Political Science/Liberal Arts and a degree in Biblical Studies from the Cottonwood Leadership College (formerly Cottonwood School of Ministry). He is currently a graduate student in the USC Price School of Public Policy, Masters in Executive Leadership Program.

He holds California State Police Officer Standards in Training (POST) Certificates for the Basic, Advanced, Supervisory and Management levels. He is a graduate of the West Point Leadership Program, the Los Angeles Police Department Command Development Program and the 218th Session of the FBI National Academy.

As a member of the Los Angeles Police Department, Chief Thomas worked patrol assignments in Wilshire, 77th Street, Southwest, Newton Street and Pacific Divisions. He was also assigned to the Department's Gang Enforcement Detail in South Los Angeles, Operation South Bureau CRASH and worked undercover narcotic enforcement as a member of the Department's FALCON (Focused Attack Linking Community Organizations and Neighborhoods) Unit. While assigned to FALCON he was awarded the City of Los Angeles' City Angel Award for outstanding community enhancement and the Department's Meritorious Unit Citation.

He has also held administrative positions in LAPD's Employee Relations, Office of Operations and Planning and Research Division. He also has had the distinct and unprecedented honor of serving as an Adjutant, Aide or Executive Officer to four LAPD's Chiefs of Police (Interim Chiefs Bayan Lewis and Martin Pomeroy, former Chiefs Bernard Parks and William Bratton).

A published freelance writer, Chief Thomas has written or been featured in several local and national news and magazine publications. He is recognized as one of the foremost authorities on the history of the Los Angeles Police Department specifically the early history of African American service on the Department. He has written several articles chronicling the careers and struggles of early African American LAPD officers. In 1997 he wrote and published his first



feature article, *"Defender of the Angels-Detective-Lieutenant Jesse Kimbrough 1916-1939"*. The article chronicled the career of one of the Department's early black Detectives. In 1998 he researched and published *"Patrolman Charles P. Williams-Forgotten Hero"*. The article garnered local and national media attention when it was discovered that a black LAPD officer had been killed in the line of duty (1923) and forgotten in history. In 2001 he researched and wrote *"Blacks in Blue"*, a highly successful calendar published by Blue Line Press featuring photographs and stories about the history of Blacks serving during the early years of the LAPD.

In 2001, Thomas collaborated with members of the Los Angeles Art community to organize a photo exhibit of images from the LAPD archives. The exhibit was titled *"To Protect and to Serve--100 years of photos from the LAPD Archives"*. The exhibit was a huge success and has since been on display at museums across the United States and Europe. The exhibit was also turned into a Los Angeles Times Best Sellers List coffee table photo book, *"Scene of the Crime--Photographs from the LAPD Archive"* published September 2004 by Abrams Publishing Inc.

Chief Thomas assisted in the research of the book and is credited as the project Historian. He also is featured in and assisted in the research and writing of the book *"Images of America-The Los Angeles Police Department"* (Arcadia Publishing Co. October 2005). Chief Thomas has been on the Board of Directors for the Los Angeles Police Historical Society since 1999. He is also on the Board of Directors for the Challengers Boys & Girls Club in South Los Angeles, the Police Officers' Association of Los Angeles County (POALAC) and the LAPD's Association of Black Law Enforcement Executives (ABLE).

He is also a member of the International Association of Campus Law Enforcement Administrators (IACLEA), the Police Executive Research Forum (PERF), the International Association of Chiefs of Police (IACP), the National Organization of Black Law Enforcement Executives (NOBLE), the Oscar Joel Bryant Foundation and the FBI National Academy Associates.

Despite being a retired Los Angeles Police Lieutenant, he continues to "Protect and Serve" the people of Los Angeles as an LAPD Line Reserve Officer working patrol and other assignments throughout the city.





Beth Corriea

Team Lead: Review of All UCPD Data Collection Systems,
Data Usage, Automation, and Records Management

From January 2012 to January 2014, Ms. Corriea served as the Department Risk Manager for the Los Angeles Police Department. Ms. Corriea was appointed to the newly created position by the Chief of Police, Charlie Beck. As the Department Risk Manager, Ms. Corriea was part of the senior staff and a direct report to the Chief of Police. In this position, Ms. Corriea provided oversight, direction and management of the various components of the Los Angeles Police Department's liability concerns. Ms. Corriea's risk management strategic plan focused on the following high-risk issues facing the Los Angeles Police Department: use of force, traffic accidents, employment issues, Fair Labor Standards Act issues and workers' compensation concerns. Additionally, Ms. Corriea oversaw the operations of Legal Affairs Division, Risk Management Assessment Section, Risk Analysis Unit and Risk Management Coordination Unit. Ms. Corriea also chaired the newly established Liability Management Committee and co-chaired the Risk Management Executive Committee. In this role, Ms. Corriea served as the Los Angeles Police Department's representative on all risk management and legal matters before the City Council, the City Attorney's Office and the state and federal courts.

Before her appointment to the Los Angeles Police Department, Ms. Corriea worked for the Los Angeles City Attorney's Office as a Deputy City Attorney from July 2005 to December 2011. Ms. Corriea was assigned to the LAPD Employment Litigation Section and became its supervisor in February 2010. During her employment, Ms. Corriea defended employment litigation filed by former and current police officers against the City of Los Angeles, Los Angeles Police Department and individual members of the Los Angeles Police Department. As a Deputy City Attorney, Ms. Corriea conducted all facets of civil litigation, including pre-trial, trial, appellate work, settlements and advice. Ms. Corriea completed a number of state and federal jury trials earning admission into the American Board of Trial Advocates in 2010. Membership in ABOTA is by invitation only and is limited to those who are of high personal character and honorable reputation. Ms. Corriea also made appearances before the California Supreme Court and the Ninth Circuit. Published decisions in connection with Ms. Corriea's work at the City Attorney's Office includes: *Chavez v. City of Los Angeles*, 47 Cal. 4th 970 (2010), a unanimous, landmark decision in favor of the City of Los Angeles. Additionally, Ms. Corriea made appearances before the Los Angeles City Council, its various committees, and the Los Angeles Police Commission. As the Section's supervisor, Ms. Corriea was responsible for managing the case assignments; settlement, trial and appellate decisions for approximately 100 open cases; and operating as the liaison between the City Attorney's Office and the LAPD.

Prior to working for the City Attorney's Office, Ms. Corriea worked as an associate at a law firm that served as outside counsel for the City of Los Angeles on police litigation matters. While an associate, Ms. Corriea worked as the lead attorney on a number of employment litigation matters, including several multi-plaintiff lawsuits involving hundreds of witnesses and thousands of records. As a second-year attorney, Ms. Corriea appeared before the Ninth Circuit, and as a fourth year attorney, Ms. Corriea fully briefed and appeared before the California Supreme Court on a landmark case. The published decision can be found at: *Tipton-Whittingham, et al. v. City of Los Angeles*, 34 Cal. 4th 604 (2004). Ms. Corriea also fully briefed another matter before the California Supreme Court, a landmark decision on at-will employment. Ms. Corriea was set to argue the matter, however, she accepted a position with the City of Los Angeles before oral argument took place. In 2006, the California Supreme Court unanimously affirmed the summary judgment



decisions that Ms. Corriea had obtained before the trial court. The published decision can be found at: *Dore v. Arnold Worldwide et al.*, 39 Cal. 4th 384 (2006).

EDUCATION

UCLA School of Law , Juris Doctorate, 1997 to 2000, cum laude

Honors include: Henry & Emma DeGarmo Scholarship (1999-2000); Shepard Broad Scholarship (1998-1999); David Simon Scholarship (1997-1998)

Publications: Robert Goldstein, *Child Abuse & Neglect*, Assisting and Credit for Casebook; Devon Carbado, *Black Men on Race, Gender & Sexuality*, Assisting and Credit for Reader

Activities include: Moot Court Honors (1998-1999); *Women's Law Journal*, Managing Editor & Proof Reader (1998-2000)

University of the Pacific , Bachelor of Arts, Political Science & History, 1993 to 1997, summa cum laude Honors include: Rhodes Scholar Nominee (1997); Phi Kappa Phi Honor Society (1993- 1997); Academic All-American NCAA Division I (1993-1997); Libby Matson Award (1997); National Dean's List (1993-1997)

Activities include: NCAA Division I Softball (Four-year Scholarship); Olympic Softball Tryouts 1996 USA Team

PROFESSIONAL ORGANIZATIONS

American Board of Trial Advocates, Member 2010 to Present

Association of Southern California Defense Counsel, Member 2009 to Present

Los Angeles County Bar Association, Member 2000 to Present

International Association of Chiefs of Police, Member 2013 to Present

PRESENTATIONS

International Law Enforcement Auditor's Association, January 8, 2014:

Law Enforcement Auditing Perspectives: Understanding Risk in Your Organization, Topic: Risk Management of a Law Enforcement Agency





Sandy Jo MacArthur

Team Lead: Review of Training

Sandy Jo MacArthur is a veteran of the Los Angeles County Police department. With a career spanning over 35 years of service, Sandy Jo has extensive experience with knowledge of police operations, administration, and command development. During her time on the force, Sandy Jo was involved in complex assignments that involved human relations, discrimination, conflict resolution, tactics, training delivery and use of force. Mary Jo retired in March of 2015 at the rank of Assistant Chief.

Mary Jo was promoted to Assistant Chief, Director of the Office of Administrative Services in 2010. There she managed a billion dollar budget and led challenging LAPD initiatives including; State Diversity and Discrimination Training Programs, the Multi-Assault Counter Terrorism Action Capabilities (MACTAC) regional training program, and the redesign of the recruit training program by applying principles of adult learning theory and critical thinking skills. Mary Jo also established the LAPD Leadership Enhancement And Development Sessions (LEADS) training program in 2006 that is conducted on a quarterly basis for LAPD Command Staff. She created an ongoing pipeline for new recruits by partnering with the Los Angeles Unified School District to create a two year high school program where junior and seniors spend four semesters at the LAPD Academy, learning about law enforcement careers and earning high school and college credits.

Sandy Jo's early career included various details within the LAPD including; Patrol, Vice, Special Problems Unit, Training, Ombuds, Press Relations, and Risk Management. After being promoted to Captain, Mary Jo was assigned to the Civil Rights Integrity Division where she was responsible for overseeing the implementation of all Consent Decree requirements, and of all other department court settlement requirements. In this position, she played a significant role in achieving substantial compliance with the Federal Consent Decree implemented by the United States Department of Justice in 2001. As a result of collaboration with key internal and external partners, the Consent Decree was lifted in July 2009.

Sandy Jo joined the Los Angeles Police Department in 1980 after receiving a Bachelor of Science degree in Criminal Justice from Arizona State University, graduating Cum Laude. In 1997, she obtained a Master in Behavioral Science, graduating with honors and specializing in Negotiations and Conflict Management, from California State University, Dominguez Hills. She was an associate professor for six years at California State University, Dominguez Hills.

Consulting

1997 - Present

Seminars to law enforcement, community groups, professional organizations and schools, including

- Domestic violence
- Sexual harassment and discrimination prevention



- Conflict management
- Leadership
- Use of force in police incidents
- Diversity
- Law enforcement interactions with persons with mental illness
- Law enforcement use of force
- Consent decree compliance
- Workplace assessments
- Discrimination and retaliation
- Employee conflict
- Diversity
- Training needs
- Consulting
- Police community relations
- Training and curriculum development
- Police tactics
- Police use of force
- Interacting with persons with mental illness
- Conflict management

1996-2001 California State University Dominguez Hills

- Associate professor in the Behavioral Science Masters Degree Program

Training

General Preparation

- 2009 Major City Chiefs Intelligence Symposium
- 2009 National Incident Command Course
- 2007 Southern California Regional Counter-Terrorism Conference
- 2007 National Incident Management Systems Course
- 2006 Southern California Regional Counter-Terrorism Conference
- 2006 IACP Conference
- 2005 LAPD Command Development
- 2005 IACP Conference
- 2004 IACP Conference
- 2004 PERF Conference on National Use of Force Issues
- 2004 Administrative Internal Discipline Seminar
- 2002 California Police Officer Standards in Training Management Course
- 2001 LAPD Watch Commander School
- 1999 West Point Leadership Program
- 1998 National Center For Women In Policing Conference
- 1998 National Association of Women Law Enforcement Executives Conference
- 1995 Sherman Block Supervisory Leadership Institute
- 1992 LAPD Total Quality Leadership
- 1992 Toyota Total Quality Leadership Team Leader
- 1991 LAPD Process Improvement
- 1990 LAPD Supervisory Development
- 1980 LAPD Academy



Conflict Resolution

- 1999 LA City Attorney's Office Dispute Resolution Program
- 1998 Ombudsman 101
- 1998 CDR, The Mediation Process Workshop
- 1995-1996 Masters Degree Course Work: Negotiations and Conflict Management

Diversity Awareness and Discrimination Prevention

- 2013 City of Los Angeles Sexual Harassment and Retaliation Course
- 2007 LAPD Retaliation Prevention Course
- 2005 California State Sexual Harassment Course
- 2004 Cultural Diversity Tools For Tolerance, Los Angeles, California
- 1999 Retaliation, Discrimination, Whistle Blowing Southern California Employment Workshop
- 1998 LAPD Affirmative Action For Supervisors
- 1997 Network Against Hate Crimes, National Conference
- 1997 Gay and Lesbian Community Issues For Law Enforcement, Los Angeles, California
- 1996 Building High Performing Inclusive Organizations, Sacramento, California
- 1995 California POST Cultural Diversity Trainer Program
- 1995 LAPD Cultural Diversity
- 1995 BNA Communications Cultural Diversity Workshop
- 1995 LAPD Preventing Sexual Harassment In The Workplace
- 1994 LAPD Museum Of Tolerance Diversity Workshop

Managing Violence In The Workplace

- 2000 City of Los Angeles Workplace Violence Prevention
- 1998 Innovative Law Enforcement Prosecution and Legal Advocacy
- Responses to Domestic Violence in the Workplace, California State Project
- 1997 Los Angeles County Nexus Conference II:
- Domestic Violence: The Gay and Lesbian Community
- 1996 Los Angeles County Nexus Conference I: Violence in the Family
- 1996-97 LAPD Hostage Negotiations, Intermediate and Advanced Courses
- 1996 LAPD Crisis Negotiations, Advanced Course

Committees Cadre Boards

- Los Angeles Police Relief Association Board of Directors, 1998-present
- LAPD Tactics Training Review Committee 2003-2015
- LAPD Hunter LaLey Strategic Planning Committee, 2005-2015
- Los Angeles Regional Interoperability Committee Systems Authority 2009-2015
- LAPD MACTAC development and implementation cadre 2009-2015
- LAPD 21st Century Mobil Field Force Training development cadre 2007-2015
- LAPD Sexual Harassment Curriculum Development & Training Committee, 1993-2015
- Los Angeles County Domestic Violence Counsel Task Force, 1994-2002
- LAPD Anti-Discrimination Committee, 1998-2010
- Los Angeles County Domestic Violence Legislative Committee, 1994-2002



- Los Angeles County Full Faith and Credit Protocol Committee, 1994-2002
- LAPD Domestic Violence Training Cadre, 1995-2006
- LAPD Affirmative Action Training and Curriculum Development Cadre, 1993-2005
- LAPD Diversity Curriculum Development and Training Cadre, 1993-present
- LA City Attorney's Domestic Violence Curriculum Development Committee, 1995-2003
- LAPD Peer Counseling Steering Committee, 1997-2005
- California POST Sexual Harassment Curriculum Development Committee 1993-1995
- California POST Domestic Violence Curriculum Development Committee, 1995-1997
- California POST Supervisory Development Course Curriculum Committee, 1999
- Los Angeles Police Commission Hate Crimes Task Force, 1997-2002





Mark J. Porter

Team Assist: Review of Training

Mark J. Porter has over 25 years of law enforcement management and dedicated service in the higher education field. He is the Executive Director of Public Safety and Chief of Police for Brown University, where he is responsible for planning and directing all public safety services to promote a safe and secure educational, living and work environment for a diverse population.

Prior to his role at Brown University, Mr. Porter held the role of Chief of Police and Director of Public Safety at the University of Massachusetts-Dartmouth. Here he planned, organized and directed police and public safety operations for five campus locations with the primary responsibility of protecting life and property. He also established a community policing concept in a community of 10,000 people.

From 1982 to 1996, Mr. Porter held various roles for the Northeastern University Public Safety Division, including Police Lieutenant, where he served as the Operations Commander for the patrol unit, community policing and scheduling.

Mr. Porter holds a Master of Science Degree in Criminal Justice Administration from the Western New England College. He is also a graduate of the Executive Education Program at Harvard University Kennedy School of Government, a graduate of the FBI Law Enforcement Executive Development School (LEEDS), a graduate of Babson College/New England Institute of Law Enforcement Management School, and a graduate of the Municipal Police Academy.

He has completed specialized training in Dignitary and Executive Protection with the United States Secret Service. He is a State Certified Rape Officer with the Commonwealth of Massachusetts, as well as a State Certified Emergency Medical Technician with the Commonwealth of Massachusetts, and a graduate of the Massachusetts Municipal Police Training Academy.

COMMUNITY MEMBERSHIPS AND AFFILIATIONS

- Member of the Board of Directors for the YMCA Old Colony Branch
- Member of the Board of Directors for the Brown University Faculty Club
- Member of the International Association of Chiefs of Police (IACP)
- Member of the International Association of Campus Law Enforcement Administrators (IACLEA)
- Member of the National Organization of Black Law Enforcement Executives (NOBLE)
- Member of the Police Executive Research Forum (PERF)

PROFESSIONAL ACCOMPLISHMENTS

2008 Received Distinguished Community Contribution Award from the Rhode Island, NAACP

2007 Awarded \$53,000 in grant funding for interoperability communications equipment



- 2006 Implemented comprehensive training program for University's decision to issue firearms to officers-Brown
- 2002 Implemented comprehensive training program for University's decision to issue firearms to Officers-UMass
- 2002 Organized and coordinated first Annual Campus Security Awareness & Preparedness Event
- 2002 Hosted Connie and Howard Clery during Annual Security Awareness & Preparedness Program
- 2000 Awarded \$167,000 in grant funding for community policing
- 1997 Implemented a Community Oriented Policing approach for entire campus community
- 1997 Awarded \$575,000 in grant funding for equipment, personnel and community oriented policing
- 1996 Awarded \$150,000 in grant funding for community oriented policing
- 1994 Selected as the Police Department's Top Achiever of the Year (2nd time - 1986)
- 1993 Commendation for heroic actions during a residence hall fire
- 1984 Awarded Police Academy Top Graduate for Physical Fitness





Nola Joyce

Team Lead: Review of Accountability Mechanisms
Team Assist: Review of Recruitment, Hiring, Promotion, and Retention

Deputy Commissioner/Chief Administrative Office, Philadelphia Police Department, Philadelphia, PA. I am responsible for working with the Police Commissioner and other Deputy Commissioners in modernizing the police department. I direct Organizational Services, Strategy and Innovation and have responsibility over all administrative, policy and research, technology and training functions. February 2008 to present.

Faculty, Center for Homeland Defense and Security, Naval Postgraduate School, Monterey, California. Taught Research and Policy Analysis, and Research Colloquium and was a thesis advisor. August 2007- May 2009.

Independent Contractor, Self employed. Worked with Public Finance Management on a contract with the City of New Orleans, LA. I conducted organizational assessments, identifying strategic opportunities, and developing budget proposals for the police department, homeland security, emergency management services, human services, sheriff, district attorney, and courts. August 2007 through February 2008.

Chief Administrative Officer, Metropolitan Police Department, Washington, D.C.
Served as Chief of Staff and responsible for ensuring all elements of the organization aligned their work with the Chief's strategic vision. I was promoted from the position of Senior Executive Director of Organizational Development where I had responsibility for 200 staff and 70 police recruits. I directed research and development, grants development, policies and procedures, strategic planning and program development, legislative affairs, and the training academy. June 1998 to September 2007.

Deputy Director of the Research and Development Division, Chicago Police Department, Chicago, IL
Participated as a member of the Chicago Alternative Policing Strategy (CAPS) leadership team that developed and implemented this national model for community policing. I managed the functions of new technology development, research and evaluation, crime mapping, process mapping and re-engineering, grants, and internal communications. 1993-June 1998.

Manager of Budget, Planning and Research, Illinois Department of Corrections, Springfield, IL
Managed and integrated a half-a-billion operating budget, multi-million dollar capital budget with the agency's program priorities and strategic plan. I also managed the work of the research unit that conducted program evaluation and development, prisoner classification systems, and prison population projections. 1983-1993.

Contractual Researcher and Adjunct Instructor, Self-Employed
Worked with national organizations on multi-state program evaluation studies including a teacher effectiveness study for the St. Louis Public School Board; evaluation of programs for youth unemployment among disadvantaged groups for the U.S. Department of Labor; and research on parental involvement in federally funded educational programs for the U.S.



Office of Education. I also taught sociology and public policy courses for Southern Illinois University, Edwardsville. 1975-1983

Budget Analyst, Scott Air Force Base, Belleville, IL

I was responsible for the multi-million dollar personal service budget for the base. 1972-1973.

Certifications

Security Clearance

National Incident Management System

Certificates in State and Local Senior Executive Program (2002) and Public Sector Negotiations (2001), Harvard University, John F. Kennedy School of Government.

RECENT ACCOMPLISHMENTS

- Three Star Deputy Commissioner for Organizational Services, Innovation and Strategy, Philadelphia Police Department. Third ranking member of a 7,400 member organization.
- Appointed to the National Science Academy's Panel on Modernizing the Nation's Criminal Statistics.
- Advisor on the American Law Institute's *Principles of the Law, Police Investigations Project*
- Co-author of "Does What Police Do at Hot Spots Matter?: The Philadelphia Policing Tactics Experiment," *Criminology*, 2014.
- Founding member and faculty of the Major Cities Chiefs' Police Executive Leadership Institute
- Selected as a member of the Department of Homeland Security Video Quality in Public Safety's Policy Subcommittee.
- Assisted in beta testing the National Institute of Justice's Sentinel Event process of criminal justice.
- Reviewer for grant submissions to the National Institute of Justice, US Department of Justice
- Member of the Bureau of Justice Assistance's Police Forecasting Work Group
- Member of International Association of Police Chiefs' Research Advisory Committee.
- Member of the Police Executive Research Forum's Research Council.
- Executive Fellow with the Police Foundation

Awards

- Appointed as an Executive Fellow of the Police Foundation, Washington, D.C., January 2015.
- Gary P. Hayes Award from the Police Executive Research Forum for outstanding initiative in improving the quality of police services. April 2010.
- International Association of Chiefs of Police and Sprint Award for Research Excellence, October 2010.
- Center for Homeland Defense and Security, Naval Post Graduate School, Outstanding Thesis Award, September 2007.

CURRENT AND PAST PROFESSIONAL ACTIVITIES

Member of the National Science Academies Panel on Modernizing the Nation's Crime Statistics

Executive Fellow with the Police Foundation, Washington, D.C.

Member of the Bureau of Justice's Police Forecasting Work Group

Member of IACP's Research Advisory Committee.

Member of Police Executive Research Forum's Research Council

Member of the International Police Chiefs Association

Past member of the Intelligence Committee of AFCEA



Past member of D.C. Sentencing Commission, D.C. Criminal Justice Coordinating Council, D.C. Police Officers Standards and Testing Board.
Served on the U.S. Sentencing Commission, Drugs and Violence Task Force
Technical Assistance Reviewer for the Bureau of Justice Assistance
Consultant with the National Council on Crime and Delinquency
Consultant to the National Institute of Corrections
Reviewer for the *Criminal Justice Policy Review*
Member of the Academy of Criminal Justice Sciences
Invited participant at Department of Justice focus groups including Youth Focused Community Policing, Computer Mapping Applications, and Community Oriented Policing Training.
Invited participant to the National Science Foundation, Research Council's Committee to Review Research on Police Policy and Practices.
Member of the Technical Advisory Group for the Chicago Project for Violence Prevention
Member of the Board of Directors of Communities Empowered to Prevent Drug and Alcohol Abuse, Chicago.
Past President of the Board of Directors of Unity of Springfield





Maggie Goodrich

Team Lead: Review of Equipment and Technology

Maggie Goodrich is Chief Information Officer at the Los Angeles Police Department, where she is responsible for the management, oversight and implementation of all technology for all facets of the police department, including patrol, administration and special operations.

Prior to her role of Chief Information Officer, Ms. Goodrich was Commanding Officer, TEAMS II Development bureau for the Los Angeles Police Department. In this role, she was responsible for the development and implementation of all LAPD Training Evaluation and Management Systems (TEAMS II), which included the Complaint Management System, the Use of Force System, the Officer Early Intervention System and the Data Warehouse.

Before joining the Los Angeles Police department, Ms. Goodrich was the Policy Director, Homeland Security and Public Safety for the Office of Mayor Antonio R. Villaraigosa, where she provided oversight of the Los Angeles Police Department, Los Angeles Fire Department and Emergency Preparedness Department. She managed litigations for the City of Los Angeles, drafted pleadings and represented the City in negotiations related to the Consent Decree between the United States Department of Justice and the City of Los Angeles.

Ms. Goodrich has also held the roles of Associate, Global Litigation and Corporate Responsibility Groups for Howrey LLP, and a Law Clerk for the Chief Counsel for Technology at the U.S. Department of Commerce.

She has also consulted on a number of IT development projects, including for the Seattle Police Department, the Detroit Police Department and Blueline Grid.

Ms. Goodrich received her Juris Doctor from the University of California, Hastings College of the Law, and a Bachelor of Music, Magna Cum Laude, Departmental Honors, from Chapman University.

BAR MEMBERSHIPS

Member, State Bar Association of California

Court Admissions: Central District of California, U.S. Court of Appeals for the Ninth Circuit



Roberto A. Villaseñor

Team Lead: Review of Specific Substantive Areas

A senior level executive with 35 years of professional experience in a large metropolitan police force with over 15 of those years at the Chief level. Recognized nationally as an innovative leader and progressive administrator who takes into consideration existing best practices and the cultural and regional influences that effect an organization. Motivational individual who is able to communicate organizational goals and help transition that communication into operational actions. Able to coalesce diverse viewpoints and personal objectives into a team approach that is geared towards providing superior service and performance. Because of experience and involvement in policing issues at a national level, was appointed by President Barack Obama in 2014 to the President's Task Force on 21st Century Policing. Also appointed in 2015 to the Department of Homeland Security Committee on Ethics and Integrity for Customs and Border Patrol and the Arizona Criminal Justice Commission.

Qualifications include:

- Managerial and oversight experience
- Budget preparation and presentation
- Program and policy formulation
- Resource management skills
- Grant acquisition and management
- Public speaking and presentation skills
- Technological implementation
- Internal audit and oversight
- Operational and strategic planning
- Patrol and tactical experience

PROFESSIONAL EXPERIENCE

Chief of Police, Tucson Police Department, May 2009 – Present

Responsible for the leadership and management of a major city metropolitan police department consisting of 1,400 employees (1,002 sworn officers). Responsible for all aspects of department administration including budget, human resources, logistics, policy, and training. Controlled operational services to include patrol, investigations, evidence, forensics and specialized tactical support. Provided oversight and administration of a \$167,000,000 budget, which included approximately \$11,000,000 in grant funds. Developed and implemented policy and procedural guidelines and provided audit and oversight for performance and service.

Assistant Chief of Police, Tucson Police Department, March 2000 – May 2009

Assisted the Chief of Police in the management of the department, and during the course of this assignment was directly responsible at some point for each of the four department bureaus – Patrol, Investigations, Support, and Administrative. Also served as the department's Labor Liaison and worked with three separate unions dealing with labor and personnel issues, to include contract negotiation and disciplinary grievance issues.

Police Captain, Tucson Police Department, September 1996 – March 2000

Responsible for the command and administration of a division within the police department. Communicated and ensured proper adherence to department policy and provided direct service to the community for the areas of responsibility that



were commanded. Facilitated the needs of line level personnel and assisted in the elementary formulation of policy. Was responsible for the following divisions: West Patrol Division, Field Support Division, Information Services Division, and the Metro Area Narcotics Trafficking Interdiction Squad (MANTIS) Division.

Police Lieutenant, Tucson Police Department, August 1993 - September 1996

Responsible for the command of a section, or assigned as an Assistant Division Commander. This middle management position provided command oversight of first line supervisors and line level personnel. Command assignments at this level included Midtown Patrol, Internal Affairs, and Geo-Based Community Policing. Also served as the Hostage Negotiations Commander and the relief SWAT Commander.

Police Officer and Police Sergeant, Tucson Police Department, October 1980 - August 1993

Provided direct line level and supervisory police services to the community. Became familiar with all aspects of law enforcement service delivery and investigative requirements. Served in the following capacities during this time period: Patrol Officer, Staff Officer, Surveillance Officer, Patrol Sergeant, Department Public Information Officer (PIO), Communications Sergeant, Community Response Team (CRT) Sergeant, and Bike Sergeant.

EDUCATION AND AFFILIATIONS

Bachelor of Science w/Honors in Management and Human Resources, Park University, MO
Masters of Education w/Honors in Counseling & Human Relations, Northern Arizona University
PERF Senior Management Institute for Police
FBI National Academy Session 229
FBI National Executives Institute Session XXXIII
Major Cities Chiefs Association – Technology Committee Chairman
International Association of Chiefs of Police
Arizona Association of Chiefs of Police - Current President
Arizona High Intensity Drug Trafficking Area Executive Committee – Current Chairman
Police Executive Research Forum – Executive Board – Current Treasurer
FBI Law Enforcement Executive Development Association
President’s Task Force on 21st Century Policing – Member
DHS Customs and Border Patrol Ethics and Integrity Advisory Panel – Member
Arizona Criminal Justice Commission – Member, Appointed by Governor Ducey in 2015
Southern Arizona Law Enforcement Managers (SALEM)
Harvard University’s 2015 Inaugural Public Safety Summit





Patrick J. Harnett

Team Lead: Use of Force, Pedestrian and Traffic Stops,
Encounters with People with Mental Health Issues; Team
Assist: Review of Equipment and Technology

Patrick Harnett returned to law enforcement/public safety consulting after serving as the Chief of Police in Hartford, Connecticut from June 2004 till July 2006.

Mr. Harnett retired from NYPD in 1998 as a three-star Chief commanding the Transportation Bureau responsible for both, subway policing and traffic control and enforcement in New York City. During his 32-year police career, he served in many command positions, including Chief of NYPD's Narcotics Division, where he managed over three thousand detectives and supervisors, and developed and implemented a highly successful "turf-based" narcotics enforcement strategy that led to significant crime and violence reduction while taking back control of ravaged neighborhoods from drug dealers. For an article he co-authored "How New York is Winning The Drug War", see: http://www.city-journal.org/html/9_3_a2.html

Mr. Harnett was the Executive Officer to the Chief of Department under Police Commissioner William Bratton during the most dramatic transformation of NYPD in the department's history. Mr. Harnett has extensive patrol and investigative experience. He implemented NYPD's Crime Stoppers Hotline and commanded the Department's Major Case Detective Squad. He was also the Commanding Officer of the Emergency Service Unit, the Tactical (SWAT) and Rescue component of NYPD, and of the 43rd Precinct, the largest police precinct in the Bronx.

Upon his retirement from NYPD Mr. Harnett became the First Deputy Director of the NY/NJ HIDTA (High Intensity Drug Trafficking Area) a federal program created to fund effective narcotics strategies that involved cooperative efforts of federal, state and local law enforcement officers. In this position he oversaw the expansion of the NY/NJ Regional Intelligence Center that became a national model for information sharing.

In January 2000 Mr. Harnett became a public safety consultant working independently as the president of Harnett Associates, a police management and public-safety consulting firm that he founded. He also worked as the lead consultant and managing director of the Bratton Group, a government and private security consulting firm owned by William Bratton, the New York Police Commissioner and former Chief of Police in Los Angeles. (The Bratton Group is in blind trust while Mr. Bratton serves in his current capacity.)

Mr. Harnett conducted operational and organizational reviews of numerous public safety entities that can be categorized into three general areas: 1) Domestic Municipal Police Departments 2) Foreign Police Departments and 3) Other Public Safety Agencies, including large university and municipal school systems. His reviews focused on assessing and enhancing existing agency organization and operations, as well as implementing specific action plans to improve management accountability at all levels while improving service delivery and reducing crime.

He worked with many municipal police departments including in Los Angeles and Oakland, California, Detroit Michigan, Baltimore, Maryland, The City of Miami, Florida, The Village of Mamaroneck, New York, Trenton, New Jersey, Columbus, Ohio. He managed significant public safety projects for the Bratton Group in Caracas, Venezuela and Fortaleza, Brazil. He also worked in municipal school systems in Philadelphia, PA and Patterson, NJ, and on college



level public safety assessments at the University of Southern California (USC), the University of Chicago, Brown University, City University of New York and the University of Pennsylvania.

Mr. Harnett participated in and contributed to the evolving process of Compstat in NYPD while attending over 300 NYPD Compstat meetings. As Chief of Police in Hartford he successfully re-energized the Compstat process. In Compstat police managers who direct police resources are brought together with their peers and with top management of the department to discuss specific crimes, to identify emerging crime patterns, and to develop plans to apprehend the perpetrators of these crimes. Quality-of-life issues and other issues of community and managerial concern are also discussed at Compstat. This process empowers middle managers that direct police resources; it improves communication and coordination between patrol officers, detective investigators and proactive units such as narcotics teams. The Compstat process encourages innovation and has been a key factor in reducing crime and implementing successful law enforcement strategies in numerous police agencies throughout the United States. Mr. Harnett worked as a consultant for New York State's Division of Criminal Justice Services implementing the Compstat process in the Buffalo, Niagara Falls and Schenectady Police Departments.

LAW ENFORCEMENT HIGHLIGHTS

As Commanding Officer of the Narcotics Division, 1995 – March 1998

- Managed an expansion of the Narcotics Division that more than doubled it from sixteen hundred to over thirty-two hundred investigators in less than two years.
- Introduced a system of “turf based” and “gang focused” narcotics enforcement that held investigators and supervisors accountable for the control of drugs and the investigation of citizen complaints in their geographical areas of responsibility.
- Implemented successful enforcement initiatives that brought federal, state and local narcotics investigators together in a unique “up and down” approach to narcotics enforcement.
- Increased arrest productivity while reducing average overtime per arrest by 20 percent.

As Executive Officer to Chief of Department, 1994 - 1995

This position is the chief assistant and confidant to the highest ranking uniform officer in NYPD. It involved participating in strategic planning during a period of a dramatically changing NYPD, including communicating directives to the executive corps, conducting investigations and managing specific projects.

- Acted as liaison with Domestic Violence Advocates and oversaw the development and implementation of the Domestic Violence Incident database.
- Developed the Police Officer's Monthly/Quarterly Performance Review and Rating System.
- Oversaw the conversion of the Inspection Division to the Quality Assurance Division that included the development of Precinct Assistance Teams designed to improve operations while providing feedback on projects, plans, and programs.
- Led the investigation into NYPD's largest recorded shooting incident involving 18 police officers who fired hundreds of shots. This investigation served as the basis for new training programs for controlling responses to emergency incidents.

As Commanding Officer of Emergency Service Unit, 1990 - 1992

- Implemented the first Apprehension Tactical Team providing a highly trained unit to handle high risk apprehensions and warrant executions.
- Designated Special Operations Coordinator for the 1992 Democratic National Convention.

As Commanding Officer of Major Case Squad, 1987 - 1989

- Designed a kidnapping training seminar for all NYPD detective supervisors.



- Worked with the State Department and D.E.A. to negotiate the extradition of a Dominican national indicted for the homicide of a New York City Police Officer.

As Lieutenant, Commanding Officer Crime Stoppers Unit, 1983 - 1985

- Created an anonymous reward program to develop information on violent crimes called "**Crime Stoppers**". This widely acclaimed program involving the police, the media and the business community has been instrumental in the solution of over 700 homicides.

As Detective Bronx County, 1971 - 1981

- While assigned to Robbery and Homicide specialty squads, received numerous department awards for solving major cases.
- Awarded a leave of absence and NYPD scholarship to State University of New York at Albany for Masters Program.

As Police Officer in the 48th Precinct, 1968 - 1971

- Awarded field promotion to detective for the arrest of radicals responsible for the machine gun ambush of two uniform police officers.

EDUCATION

Master of Arts, Criminal Justice, SUNY Albany, 1982

Bachelor of Arts, History, Iona College, 1976

Police Management Institute, Columbia University, 1991

Dignitary Protection Seminar, U.S. Secret Service, 1990

F.B.I. National Academy, Quantico, Virginia, 1980

Criminal Investigation Course, N.Y.P.D., 1979





James McShane

Team Lead: Community/Student Engagement, Problem-Oriented Policing, Campus Crime Prevention Tools

Jim McShane joined Columbia University as the Assistant Vice President for the Department of Public Safety in January, 2004. He was promoted to Associate Vice President in January, 2006. He was promoted to Vice President in October, 2008. Jim is responsible for security and safety at the Morningside, Manhattanville and Medical Center Campuses. He oversees all uniformed operations and investigations, and is responsible for security technology and access control.

Jim McShane is a twenty four year veteran of the New York City Police Department. He began his career on patrol in the 52nd Precinct. He was promoted to Sergeant in October 1984 and served as a patrol supervisor in the 41st and 42nd Precincts. After graduating from St. John's University School of Law in 1986, Mr. McShane obtained a leave of absence to work as an associate attorney at the Law Firm of Rogers & Wells. Upon his return to the Department in October, 1987, he was assigned to the Office of the Deputy Commissioner for Legal Matters and then to the Office of the Police Commissioner as Legal Advisor to Commissioner Benjamin Ward.

Promoted to Lieutenant in November 1989, Jim McShane was soon assigned to the staff of First Deputy Commissioner Ray Kelly. He was promoted to Captain in January 1992 while attending the Kennedy School of Government where he received a Master of Public Administration degree. In the fall of 1992, he returned to the Police Commissioner's Office as Legal Advisor to then Police Commissioner Kelly. In 1994, Deputy Inspector McShane commanded the 47th Precinct in the Bronx. Thereafter, he was assigned as Commanding Officer of the First Deputy Commissioner's Office under Commissioner John Timoney in January 1995.

In August 1996, he was assigned as Commanding Officer, Narcotics Borough Manhattan South, where he served until June 1997, when he was transferred to the Traffic Control Division. Mr. McShane served in Traffic for nearly six years, as both the Executive Officer and as Commanding Officer. He was promoted to Deputy Chief in January 2002. In March 2003, Chief McShane was appointed Executive Officer of the Narcotics Division, his final assignment in a 24 year career with the Department.

Prior to joining the N.Y.P.D., Jim McShane taught Mathematics in the South Bronx for five years; first at St. Angela Merici Elementary School and then at Morris High School where he also served as Dean of Students.

Jim McShane holds a Bachelor of Arts Degree from Fordham University, a Juris Doctor from St. John's University School of Law, and a Masters of Public Administration from Harvard University. He is also a 1994 Graduate of the Police Management Institute at Columbia University and was awarded a Fulbright Grant as a lecturer at the Police College of Finland in Helsinki, Finland in 2000.

Jim is the proud father of two daughters, Kerry and Caroline. He is also the proud grandfather of Aiden James.





Joan Brody

Coordinator/Report Specialist

Joan Brody is an independent contractor who works with government and non-profit agencies on strategic planning and organizational assessment projects. Ms. Brody is a skilled project manager and grant strategist who has developed a methodology to enhance grant development efforts in public and non-profit sector agencies by assessing their needs and working in partnership to develop a grant strategic planning process. The unique process of creating a Grants Agenda Planning Document geared towards a specific organization's needs has yielded additional funding well after Ms. Brody's consultancy ends.

Ms. Brody has also worked on project coordination tasks as well as writing and editing reports and policies and procedures manuals with parties involved in federal investigations and consent decrees.

Joan Brody has worked during the past 30 years with governors, mayors, police chiefs, sheriffs, district attorneys and other government and non-profit organization leaders in Arlington Heights, Illinois; Birmingham, Alabama; Boston, Massachusetts; Chicago, Illinois; Columbus, Ohio; Detroit, Michigan; East Haven, Connecticut; Hartford, Connecticut; Houston Texas, Indianapolis, Indiana; Lincolnwood, Illinois; Los Alamos, New Mexico; Los Angeles, California; Louisville, Kentucky; Naperville, Illinois; Nassau County, New York; Niles, Illinois; New Bedford, Massachusetts; New York, New York; San Juan, Puerto Rico; Seattle, Washington; Southampton, New York; St. Louis, Missouri; Trenton, New Jersey; Washington D.C., Yonkers, New York; Budapest, Hungary; Johannesburg and Cape Town South Africa; Caracas, Venezuela and Fortaleza, Brazil. She has worked on projects with Barnard College, Brown University, the University of Chicago; City University of New York, and Roger Williams University.

Joan Brody earned a Master's Degree in Public Policy from the Kennedy School of Government at Harvard University. Prior to attending Harvard, Ms. Brody received a Master of Science Degree and a Bachelor of Science Degree from Northeastern University in Boston where she graduated Class Valedictorian and Summa Cum Laude from the College of Criminal Justice.

Joan Brody is Vice President of Arlington Heights Crime Stoppers and a Village of Arlington Heights Library Trustee.

Appendix B

University of Cincinnati Police Department Comprehensive Review

Estimate of Professional Hours and Fees

Blended Rate - \$325

RFP Requirement	Jeff Schlanger	Charles Ramsey	John Thomas	Beth Corriea	Sandy Jo MacArthur	Nola Joyce	Mark Porter	Patrick Harnett	Maggie Goodrich	Roberto Villasenor	James McShane	Joan Brody	Report Writer/Admin	Total Hours	Total Cost
1.1 Review of Policies and Procedures	20	100	50	-	-	-	-	10	-	-	-	-	-	180	\$58,500
1.2 Review of all UCPD Data Collection Systems *	20	-	30	50	-	-	-	-	10	-	-	-	-	110	35,750
1.3 Review of Training	20	-	-	-	50	-	30	-	-	-	-	-	-	100	32,500
1.4 Review of Accountability Mechanism	20	-	-	10	-	50	-	-	10	-	30	-	-	120	39,000
1.5 Review of Officer Recruitment, Hiring, Promotion, and Retention	20	50	-	-	-	20	10	-	-	-	-	-	-	100	32,500
1.6 Review of Equipment and Technology	20	-	-	-	-	-	10	30	50	-	-	-	-	110	35,750
1.7 Review of Specific Substantive Areas	20	-	-	-	-	-	-	45	-	50	45	-	-	160	52,000
Interim Report	20	-	-	-	-	-	-	-	-	-	-	20	40	80	26,000
Final Report	20	-	-	-	-	-	-	-	-	-	-	20	40	80	26,000
General Administration	-	-	-	-	-	-	-	-	-	-	-	-	60	60	19,500
Grand Total Personnel and Consultation	180	150	80	60	50	70	50	85	70	50	75	40	140	1,100	\$357,500

* Includes Data Usage, Automation, and Records Management

Fringe Benefits	-
Equipment	-
Material and Supplies	-
Travel	35,750
Facilities and Administrative	-
GRAND TOTAL	\$393,250

Appendix C

