

City of Madison

Response to RFP # 8504-0-2016-BP

Technical Proposal

Providing an Independent Review of Madison Police Department
Policies and Procedures

August 8, 2016

August 8, 2016

Mr. Brian Pittelli
City of Madison Purchasing Services
City - County Building, Room 407
210 Martin Luther King, Jr. Boulevard
Madison, Wisconsin 53703

Dear Mr. Pittelli:

Thank you for the opportunity to submit a proposal to demonstrate how Hillard Heintze can support the City of Madison, the Madison Police Department Policy and Procedure Review Ad Hoc Committee (MPD Review Committee) and the Madison Police Department (MPD) by conducting a comprehensive cross-functional analysis of the Department's policies, procedures, practices, culture and training in alignment with best practices in policing emerging across the nation. We understand the importance of this analysis as a vital process of self-examination - one that allows leading police departments to continue delivering the best possible services to the communities they serve.

Hillard Heintze is one of the leading law enforcement consulting firms in the United States. We help law enforcement organizations and senior municipal leaders protect people, performance, interests and reputations - by delivering advisory services that provide insight, deliver assurance and instill confidence. As evidence of our capabilities, Hillard Heintze was chosen by the Department of Justice to be the sole service provider for the COPS Office Collaborative Reform Initiative for Technical Assistance (CRI-TA), assisting law enforcement agencies across the country with internal review and reform in keeping with the tenets of the *Final Report of the President's Task Force on 21st Century Policing*.

Police department assessment is a core competency of the Hillard Heintze Team (Team) and we would be honored to undertake this critical assignment on your behalf. Over the past decade, we have assessed more than 25 police agencies, reviewed policies, processes and procedures and provided innovative recommendations for improvement.

If we are engaged as your trusted independent advisor in this matter, we will serve the City of Madison and your diverse community members with integrity and distinction.

Sincerely,
HILLARD HEINTZE LLC



Arnette Heintze
Chief Executive Officer

**Madison Police Department Policy and Procedure Review
Response to Request for Proposal**

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EXECUTIVE SUMMARY

OUR UNDERSTANDING OF YOUR REQUIREMENTS

First, we fully understand the reasons behind the City of Madison pursuit of an independent third-party provider to conduct a comprehensive review of the policies and procedures governing the operations, conduct and culture of the Madison Police Department (MPD) in support of the goals of the MPD Review Committee. We routinely work with federal, county and local governments on constitutional policing issues, such as eliminating unconstitutional policing practices including racial profiling; bias; use of force; and unlawful stop, search and seizure. We are dedicated to helping client agencies improve procedural justice and community policing at all levels to increase trust between law enforcement and the communities they serve.

We understand that the primary goals of police reform engagements focus on the law enforcement agencies and communities served. Our purpose is to help the City of Madison reach these goals in relation to the MPD:

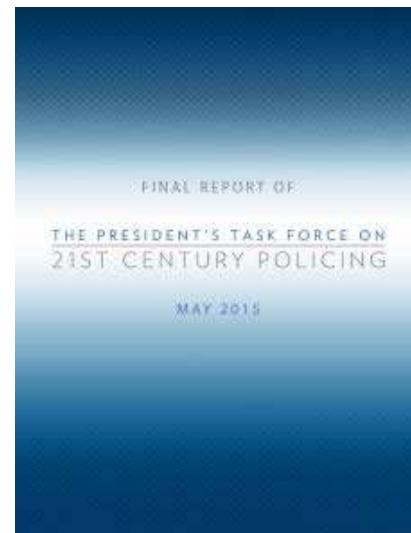
1. Increase trust, confidence and legitimacy from the perspective of the community.
2. Reduce the frequency of the problematic behavior and events that lead to potential crises.
3. Advances MPD's implementation of community policing.
4. Sustain the positive changes that result from reform.

Having been on the ground in Baltimore before, during and after the crisis following the death of a citizen in custody in April 2015 – and in other cities around the country while providing technical assistance to the Department of Justice – our Team is acutely aware of the criticality of transparent, collaborative police reform, now more than ever.

As the opening lines of the May 2015 **Final Report of the President's Task Force on 21st Century Policing** state:

"Trust between law enforcement agencies and the people they protect and serve is essential in a democracy. It is key to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services."

The Hillard Heintze Team (Team) will support the City of Madison by preparing a strategy to enhance trust through community partnerships, organizational transformation and problem solving. As we demonstrate in this proposal, the Hillard Heintze Team has the experience, expertise, project management methodologies and depth of subject matter experts and social science research specialists to exceed the goals of the program effectively and efficiently.



ABOUT HILLARD HEINTZE

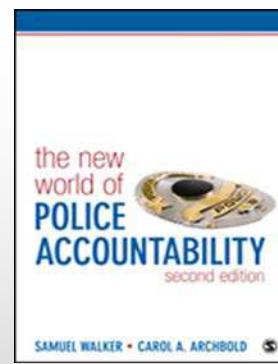
Hillard Heintze is one of this nation's leading strategic advisory firms specializing in independent ethics, integrity and oversight services – with a special focus on federal, state and local law enforcement agencies including police departments, sheriff's offices and internal affairs bureaus. We provide independent assessments, produce insightful and accurate reports, facilitate reform implementation, monitor progress and assist in the development of final reports for public release.

National Law Enforcement Experience at a Best-Practice Level

- Currently under contract with the **U.S. Department of Justice Office of Community Oriented Policing Services (COPS)** Collaborative Reform Initiative for Technical Assistance (CRI-TA) Program to work with law enforcement agencies to institute collaborative reform in cities like San Francisco and Milwaukee.
- Provided technical assistance under the previous CRI-TA grant program, including **comprehensive policy reviews and assessments** in Baltimore, Maryland and Calexico, California.
- Planned, directed and delivered **dozens of police department assessments and analyses** for police departments ranging in size and complexity from Denver and Boulder, Colorado to Beloit, Wisconsin, with a focus on leadership, management, accountability, policy, procedures and actual practices as related to national best practices in policing.
- Authored multiple **national-level research and analysis** publications and reports on police department operations and organizational structures, including analyses of staffing, shift optimization, overtime policies and practices and organization.
- Provided the **Denver Sheriff Department** with a comprehensive study of use of force issues, jail operations, staffing and organizational structure.
- Develop relationships with federal agencies and legislators to explore ways to institute **regulations that are more progressive, guidance and policies** for homelessness, economic justice, criminal justice, immigration, non-discrimination, aging, reproductive justice, anti-violence and LGBTQ rights.

THE AUTHORITY ON POLICE ACCOUNTABILITY

The Hillard Heintze Law Enforcement Consulting Practice includes Dr. Carol Archbold, who many believe literally "wrote the book" on police accountability. With the esteemed Sam Walker, she co-authored *The New World of Police Accountability, Second Edition*.



PUBLIC CLIENT REPORTS AND WORK SAMPLES

From time to time, our clients release our reports to the public, as was the case with Denver Sheriff Department, Boulder Police Department and Beloit Police Department. For your reference, these reports can be found in their entirety on our website at: <http://www.hillardheintze.com/published-content>.

WHY OUR TEAM DELIVERS THE HIGHEST VALUE TO THE CITY OF MADISON

1. National Leadership in Law Enforcement, Civil Rights and Community Policing

The Hillard Heintze Team brings senior-level subject-matter expertise to this critical role in virtually every area relevant to the police reform mission. Our members have planned and directed – as major city police chiefs, sheriffs, federal law enforcement leaders, social scientists and civil rights activists – some of the most complex law enforcement initiatives that policing organizations have undertaken over the past 35 years, in major metropolitan centers across the nation.

2. A Police Reform Framework Based on the Most Advanced and Emerging Best Practices

Hillard Heintze's effectiveness and efficiency is structured, in part, on the Team's understanding of our proven methodology for police reform. This framework is based on our belief that outstanding performance as an agent of sustainable change and organizational transformation on the part of the policing agency must be based on deep and abiding adherence to five core principles: (1) transparency and fairness, (2) rigorous focus on facts, (3) uncompromising integrity, (4) spirited partnership and collaboration and (5) transformation.

HEARING THE COMMUNITY THROUGH SOCIAL MEDIA: GIVING VOICE TO THE VOICELESS

Hillard Heintze investigators and analysts often uncover constitutional policing issues by "listening" to otherwise silent minority communities via open-source social media networks.

3. Rigorous, Fact-Based Research and Analysis

Hillard Heintze helps improve policy and decision-making through research and analysis based on thorough qualitative and quantitative review of data, observation and key stakeholder interviews.

4. Ease and Comfort in Working with Multiple Constituencies and Stakeholders

One of the core strengths and competencies of the Hillard Heintze Team is the experience and commitment its members bring to working transparently, respectfully and collaboratively with multiple constituencies and stakeholders – from suspicious and often reluctant police officers and command staff to government and elected officials as well as concerned, skeptical and sometimes even hostile community groups and citizens. Our reputation for accurately, fairly and unbiasedly conducting investigations and presenting the facts allows even our adversaries to trust our findings.

5. A Reputation for Integrity, Credibility and Independence

Over the course of the last decade, Hillard Heintze has earned and established a national reputation as a firm with the ability to manage complex, long-term, multi-stakeholder engagements with objectivity, professionalism and distinction. This is evident in the trust we have earned from, and the assignments we have delivered to, clients that range from major U.S. Government agencies to leading Fortune-ranked enterprises. We have built the Hillard Heintze Team based on the same values, and our Team members have all earned our trust and the trust of the hundreds of communities that they have collectively served over the course of their careers.

INDEPENDENCE AND TRANSPARENCY

Hillard Heintze has a proven record of providing unbiased, truthful assessments to our clients. Our reputation is built on a foundation of trust.

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1. GENERAL INFORMATION FORMS

FORM A - SIGNATURE AFFIDAVIT



Form A: Signature Affidavit

RFP #: 8504-0-2016-BP Madison Police Department Policy and Procedure Review

This form must be returned with your response.

In signing Proposals, we certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise take any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit Proposals, that Proposals have been independently arrived at, without collusion with any other Proposers, competitor or potential competitor; that Proposals have not been knowingly disclosed prior to the opening of Proposals to any other Proposers or competitor; that the above statement is accurate under penalty of perjury.

The undersigned, submitting this Proposals, hereby agrees with all the terms, conditions, and specifications required by the City in this Request for Proposals, declares that the attached Proposals and pricing are in conformity therewith, and attests to the truthfulness of all submissions in response to this solicitation.

Proposers shall provide the information requested below. Include the legal name of the Proposers and signature of the person(s) legally authorized to bind the Proposers to a contract.

Hillard Heintze LLC

COMPANY NAME

Arnette Heintze
SIGNATURE

August 1, 2016

DATE

Arnette Heintze, Chief Executive Officer

PRINT NAME OF PERSON SIGNING



Form A: Signature Affidavit

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Proposers shall provide the information requested below. Include the legal name of the Proposers and signature of the person(s) legally authorized to bind the Proposers to a contract.

Hillard Heintze LLC

COMPANY NAME

A handwritten signature in black ink that reads "Arnette Heintze".

SIGNATURE

August 1, 2016

DATE

Arnette Heintze, Chief Executive Officer

PRINT NAME OF PERSON SIGNING

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FORM B - RECEIPT OF FORMS AND SUBMITTAL CHECKLIST



Form B: Receipt of Forms and Submittal Checklist

RFP #: 8504-0-2016-BP Madison Police Department
Policy and Procedure Review

This form must be returned with your response.

Proposers hereby acknowledge the receipt and/or submittal of the following forms:

Forms	Initial to Acknowledge SUBMITTAL	Initial to Acknowledge RECEIPT
Description of Services/Commodities	N/A	<i>swt</i>
Form A: Signature Affidavit	<i>swt</i>	
Form B: Receipt of Forms and Submittal Checklist	<i>swt</i>	
Form C: Vendor Profile	<i>swt</i>	
Form D: Fee Proposal	<i>swt</i>	
Form E: References	<i>swt</i>	
Appendix A: Standard Terms & Conditions	N/A	<i>swt</i>
Appendix B: Contract for Purchase of Services	N/A	<i>swt</i>
Addendum # 1		<i>swt</i>
Addendum #		
Addendum #		
Addendum #		

Edward Heintze, Communications Director
VENDOR NAME

Hillard Heintze LLC

COMPANY NAME



Form B: Receipt of Forms and Submittal Checklist

RFP #: 8504-0-2016-BP Madison Police Department Policy and Procedure Review

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Proposers hereby acknowledge the receipt and/or submittal of the following forms:

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Form A: Signature Affidavit	<i>swt</i>	
Form B: Receipt of Forms and Submittal Checklist	<i>swt</i>	
Form C: Vendor Profile	<i>swt</i>	
Form D: Fee Proposal	<i>swt</i>	
Form E: References	<i>swt</i>	
Appendix A: Standard Terms & Conditions	N/A	<i>swt</i>
Appendix B: Contract for Purchase of Services	N/A	<i>swt</i>
Addendum # 1		<i>swt</i>
Addendum #		
Addendum #		
Addendum #		

Erin A. Heintze, Communications Director
VENDOR NAME

Hillard Heintze LLC

COMPANY NAME

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FORM C - CONTRACTOR PROFILE INFORMATION



Form C: Vendor Profile

RFP #: 8504-0-2016-BP Madison Police Department Policy and Procedure Review

30 S. Wacker Drive, Suite 1400 Chicago IL 60606

X



Form C: Vendor Profile

RFP #: 8504-0-2016-BP Madison Police Department Policy and Procedure Review

This form must be returned with your response.

COMPANY INFORMATION

COMPANY NAME (Make sure to use your complete, legal company name.) Hillard Heintze LLC			
FEIN 42-1638357	(If FEIN is not applicable, SSN collected upon award)		
CONTACT NAME (Able to answer questions about proposal.) Kenneth Bouche	TITLE Chief Operating Officer		
TELEPHONE NUMBER 312-869-8500	FAX NUMBER 312-869-8507		
EMAIL kenneth.bouche@hillardheintze.com			
ADDRESS 30 S. Wacker Drive, Suite 1400	CITY Chicago	STATE IL	ZIP 60606

AFFIRMATIVE ACTION CONTACT

The successful Contractor, who employs more than 15 employees and whose aggregate annual business with the City for the calendar year, in which the contract takes effect, is more than twenty-five thousand dollars (\$25,000), will be required to comply with the City of Madison Affirmative Action Ordinance, Section 39.02(9) within thirty (30) days of award of contract.

CONTACT NAME William Aslan	TITLE Chief Financial Officer		
TELEPHONE NUMBER 312-869-8500	FAX NUMBER 312-869-8507		
EMAIL william.aslan@hillardheintze.com			
ADDRESS 30 S. Wacker Drive, Suite 1400	CITY Chicago	STATE IL	ZIP 60606

ORDERS/BILLING CONTACT

Address where City purchase orders/contracts are to be mailed and person the department contacts concerning orders and billing.

CONTACT NAME William Aslan	TITLE Chief Financial Officer		
TELEPHONE NUMBER 312-869-8500	FAX NUMBER 312-869-8507		
EMAIL william.aslan@hillardheintze.com			
ADDRESS 30 S. Wacker Drive, Suite 1400	CITY Chicago	STATE IL	ZIP 60606

LOCAL VENDOR STATUS

The City of Madison has adopted a local preference purchasing policy granting a scoring preference to local suppliers. Only suppliers registered as of the bid's due date will receive preference. Learn more and register at the City of Madison website.

CHECK ONLY ONE:

<input type="checkbox"/> Yes , we are a local vendor and have registered on the City of Madison website under the following category: _____	www.cityofmadison.com/business/localPurchasing
<input checked="" type="checkbox"/> No , we are not a local vendor or have not registered.	

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2. REFERENCES, PERFORMANCE AND LITIGATIONS

2.1 CONTRACTS WITH CITY OF MADISON

Hillard Heintze has had no contracts with the City of Madison.

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2.2 FORM E - REFERENCES



Form E: References

**RFP #: 8504-0-2016-BP Madison Police Department
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(847) 923-4474

the
Schaumburg Police Department, including technical assistance and interim Chief services.

Hillard Heintze LLC
COMPANY NAME

Rev. 07/20/2015-8504-0-2016-BP FormE-References_1.doc

**Madison Police Department Policy and Procedure Review
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Form E: References

**RFP #: 8504-0-2016-BP Madison Police Department
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ngoing.



Form E: References

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This form must be returned with your response.

REFERENCE #1 – CLIENT INFORMATION		
COMPANY NAME City of Beloit, Wisconsin	CONTACT NAME Ms. Lori S. Curtis Luther, City Manager	
ADDRESS 100 State Street	CITY Beloit	STATE WI ZIP 53511
TELEPHONE NUMBER (608) 364-6614	FAX NUMBER (608) 364-6756	
EMAIL lutherl@beloitwi.gov		
CONTRACT PERIOD February 2015 - August 2015	YEAR COMPLETED 2015	TOTAL COST \$129,000
DESCRIPTION OF THE PERFORMED WORK Comprehensive assessment of the Beloit Police Department. This included a systemic review of existing policies, procedures and practices across the full spectrum of Department operations.		

REFERENCE #2 – CLIENT INFORMATION		
COMPANY NAME City and County of Denver, Colorado	CONTACT NAME Ms. Stephanie O'Malley, Exec. Director of Safety	
ADDRESS 1331 Cherokee Street, Room 302	CITY Denver	STATE CO ZIP 80204
TELEPHONE NUMBER (720) 913-6020	FAX NUMBER (720) 913-7028	
EMAIL stephanie.omalley@denvergov.org		
CONTRACT PERIOD Original Contract November 2014 - May 2015	YEAR COMPLETED 2016 (Tech. Assistance)	TOTAL COST \$541,500
DESCRIPTION OF THE PERFORMED WORK Comprehensive eight-month operational and organizational assessment of the Department and served as special advisor in the monitoring and implementation of proposed recommendations.		

REFERENCE #3 – CLIENT INFORMATION		
COMPANY NAME Village of Schaumburg, Illinois	CONTACT NAME Ms. Paula Hewson, Asst. Village Manager	
ADDRESS 101 Schaumburg Court	CITY Schaumburg	STATE IL ZIP 60193
TELEPHONE NUMBER (847) 923-4715	FAX NUMBER (847) 923-4474	
EMAIL phewson@ci.schaumburg.il.us		
CONTRACT PERIOD February 2013 - April 2014	YEAR COMPLETED 2014	TOTAL COST \$666,800
DESCRIPTION OF THE PERFORMED WORK Conducted a fully collaborative review of all operational and leadership capabilities for the Schaumburg Police Department, including technical assistance and interim Chief services.		

Hilliard Heintze LLC

COMPANY NAME



Form E: References

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REFERENCE #4 – CLIENT INFORMATION			
COMPANY NAME U.S. DOJ COPS Office CRI-TA Grant Program	CONTACT NAME Billie Yrlas Coleman, Program Manager		
ADDRESS 2CON, 145 N Street NE	CITY Washington	STATE DC	ZIP 20530
TELEPHONE NUMBER (202) 353-1706	FAX NUMBER		
EMAIL billie.coleman@usdoj.gov			
CONTRACT PERIOD October 2014 - Ongoing	YEAR COMPLETED Ongoing	TOTAL COST \$1.125M (Total Grant)	
DESCRIPTION OF THE PERFORMED WORK Provided assessment of citizen complaint processing, community policing, use of force policy and training, communications and community outreach under CRI-TA. Technical Assistance for Calexico PD and Baltimore PD implementation of recommendations is ongoing.			

Hillard Heintze LLC

COMPANY NAME

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2.3 DISCLOSURE OF CONTRACT FAILURES, LITIGATIONS

Hillard Heintze has not had any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending which involves the firm or in which Hillard Heintze has been judged guilty or liable, or which may affect the performance of the services to be rendered herein, in which Hillard Heintze, any of its employees, subcontractors or subconsultants is or has been involved in within the last three (3) years.

3. TECHNICAL QUESTIONS AND TEAM QUALIFICATIONS

QUESTION 1 – PROPOSED PLAN OF WORK

Question 1A) How Hillard Heintze will accomplish all of the tasks listed in Section 2.5.2.

2.5.2.1 - A full assessment should be performed of MPD Standard Operating Procedures and Code of Conduct.

Hillard Heintze will assign appropriate subject matter experts to conduct a comprehensive review of the written policies, SOPs and directives of MPD with specific emphasis on the policies governing activities outlined in 2.5.1 of the solicitation. The purpose of a comprehensive review is to take an in depth look at existing policies to:

1. Confirm if a policy is compliant with Madison & Dane County, Wisconsin ordinances and resolutions, as well as Wisconsin & federal statutes and standards.
2. Validate if a policy is aligned with national best practices in policing as well as tenets of community policing and the *Final Report of the President's Task Force on 21st Century Policing*.
3. Determine whether written policies and procedures are actually being implemented in the Department's day-to-day operations, with fidelity to the intended manner.
4. Establish if the policy is still relevant and necessary.
5. Identify required changes or adaptations to improve the effectiveness or clarity of the policy and procedures.
6. Assess whether appropriate training, monitoring and ongoing review of the policy is planned and implemented.

2.5.2.2 - All MPD training curricula and procedures of training should be assessed, including for pre-service training, in-service training, specialized training, and any field training.

We will assign subject matter experts in police training to determine if the Madison Police Department is conducting training that is effective, in that the training:

1. Teaches appropriate knowledge, skills and abilities (KSA) for the subject and instills these KSAs in a way that they translate into improved officer behavior/performance, especially in policing racially and ethnically diverse, vulnerable or marginalized communities, including those of the homeless and mentally ill.
2. Ensures KSAs are aligned with the philosophy of improving behaviors and beliefs about protecting the sanctity of life; emphasizing the concept of de-escalation techniques whenever possible prior to using any level of force; minimizing use of deadly force; eliminating race-, gender- and lifestyle-biased decision making; and instilling community policing in everyday activities.
3. Ensures first-line supervisors (both sworn and non-sworn) and command officers have received effective training in supervision, mentoring, procedural justice concepts, addressing

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implicit biases, community policing strategies, crisis intervention techniques, completing performance evaluations, facilitating the proper handling of complaints, and identifying behaviors of at-risk employees

To conduct this evaluation, our experts will:

- Attend a sampling of training courses to assess training quality and course content.
- Review a sampling of training curricula to assess the quality of course content, with a focus on adherence to the principles of constitutional policing, procedural justice, community policing, and bias-free policing.
- Review testing procedures to assess the effectiveness of testing methodologies.
- Assess the quality of the processes used to document training of Department personnel, and the methodology used to measure the quality and effectiveness of training delivery.
- Assess the Department's methodologies for measuring negative changes in complaints, discipline and early warning systems data, with a focus on determining whether or not effective intra-agency processes exist to ensure effective learning needs assessments are driving training curricula and priorities.

2.5.2.3 - MPD's current recruitment, hiring, promotion, and retention processes should be assessed, both internally and in relation to the Police and Fire Commission.

As part of the assessment, the Team will request detailed documentation, conduct interviews, attend hiring and promotional activities (if conducted during the assessment), document observations, and analyze data specifically related to recruitment, hiring, specialized unit personnel selection, and promotion practices to evaluate MPD's abilities to ensure employee suitability and diversity in these areas, as well as to determine adherence with national standards and best practices.

The assessment will:

1. Review diversity in MPD across all units and ranks.
2. Examine recruitment practices, including community outreach.
3. Assess hiring standards, practices, procedures and protocols to ensure adherence to national standards and best practices, state law and city ordinances with a particular focus on how the Department assesses candidate suitability for policing in a Department that embraces the concepts of procedural justice. The Team will also examine if the selection process components primarily screen-out candidates with behaviors, traits and background history that make them unsuitable for the job or screen-in for candidates that are most qualified for the job based on identified desirable behaviors, traits and background history.
4. Evaluate promotional policies, procedures, and practices for efforts to ensure fair and transparent outcomes.
5. Assess the Department's ability to provide effective mentoring and promotional assistance to all Department personnel.

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6. Review the practices of the Madison Fire and Police Commission as they pertain to recruiting, hiring and promoting personnel.

Additionally our Team's researcher will provide support through review of MPD documents and nationally recognized best practice and standards documents, including those published by the COPS Office, International Association of Chiefs of Police, Major Cities Chiefs Association and the Police Executive Research Forum in support of this objective.

The Team will interview senior command staff, including those responsible for human resources; members of the Police and Fire Commission; Department members responsible for recruiting, testing and screening applicants to MPD; line supervisors and officers; and fraternal organizations within MPD. Interviews will focus on how recruiting and marketing materials are used and the agency's other outreach practices; what communities are reached; and how they are engaged.

Personnel in City agencies that may have a role in human resources activities will also be interviewed, as will key community stakeholders who have been engaged in these hiring and promotional processes for MPD officers. Diversity, and how it is perceived by officers within MPD, will be assessed as part of the planned ride-along observations. To the extent that outreach activities, hiring, or promotional processes are being conducted during the assessment, members of the Team may observe those activities as part of the community oriented policing practices.

The Team will request and analyze data reflecting the number and demographic information of applicants for positions within the Department, applicants who are deemed eligible for hire, and those who are actually hired. Special focus will be placed on MPD's effectiveness in hiring local individuals already familiar with Madison and its neighborhoods. The Team will also request and analyze similar information for promotions within the Department. Additionally, an analysis and review of demographics of current Department members and their assignments will be completed, to include a comparison to the Madison community.

2.5.2.4 - A detailed assessment of the internal culture of MPD should be performed through surveys, interviews of staff, interviews of community members interacting with police, and any other means necessary to obtain desired information.

Our Team will conduct interviews of key personnel and stakeholders, such as the Mayor, Common Council members, the Dane County District Attorney, Dane County Sheriff and other elected officials; Madison Police Chief Michael Koval and representative members of all ranks within the MPD; officials of MPD's Collective Bargaining Units; community leaders from faith-based organizations, school districts, non-profit organizations, and social service organizations; and leaders from other local, state and federal law enforcement agencies serving the City of Madison.

Our Team's senior research scientist will use a survey tool to assess internal satisfaction within the Department to assess attitudes, opinions, experiences and perceptions as well as a public survey to assess the community's attitudes, opinions, experiences and perceptions. Survey data will be collected in a way that the responses can be quantified and analyzed more scientifically and objectively than other forms of data collection.

The Team will facilitate and attend Community Listening Sessions and other community forums and attend meetings and host facilitated group discussions where our Team brings together a diverse mix of Madison's communities and presents information on this assessment to the entire group, then breaks into smaller groups for facilitated discussion and feedback regarding the issues.

2.5.2.5 - Actual MPD field practices should be examined using field observation, interviews with officers, analysis of MPD records, interviews of community members interacting with police, and any other means necessary to obtain desired information.

The Assessment Team SMEs will engage in a significant number of ride-alongs with patrol officers in various districts to observe traffic and pedestrian stops and citizen interactions to determine behaviors and compliance with policy and to understand MPD officers' perspectives as they conduct these stops. The Team will also observe training related to these topics, if occurring during the course of the assessment.

One of the primary methods to assess field practices is through examination of citizen stop and search practices, including:

1. Training officers receive in traffic enforcement, pedestrian stops, and constitutional policing practices.
2. Policies and procedures governing citizen stops and searches.
3. Analysis of patterns and trends in traffic stops, searches, citations, and arrests by city geography, community characteristics, departmental units, incident factors, and officer-subject demographics to assess for bias-based policing practices.
4. Analysis of patterns and trends in pedestrian stops, searches, citations, and arrests by city geography, community characteristics, departmental units, incident factors, and officer-subject demographics to assess for bias-based policing practices.
5. Transparency in citizen stop and search incidents and data.
6. Examination of citizen complaint data regarding MPD stop, frisk and search activities.
7. Examination of policies, processes and practices as related to police interactions with victims and witnesses of crime.

The Team will request and review Department policies and communications regarding traffic and pedestrian stops, as well as training curricula for officers and supervisors in the areas of traffic enforcement, pedestrian stops, and procedural justice practices.

The Team will interview command staff to discuss the Department's enforcement strategy and how it affects traffic and pedestrian stops. The Team will also interview and conduct focus groups with supervisors and patrol staff to discuss the Department's expectations on making traffic and pedestrian stops. Additionally, the Team will interview community members about their experiences with the MPD's traffic and pedestrian stop practices.

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The Team will request and review data related to traffic stops and pedestrian stops. The Team will analyze information such as officer characteristics, community characteristics, citizen characteristics, reasons for the stop, the disposition of the stop (e.g., arrest, ticket, no action), and whether the person was searched. This information will be used to compare stop patterns among officers citywide, as well as officers in the same district. The analysis will specifically examine potential racial disparities in stops, searches, citations, and arrests.

2.5.2.6 - Analyze MPD's efforts toward community policing and problem-oriented policing. The analysis should include information on whether the culture, structure, and staffing support the goals of community- oriented policing and problem-oriented policing efforts.

As part of the assessment, the Team will request detailed documentation, conduct interviews, document observations, and analyze data specifically related to assessing the community policing, procedural justice, and community engagement protocols and practices across MPD in light of national and best practices. The assessment will:

1. Determine whether there is a formal, written strategic plan that effectively defines MPD's goals and outcomes, identifies strategies that will enable the organization to achieve those goals and outcomes, and defines a mechanism to measure progress.
2. Evaluate the role of community stakeholders and determine whether there is active engagement that allows the stakeholders to have a voice in policing decisions.
3. Assess whether existing community policing plans, practices, and procedures provide for transparency, fairness, and impartiality when engaging members of the public.
4. Evaluate the community oriented policing training provided by MPD to assess whether it:
 - Supports the Department's community policing goals and adheres to national standards, best practices, and community expectations.
 - Provides ongoing training in understanding the communities being policed, including the impacts of explicit and implicit bias.
 - Provides tools and strategies for officers to assist them as they engage in effective problem solving and communication with community members.
5. Determine whether community policing efforts are recognized in the Department's performance appraisal and promotional processes.

The Team will request and review written materials documenting MPD's community policing strategies, procedural justice, community engagement plans, policies and procedures, training curriculum, and performance and promotion processes as they relate to community oriented policing practices and recognition, as well as copies of community surveys and the resulting data.

Additionally, the Team will interview a selection of patrol officers, supervisors, and command staff; community policing/liaison officers; prosecutors; community leaders; and others. The Team will seek to identify key community stakeholders to discuss how and where the community is engaged with the overall community policing practice of MPD. The interviews will focus on gaining a greater

understanding the Department's community policing philosophy and how it has been adopted and implemented in the field.

As it relates to reporting and data collection, the Specialist - Researcher, supported by SMEs, will be on site for interviews regarding the department's data collection and reporting processes, how data is used to inform COP practices, and how it is otherwise used within MPD. Team members will attend community meetings with MPD members to observe how they present the Department and its mission to community members; attend command level community meetings to observe how MPD solicits community input; and participate in ride-alongs to observe how patrol officers interact with community members.

The Team, aided by the research staff, will request and seek to analyze data regarding program outcomes, including the number of community meetings attended and the number of community projects initiated or participated in by the Department, as well as survey data regarding police satisfaction. The data analysis will assess how the MPD measures the achievement of the goals and anticipated outcomes established at the onset of MPD community-based programs. The Team will also review samples of performance evaluations to determine whether patrol officers and supervisors are being evaluated on implementing community policing concepts. In addition, the Team will review a sampling of commendations, complaints, and discipline cases to determine whether community policing concepts are being implemented and how officers are held accountable for acting or not acting in ways supporting community policing.

2.5.2.7 - All accountability mechanisms within MPD should be thoroughly evaluated, including but not limited to supervision, disciplinary process, complaints, and commendations.

As part of the assessment of Department accountability, the Team will request detailed documentation, conduct interviews, document observations, and analyze data specifically related to assessing whether the accountability, oversight policies, and practices related to community complaints and their investigation comport with national standards and best practices. Our focus will be on a detailed, systemic review of quantitative and qualitative data, complaints, investigative reports, policies, processes and practices. The assessment will:

1. Evaluate the overall timeliness and transparency of the complaint and disciplinary process and how it engages complainants and informs them of investigative outcomes.
2. Examine if the complaint process is timely, thorough, respectful to the complainant, unbiased and accurate in the determination of complaint outcomes.
3. Determine whether the practices and procedures are conducted with fairness and impartiality when addressing discipline issues, including holding officers accountable for misconduct.
4. Evaluate whether MPD's policies, practices, and procedures effectively define the roles, authority, and operational responsibilities for each of the partners in the complaint and disciplinary process.
5. Examine the role of supervisors, their authority to supervise, their effectiveness as supervisors, their knowledge and abilities to facilitate the intake and proper processing of complaints,

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and their defined role in procedural justice, serving as role models for equitable, ethical and honest behavior.

6. Determine whether there are internal reviews of the discipline and community complaint processes to identify and address any underlying institutional policies and procedures that may impact officer conduct and therefore contribute to public complaints.

The Team will review and request copies of MPD's policies and procedures related to the intake, investigation, and disposition of complaints to ensure that the process is objective, transparent, and timely. The policies and procedures of the Police and Fire Commission and any other mechanism to accept civilian complaints will also be reviewed. The Team will also review MPD's policies and procedures related to its early intervention program. Other management oversight and intervention aimed at preventing officer misconduct will be reviewed.

The Team will interview internal affairs commanders, supervisors, and investigators to develop a more thorough understanding of how complaints are received and investigated. District commanders and supervisors will be interviewed to learn how they handle complaints brought to them from the community. Additionally, all interviewees will be asked about their knowledge and perceptions about the Department's early intervention system (EIS) or other tools serving as data driven mechanisms for accountability which have the capacity for identifying and correcting performance problems. Representatives from labor organizations will be interviewed regarding the complaint and disciplinary process.

Areas of focus for all interviews will include timeliness, transparency, and fairness. Partners to the accountability processes, including the Police and Fire Commission, City Attorney, the District Attorney's Office and any other relevant oversight groups, will be interviewed to understand their roles and the existing protocols to hold officers accountable.

The Team will interview community members to understand their perceptions about the Department's complaint process, specifically their perspective on the accessibility, fairness, and timeliness of the process. As it relates to reporting and data collection, the Team will be on site for interviews regarding the complaint process and the subsequent reporting, how data is collected, and how it is used within MPD.

The Team will also conduct an assessment of the effectiveness of MPD's complaint process by conducting a "compare and contrast" assessment of MPD with a selection of other cities similar in size and characteristics to Madison. This will include comparing and contrasting the processes these cities use for handling complaints from members of the community and from within the department, as well as the methodologies used to incorporate community involvement in any oversight of the complaint investigation and/or disciplinary processes. The purpose of this assessment will be to allow MPD to consider other agencies' policies, procedures and methodologies concerning complaint investigation and community oversight.

The Team will request and seek to review a minimum of three years available data regarding the distribution of complaint intake; complaints by district; and the relationship between officer characteristics, citizen characteristics, and complaint adjudication. EIS data, as relevant, will be reviewed and assessed in accordance with national standards and emerging best practices.

2.5.2.8 - There should be a thorough assessment of all MPD data collection, data usage, data records, automation, and communication systems.

As part of the assessment of MPD's use of data collection and information sharing systems which provide critical officer safety information, the Team will evaluate the implemented technology solutions for timely and accurate information sharing between internal department divisions and external key justice partners. Significant to any law enforcement agency is the ability to intake, analyze, validate and disseminate incident reports, call for service records, wanted persons, arrest warrants, identification of stolen property, driver's license, vehicle registration, missing persons and criminal history records from local, state and federal levels where appropriate and available.

These systems are the lifeblood to protecting officers and communities from known or wanted criminals, often systematically integrated through the National Information Exchange Model (NEIM), Justice Reference Architecture (JRA) or through state operated message switch technology that provides data distribution to field and operational personnel in near sub-second response times. Our Team will review the following systems and system processes for efficient and effective implementation that enables reliability and timeliness:

1. Records Management System (RMS) – identify the vendor, support model and maintenance agreement as well as any Service Level Agreements (SLA's) that may be in place. Assess whether the solution meets the needs of the department for data collection of field based reporting, citations, case management or other related activities supported by the RMS solution.
2. Computer Aided Dispatch (CAD) – identify the vendor, support model and maintenance agreement as well as any Service Level Agreements (SLA) that may be in place. Assess whether the solution meets the needs of the department for resource alignment, duty management, calls for service, crime activity analysis or other related actions supported by the CMS solution.
3. State Message Switch System (SMSS) – identify the vendor, support model and maintenance agreement as well as any SLAs that may be in place. Assess whether the solution meets the needs of the department for accessing various local, state and federal law enforcement systems like criminal history, hot files (wants, warrants, orders of protections, missing persons, stolen goods or other similar enforcement based information) and sex offenders
4. Communication Management Systems (CMS) - identify the vendors, support models and maintenance agreements as well as any SLAs that may be in place and assess whether the solutions meet the needs of the department. The Team will review Department specific use, as well as interoperability with other justice partner agencies. This will include review of the broadband wireless connectivity, whether digital or cellular, the overall network architecture and bandwidth requirements.

The Team will request the associated Standard Operating Procedures (SOP's) that reference the Department's mandates regarding operational use, intake, validation or dissemination of data from these systems, as well as training or certification material and records. Understanding the Department's operational guidelines by the Team, as well as the continued training and oversight activities of the information sharing systems will baseline the operational mandates implemented by

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the Department and level-set the expected activities to which potential gaps or inconsistencies can be recognized and mitigation strategies identified.

The Team will interview MPD personnel including a selection of patrol officers, detectives, supervisors and command staff, records management staff, dispatch staff, information technology personnel and the District Attorney's office. Interviews will focus on the interviewees' understanding of the Department's use of criminal justice technology systems identified, their roles in the use of technology, and understanding of the solutions abilities to meet their operational need. A series of ride-along interviews with field and field supervisory personnel is a required critical component of these discussions to validation policy and practice synergies.

Additionally, assessment of MPD data, record, reports and information systems occurs throughout the assessment. An understanding of the Department's data-driven, evidence-based policing practices unfolds during our examination. For example our examination of:

1. Police bias requires us to look at 911 calls for service and dispatch records, pedestrian and traffic stop data, field reports arrest data, offender data and crash data
2. Use of force requires us to review officer data, offender data, investigative reports, and use of force reports
3. Community policing programs requires the Team to study strategic and operation plans, problem solving data
4. Citizen complaints and the discipline process
5. Patrol function includes ride-alongs where officers interaction with technology and data systems
6. Training

Combined, the technical and operational assessment will ultimately paint a clear picture of where information and data is well captured, maintained, accessed and utilized by the department and the community as well as where deficiencies exist which will be presented in our findings and recommendations.

2.5.2.9 - There should be assessment of equipment and technology used in the department, and how the equipment and technology is used, and particularly less lethal weapons and other technology that could help reduce use of force and civilian injuries and fatalities.

As part of the assessment of MPD's use of technology that could reduce use of force injuries and fatalities, we would recommend an overall evaluation of the MPD's use of force practices. Details regarding the overall assessment of Use of Force practices are contained in section 2.5.1.2. In particular, to review the deployment of less than lethal weapons, the assessment will:

1. Analyze the policies, procedures and training regarding the use of less than lethal technologies to determine if they adhere to national standards and best practices
2. Determine whether or not less than lethal technologies are appropriately contained in the Use of Force continuum and are reportable under the Use of Force policy

3. Depending on the technology, whether and to what extent, supervisory approval is required prior to the technology's actual use
4. Review records to determine that officers issued less than lethal technologies are appropriately trained, certified and retrained as appropriate

2.5.2.10 - The following MPD special initiatives and programs should be evaluated:

2.5.2.10.1 - Assess MPD's efforts toward community engagement with representatives of communities such as but not limited to: African American, Asian, Latino, Native American, documented and undocumented immigrants, refugees, LGBTQ, homeless, drug involved people, people with mental health issues, and people under Department of Corrections community supervision. The needs of youth across all communities shall be taken into consideration.

Our Team would facilitate and attend Community Listening Sessions and other community forums and attend meetings and host facilitated group discussions specifically with the minority and marginalized groups such as African American, Asian, Latino, Native American, documented and undocumented immigrants/refugees, LGBTQ, the homeless, drug involved people, people with mental health issues, and people under DOC supervision. In these group discussions, our Team can bring together a diverse mix of the city's communities and present information on police best practices to the entire group, then break into smaller groups for facilitated discussion and obtain meaningful feedback regarding the issues. A primary focus during these sessions will include gaining insights into the experiences members of these groups have had when interacting with members of MPD, which will facilitate an assessment of 1) MPD's ability to interact with these groups using the concepts of procedural justice, 2) MPD's ability to engage these groups in effective community outreach and policing efforts, and 3) the extent to which MPD is proactively recruiting members of these communities to join the MPD.

We will assess the MPD policies, training and practices on how they are policing marginalized communities to determine:

- If MPD's policies are consistent with national best practices
- If officers are following MPD's policies
- If the practices in place are effective
- If formal community policing efforts are in place between MPD and members of these groups
- If MPD is actively recruiting members of these communities to join MPD
- Other areas for improvement

2.5.2.10.2 - Review past and present MPD Trust Based Policing Initiatives, the Racial Disparity Workgroup, and the work of the Diversity Inclusion Team.

Regarding the MPD Trust Based Policing Initiatives, our preliminary review shows that the Madison Police Department has recognized that racial disparities within the criminal justice system exist and that law enforcement can play a crucial role in creating those disparities. The MPD's decision to incorporate fair and impartial policing to help build and maintain trust with all citizens of the

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Madison community demonstrates a positive proactive approach, and it appears the MPD has undertaken numerous initiatives and training, such as:

- Initiatives: African American and Latino Traffic Safety Summit, Juvenile Justice Disproportionate Minority Contact Arrest and Confinement Committee and Solution Implementation Teams, and Employee Diversity and Inclusion Committee
- In-service Trainings: Hispanic Subcultures, Spanish for Cops, Muslim/Islam Cultural Awareness, Unconscious Bias, and Racially Biased Policing
- Diversity and Inclusion Team Activities: Coordinating focus groups in Chat with the Chief discussions surrounding the topic of Diversity and Inclusion within the organization and conducting a survey within the MPD on the topic of diversity and inclusion.

Our Team will review these programs to determine the Department's effectiveness and progress towards the goal of engaging the citizens of Madison and reducing and eliminating bias-based policing and racial disparities. Of special focus will be assessing the quality and effectiveness of any measurement tools MPD is using to determine the success of such programs, comparing and contrasting them to effective measurement tools used by similar law enforcement agencies.

2.5.2.10.3 - Review MPD programming that serves people with mental health and/or drug abuse issues.

Our Team's assessment of the MPD's capacity to manage potentially violent situation with vulnerable individuals will focus on crisis intervention programs. To that end, the Team will:

1. Analyze the MPD's policies, procedures and training related to dealing with persons with mental illness to determine whether or not they adhere to comport with national standards and best practices,
2. Review training records and other policy documents to determine whether the MPD has implemented or attempted to implement a Crisis Intervention Team program in Milwaukee.

The Team will also evaluate the MPD's current system of working with members of its own department who have mental health issues or are drug and alcohol dependent. The Team will:

- Review MPD policies, procedures and training regarding officer wellness to ensure that they comport with national standards and best practices;
- Review supervisory training to ensure that supervisors are appropriately training to recognize performance issues and other signs that an officer may be dealing with mental health or other substance dependency issues;
- Review the MPD's Early Intervention Program to determine whether or not it comports with national standards and best practices and that it is effective in identifying officer performance problems that do not warrant formal discipline but suggest that an officer is having some sort of problem.
- Review the MPD's Employee Assistance Program to determine whether it provides the necessary confidential intervention, counseling and referral for officers in need.

Question 1B) How Hillard Heintze will incorporate the criteria listed in Section 2.5.1.

2.5.1.1 - Current policing best practices should be implemented and adhered to.

Hillard Heintze has used the model of comparative analysis to national best practices in its evaluation of police departments since 2010, with a specific focus on sustainable long-term implementation of the recommendations that have been included in the recent *Final Report of the President's Task Force on 21st Century Policing*. The Hillard Heintze Team is currently using the Task Force Report and PERF guiding principles to guide our assessment, recommendation and implementation activities in three major cities and several other projects. We see the guidance outlined in these reports, as well as their tenets, as critical to effective policing.

The Hillard Heintze Team clearly understands the value of focusing on successful, tested practices. However, our Team is also comprised of individuals who were the authors and/or primary implementers of programs that have been used as best practices and models by other agencies, such as Carol Archbold's book on "Police Accountability"; Kenneth Bouche, Robert Boehmer and Diane Ragan's leadership and authorship of DOJ/DHS national guidelines such as: Global's Fusion Center Guidelines; DOJ's Global Privacy, Civil Rights, and Civil Liberties Policy Guidelines; Ten Steps to a Privacy, Civil Rights, and Civil Liberties Policy for Justice Information Systems; Ken Bouche's development of the Illinois Public Integrity Task Force, Illinois ICLEAR Statewide Data Sharing and Intelligence System; and the Illinois Child Homicide Task Force on medically complex deaths.

2.5.1.2 - Use of force, particularly use of deadly force and fatalities from use of deadly force, should be reduced to the maximum extent possible.

As part of our assessment, in addition to the review of less than lethal technologies in section 2.5.2.9, we would conduct an overall review of Use of Force data and practices. This analysis will serve as a baseline for MPD's continuous monitoring and will inform our findings recommendations on the current state of the MPD's use of force and commitment to the city's philosophy towards preservation of life as well as recommendations on how to continue to reduce force incidents.

This assessment would entail having the Team request detailed documentation, conduct interviews, document observations and analyze data specifically related to MPD's use of force policies and practices as they relate to training, implementation, reporting, supervision and oversight and accountability to ensure adherence to policies and fair and impartial use of force decisions. The assessment will:

1. Analyze the policies, procedures, and training regarding the use of force, less-lethal weapons, firearms, handcuffing and other defensive tactics, crisis intervention, and de-escalation tactics to determine whether they comport with national standards and best practices.
2. Assess whether the policies and training provide sufficient guidance to officers in the field when making use of force decisions.
3. Analyze a statistically relevant sample of use of force data for a minimum of three years to identify patterns and trends in use of force and deadly force by city geography, community characteristics, departmental units, incident factors, and officer-subject demographics to assess for biased-based policing practices.

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4. Examine the oversight and investigation of use of force incidents, including officer-involved shootings, for quality, thoroughness, transparency, and fairness in the process. Assess the degree to which outside agencies (other law enforcement agencies or the District Attorney/State's Attorney's Office) may be involved in the investigation of an MPD officer-involved shooting incident.
5. Assess the level of interaction and communication with the community from the onset of a deadly force incident through the conclusion of the investigative process, including the recipient of the force or their family if deceased.

The Team will request and review the use of force policies and training provided to MPD officers, critical incident protocols, copies of significant lawsuits, a random sampling of Internal Affairs investigations for allegations of Unnecessary Use of Force, and investigative files related to use of force investigations conducted by MPD and the PFC. This review will include, but is not limited to, issues including use of deadly force, less-lethal weapons and firearms, chemical agents, handcuffing and other defensive tactics, crisis intervention, and de-escalation tactics. Communication policies that outline post-use of force messaging and community engagement will be reviewed.

The Team will interview MPD personnel, including a selection of patrol officers, internal affairs investigators, violent crime detectives, supervisors and command staff, and members of the Department's firearm review Team; the Police and Fire Commission; the City Attorney; the Wisconsin DOJ and the District Attorney's office. Interviews will focus on the interviewees' understanding of the Department's use of force policies, their roles in the review of use of force incidents, and areas that work well and those that need improvement. Community stakeholders will be interviewed as to their perception of police engagement and transparency when it comes to use of force incidents.

To the extent any use of force incidents or reviews take place during the assessment, the Team will observe MPD investigating and/or reviewing the incidents to assess the nature and comprehensiveness of the investigations and/or reviews. Observations will include monitoring and review of MPD's community outreach activities in the aftermath of a use of force incident. Additionally, the Team will observe use of force training being conducted during the course of the assessment.

The Team will request and review for a minimum of three years use of force data including officer, suspect, and incident characteristics, as well as discipline administered because of a use of force investigation. The data analysis will seek to examine the distribution of use of force incidents in different areas of the city, as well as police officer characteristics, units of assignment, dispatch assignments, suspect characteristics, and arrest activity to explain any variations in the frequency with which police officers use force. The analysis will specifically examine potential racial disparities in the use of force. The Team will also review a sampling of officer- involved shooting investigations for a qualitative review.

2.5.1.3 - Racial equity in treatment of residents (as well as nonresidents visiting, working, or attending school in Madison) should be achieved. Racial equity should also be achieved within MPD itself.

The purpose of this assessment as you have defined it is to bring the MPD to the point that the entire Madison Police Department provides professional, compassionate, meaningful and impactful police services for all individuals regardless of race, religious beliefs, national origin, sexual orientation, gender identity or socioeconomic status and that the community believes that the MPD is doing. We believe this is the single most important goal of policing and is the basis of our work at Hillard Heintze.

Today there is no greater disenfranchised group from policing than youth of color, and our responses outlined in section 2.5.2 reflect our commitment to bringing resolution to this critical problem. For example, we tackle these difficult issues head on in the following assessment sections to define the issues and bring forward a future strategic roadmap for MPD through our findings and recommendations to accomplish this goal:

- 2.5.2.2 – Assessment of training
- 2.5.2.3 – Assessment of diversity in recruitment, hiring and promotion
- 2.5.2.5 – Assessment of bias in officer arrest, stop and contact data
- 2.5.2.9 – Assessment of bias in use of force
- 2.2.10.1 – Conducting Community listening sessions to hear the community's issues first hand.

2.5.1.4 - People with mental health issues, or who are under the influence of alcohol or other drugs, should be dealt with optimally, ensuring their wellbeing to the greatest extent possible.

As outlined in section 2.2.5.10.3 our Team will assess the activities around Use of Force as well as interaction with the decedent's family and the community. Understanding the MPD's policies, procedures and practices regarding the homeless is a critical part of the assessment. It is included in the review use of force, crisis intervention and community programs.

2.5.1.5 - Ideals of community-oriented and neighborhood policing should be followed fully.

2.5.1.6 - Problem-oriented policing should be utilized wherever appropriate.

2.5.1.7 - Evidence-based practices should be followed wherever possible.

In response to Sections: 2.7.1.5, 2.7.1.6 and 2.7.1.7

We have a long-standing commitment to advancing the field of community policing and exceptionally strong credentials in this arena. We are confident in our ability to help the MPD's Community Policing program achieve not just positive, sustainable outcomes but highly innovative, game-changing results by measurably advancing the ability of the Department members and the communities they serve to transform their services and, most importantly, their relationships.

Trojanowicz and Bucqueroux's seminal work¹ in community policing still serves as a foundation for many of the successful community oriented policing programs in place today. Their writings and

¹ Trojanowicz, Robert and Bucqueroux, Bonnie, *Community Policing: A Contemporary Perspective* (1999) and *Community Policing: How to Get Started* (1998).

definition of community policing is still valid and much of their work is part of the current programs and best practices in community policing.

Our Team's focus will be to assess and identify opportunities for the MPD to solidify strengths and improve on weaknesses in their community policing, evidence-based policing, bias-free and constitutional policing programs. Our assessment findings and recommendations will help MPD develop knowledge - **both existing and emerging** - of community policing programs, activities and strategies that work and will increase awareness of community policing strategies at every level of the agency as well as across the community.

2.5.1.8 - Overly-aggressive policing should be avoided and instances of contacts, citations, and arrests (including arrests for Department of Corrections community supervision violations, and enforcement of immigration laws) in which harms may outweigh societal benefits should be eliminated.

This is a tenet of community policing that is often overlooked. Many departments focus "Community Programs" on the "law-abiding community" and employ aggressive enforcement tactics on the "criminal community," despite the fact that the goal should not be to punish law violators, but to encourage and assist them to become law-abiding members of the community. Through our program and data analysis, enforcement review and assessment of community-based programs, our Team will report on the MPD's practices and alignment with this goal. We will compare the Departments activities with emerging best practices like intelligence-led community policing, community prosecution, and community partnerships² and other restorative justice and treatment-based programs.

2.5.1.9 - The rights of civilian witnesses should be fully recognized and respected.

As outlined in 2.5.2.5 our Team will assess the MPD's policies, processes and practices regarding victims and witnesses of crime in relation to Department policies and Wisconsin Statute Chapter 950 Rights of Victims and Witnesses of Crime

2.5.1.10 - People who are homeless should be dealt with in a manner that, insofar as possible, seeks to ensure their wellbeing and autonomy, and that minimizes harm and criminalization.

Understanding the MPD's policies, procedures and practices regarding the homeless is a critical part of the assessment. It is included in the review use of force, crisis intervention and community programs.

2.5.1.11 - Complaints against officers or other MPD employees should be investigated in a transparent, timely, and entirely unbiased manner, and a "preponderance of the evidence" standard should be used in proper fashion in determining whether to sustain complaints.

As outlined in section 2.5.2.7 our Team will assess the MPD citizen complaint process

² The IL3CP report is available through the COPS Office at <http://ric-zai-inc.com/Publications/cops-p322-pub.pdf>

2.5.1.12 - After an MPD officer has used lethal force, MPD should treat the deceased person's family and friends with sensitivity, compassion, and respect, should keep them fully informed of developments (without delays) as the case unfolds, and should not take actions that potentially endanger their privacy or safety.

As outlined in section 2.5.2.9 our Team will assess the activities around Use of Force as well as interaction with the decedent's family and the community.

2.5.1.13 - Outcomes averse to community members should be reduced by providing optimal initial and ongoing training in understanding the communities being policed, implicit bias, conflict resolution, nonviolent communication, de-escalating situations, community dynamics, adolescent development, and other such forms of training that foster wise, equitable, and minimally coercive approaches.

As outlined in section 2.5.2.6 our Team will assess the MPD's community policing programs, training and evaluation

2.5.1.14 - Training and practices should result in understanding of and optimal sensitivity and responses to culturally related behavioral variations.

As outlined in section 2.5.2.6 our Team will assess the MPD's community policing programs, training and evaluation

2.5.1.15 - Strengthening the community's own capacity to reduce violence and serious crime should be a priority.

As outlined in section 2.5.2.1, 2.5.2.2, 2.5.2.6 and 2.5.2.8 our Team will assess the various community policing programs and present recommendations on community involvement across various issues including violence and crime reduction.

2.5.1.16 - Accountability of the MPD to the community, and the degree of control of the community over the policies and practices of the MPD, should be maximized.

As outlined in section 2.5.2.1, 2.5.2.2, 2.5.2.6 and 2.5.2.8 our Team will assess the community involvement in MPD policy and present recommendations on methods for the MPD to allow the community to have an equal, meaningful and constructive voice in the way their neighborhoods are policed and to assume co-responsibility for public safety in their community.

2.5.1.17 - The actions of MPD and its officers should consistently be guided by principles of procedural justice, both in the development of policies and in interactions of officers with the public

As outlined in section 2.5.2.5, 2.5.2.6 and 2.5.2.7, our Team will assess the MPD's Procedural Justice Program.

2.5.1.18 - The above outcomes should be accomplished in a manner that attempts to avoid an increase in serious and violent crime, and that provides for adequate officer safety.

The issues in policing that have become a national discussion across the country such as: police disparate use of deadly force against African Americans, particularly young African American men; police bias in routine enforcement of minority and disenfranchised communities; accountability for police agencies to their community and transparency into the activities of police; and a growing disregard for the police's authority to enforce the law are the most serious issues of the day, but they can be resolved without a rise in serious and violent crime and the lawlessness many fear.

However, they cannot be fixed by the police, the community or the legislative bodies alone. There must be a call to action for all parties based on an honest, sincere and meaningful commitment to change from the police. This call to action must begin with a critical assessment of current police activities, a transparent presentation of the facts and a commitment to change. That first act is this assessment.

Building trust, legitimacy and cooperation between the police and the communities they serve **will increase communications, cooperation and actually aid in reducing violent crime**. The strategies of de-escalation of force and reducing the use of deadly force by police will not lead to a reduction of officer safety **it will enhance officer safety by reducing violent confrontations**

Question 1C) How Hillard Heintze will accomplish the above questions A) and B) while fulfilling the methodological requirements listed in Section 2.5.3

Hillard Heintze will create and implement a work plan that provides a roadmap for how the Assessment Team will conduct the project; however, conditions on the ground, combined with emerging intelligence gained throughout the process, will play a major role in how the assessment is conducted and monitored. The Assessment Team will employ rigorous mixed methodologies, where applicable and feasible, including the analysis of various types of quantitative data as well as qualitative analysis. Our Assessment Team will ultimately rely on a collection of qualitative data, including observational and interview-based information, which will be analyzed and evaluated to make the best possible assessment. Each method of inquiry, and how it benefits the process, is described below.

Initial Site Visit

If the City of Madison selects Hillard Heintze, our Assessment Team will begin the process with an initial site visit to meet with various police, community and city stakeholders. In order for the assessment process to move forward successfully, the police, community and civic officials must have a clear understanding of the goals of the assessment and the need to work together to maximize the capacity for the reform process to help the city transform.

During the site assessment, our Team will work with all requisite stakeholders to:

- Establish the initial goals and objectives of the assessment process.
- Develop an internal agency survey to assess the agency's attitudes, opinions, experience and perceptions.

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- Develop an external community survey to assess the community's attitudes, opinions, experience and perceptions of the MPD.
- Develop an understanding of any ongoing initiatives related to department problem solving.
- Work with stakeholders to set a draft timeline for assessment activities.
- Conduct targeted and limited community outreach and information gathering.
- Determine the agency's points-of-contact for the assessment process.
- Meet with City officials to discuss the Madison's commitment to supporting reforms.

Assessment Work Plan Development

The Hillard Heintze Project Director and Project Manager will work collaboratively with the City, the MPD Review Committee, and MPD to develop a detailed assessment work plan. This assessment work plan will outline the areas to be assessed and define the initial areas of observation and data collection including, (1) individuals to be interviewed, (2) types of interview questions, (3) focus of the interviews and observations, (4) policies to be reviewed, (5) data to be requested and analyzed, and (6) activities, procedures and practices to be observed.

Qualitative Data Collection

Structure for Ensuring Consistency and Comprehensiveness in Direct Observations and Document Analysis

Direct observation is a core component of our assessments and is at the heart of qualitative analysis. Our Team must observe practices, policies and procedures in action and collect descriptive data at the onset of the assessment to benchmark the site's current state and provide deeper insight into institutionalized processes.

Key steps and highlights of this process include:

1. Development of a specific, detailed Work Breakdown Structure (WBS) for the assessment.
2. Organization of the assessment by functional area.
3. Assignments given to our subject matter experts and project Team based upon expertise.
4. Clearly defined subtasks and responsibilities for our scheduling, tasking and budgeting requirements.

The work plan and Work Breakdown Structure will then become the initial template for our Subject Matter Experts (SMEs) to initiate direct observations and analyses. Please note: the Work Breakdown Structure is carefully designed and maintained as a living document that evolves over the course of discovery during the assessment process. As described in the Project Management section of this proposal

Direct Observations and Interviews

The Assessment Team will employ a rigorous qualitative methodology. Exploratory in nature, qualitative research will allow our Assessment Team to conduct research with the goal of gaining a

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deep understanding of the MPD in ways that quantitative data will not allow. Qualitative research uses direct observations, interviews, and focus groups as the primary data collection methods. All three methods will be used by our Assessment Team to provide an in-depth analysis of the MPD. Our Assessment Team observe department operations in real time, including (but not limited to) participating in ride-alongs with patrol personnel, observations of training both at the academy and in-service, and observations of critical incident reviews. Such observations add context to the assessment, giving Team members first-hand experience of the operating environment for officers and all members of the MPD. Key steps and highlights of this activity will include:

1. Documentation by Team members of their observations, which will serve as an additional data point to inform the development of findings and recommendations.
2. Regular consultation among Team members via conference calls to ensure inter-rater reliability and to exchange information regarding their observations in on-site meetings and during assessment activities and to identify any information outliers that need further review or confirmation prior to finalizing our assessment.
3. Validation of information obtained, when possible, during observations and interviews through review of the agency's policies, training materials, processes, protocols, databases and systems in order to further ensure consistency in data collection.
4. Interviews with city leaders, police department personnel and community leaders and members throughout the process. Interviews will span the hierarchical and vertical space of the organization, including civilian staff, patrol officers, detectives, supervisors, command staff and the chief of police, in addition to those serving in specialized units. Interviews will be both structured – gathering specific information on pre-defined topics asked using the same method to obtain comparable data – and semi-structured, allowing for digressions from scripts as determined to be appropriate by the interviewer. **As a rule, we ensure interviewee confidentiality, and interview participants will not be identified in any reports, unless explicit permission is obtained from the interview participant.**
5. The entire Team is trained on the Hillard Heintze methods of capturing data, evaluating and recording observations, avoiding observer bias, and on the use of specially designed template documents used to collect and manage data during direct observations across an assessment site to ensure the Team is capturing data in a consistent fashion and that there is inter-rater reliability across common topics.

Document Analysis

The Assessment Team will collect documents available, including policies, manuals, training unit's lesson plans and strategic and operational planning documents, to understand the formal, written policies and procedures governing the department's operations with respect to the defined goals and objectives.

Each document will be assessed for a range of characteristics, including its comprehensiveness, clarity and consistency with national standards, best and emerging practices, and current research on the topic.

Quantitative Analysis

The Assessment Team will analyze a variety of data sources available to inform the assessment. Data will be used to generate statistical trends and patterns. At the request of the Assessment Team, the MPD will provide various data sets for analysis, including (but not limited to) officer deployment, citizen contacts, citations and arrests, use of force, and Officer Involved Shootings. These data sets will be cleaned, coded and analyzed to provide descriptive frequencies that will help contextualize operations of the MPD. The analysis will be exploratory and inductive in nature and will be guided by the goals and objectives of the assessment process. The analysis may also be driven by key factors, such as findings from the document review, interviews or direct observation by Team members.

Where appropriate and if necessary, the Assessment Team will conduct various statistical analyses using available software to review any correlations or causal factors between how the MPD policies the community and the data received.

Types and Methods of Data Collection Supporting Community Outreach

Our approach in gathering information and data on the opinions, experiences and needs of community residents begins through community outreach. Key steps and highlights of this activity will include:

1. Research and document reviews of public and social media of related significant events that have occurred in the Madison community and the identification of diverse community leaders.
2. Interviews with community leaders to gather information from leaders, advisors and advocates for and critics of the police. This group will be a diverse set of leaders and stakeholders from a variety of backgrounds, experiences and demographics and may include specific community groups such as faith-based organizations, support groups, schools, youth programs, and cultural and diversity awareness groups such as LBGTQ alliances and taskforces. These leaders help define initially the public's perception of the police and the community's problems from a diverse viewpoint.
3. Public forums presented in a town hall style setting and approach. In this setting, the Hillard Heintze Team will facilitate and moderate a Community Listening Session that allows our Team to hear from a wide range of community residents, with the session designed to:
 - Provide the opportunity for the community to be heard and actively participate in the assessment process
 - Expand on the information already gathered from interviews with department members and community leaders
 - Identify key members or groups in the community not previously known who possess information or experiences that can provide further insights to the Team through individual interviews. These key members (also known as Key Informant Interviews) allow us to collect information from community members, previously unknown to the Team, that have significant experience or knowledge of the issues.

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- Our Team's Sr. Scientist will develop of a public survey to assess the community's attitudes, opinions, experiences and perceptions of the MPD and their community.

4. Survey data will be collected in a way that the responses can be quantified and analyzed more 'scientifically' and objectively than other forms of data collection.

Our Assessment Team will make every effort to produce a representative sample of those that live, regularly visit, work, or attend school in Madison; however, a mixed sampling approach that uses convenience and snowball sampling methods may be utilized. Our Team will devise a list of questions we will attempt to ask during the survey; these questions will be based on the National Policing Research Platform's Police-Community Interaction Survey. The questions will focus on the following themes:

- Satisfaction with Officers
- Officer Behavior during Interactions
- Procedural Justice
- Police Department Effectiveness
- Community Cooperation
- Legitimacy
- Feelings of Safety

We hope to have our survey take no more than 10 - 15 minutes (to be determined based on the number of questions asked). When conducting the survey, our Team will make every effort to minimize burden. Our Team will only survey the individual once; our Team will state that participants will not be required to take the survey again. No other identifying information will be collected, other than what we already have in basic demographic information. Our Team will establish the following guidelines to minimize burden and ensure no harm or penalty to interview respondents:

- No surveys will be administered to individuals under the age of 18;
- All answers will remain anonymous and no identifying data will be collected (e.g., name or address);
- There are no known or anticipated risks with taking the survey;
- The respondent does not have to take the survey and will be advised of such prior to taking the survey;
- The respondent can stop answering questions at any time and will be advised of such during the survey;
- The respondent can decline to answer any question(s) and will be advised that there is no penalty for doing so; and
- The respondent will receive no compensation for taking the survey.

Our Team will hope to achieve a response rate high enough to conduct a statistical significance test during analysis. If we do not achieve that response rate, we will make every effort to meet that threshold, which may include expanding our random sample. In the end,

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our Team will hope to code and analyze the survey data to generate non-identified themes on the interaction between the MPD and the community.

Question 1D) Describe the Hillard Heintze plan for completing the Deliverables in Section 2.5.4.

Hillard Heintze, with an extensive background and proven success in independent assessments of police department operations, will deliver a comprehensive review of the Madison Police Department's policies, procedures, practices, culture, and training. Through the submission of two major deliverables outlined in 2.5.4.1 and 2.4.5.2 and via conducting presentations and briefings to Madison stakeholders of all backgrounds, the Hillard Heintze assessment will provide the City of Madison, the MPD Review Committee and MPD leadership with an understanding of the current status of MPD systems and how various recommended improvements will tangentially push Madison towards achieving specific, desired outcomes.

Actionable recommendations shall align with Madison's preferred outcomes and objectives outlined in Section 2.5.1, and will encompass both law-enforcement directed changes as well as recommendations that are not purely law enforcement based but will help to shape the conversation on implementation of goals that benefit the Madison community at large.

This will include, but is not limited to, research, data analysis, observations, and interviews conducted to identify high performance and potential improvement areas for elimination of racial disparities, minimization of use of force, elimination of disproportionate contact with youth of color, optimal interactions for those experiencing mental health crises or under the influence of drugs and/or alcohol, understanding of culturally-related behavioral variations and appropriate response thereto, and respecting rights of civilian witnesses.

Finally, the analysis of MPD's status on these varying issues will also be baselined against City of Madison, Dade County, state of Wisconsin, and the policing profession at large performance metrics and evaluation.

The Process for Deliverables

Following the end of the data collection, interview and observation phases of the assessment, the team will analyze the data, develop a draft report in alignment with the goals of the assessment work plan, and develop comprehensive findings and recommendations.

Prior to completion of the report, Hillard Heintze will host a **collaborative conference** with MPD and the MPD Review Committee to discuss the draft findings and potential recommendations. We believe that this collaboration is crucial to gaining support from all parties on the process, and ensuring that there are no surprises with the publication of the final report. Our experience proves that agencies that know the facts and are prepared for implementation of recommendations are far more likely to succeed in transformation.

Following the conference, Hillard Heintze will prepare the report for publication and formally present the report to key stakeholders as outlined in the solicitation.

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QUESTION 2 – PROPOSED PROJECT SCHEDULE

Detailed and Reliable Scheduling

Hillard Heintze will coordinate with the City, MPD Review Committee and MPD to establish a project schedule for the engagement based on the agreed-upon work breakdown structure. The schedule will include all project tasks, activities, sequencing, level of effort, and duration. By identifying all project activities we will be able to ensure that proper resources are in place to execute operational tasks.

The Project Manager will establish clear milestones for deliverables and provide routine status updates via email correspondence or SharePoint updates. The schedule will be clearly communicated to all stakeholders and updated as events occur. The Hillard Heintze Project Management Team uses industry standard practices and software to manage time, including Microsoft Project and SharePoint. Please note that this schedule is built around site visits and other activities and milestones. The final schedule will contain much more detail.

Madison Police Department Assessment Schedule	
Assessment Phase	Timing
Initial goals and objectives development and WBS planning	December 2016
Site Visit 1: data collection, observation and interviews	January 2017
Site Visit 2: data collection, observation and interviews	February 2017
Site Visit 3: data collection, observation and interviews	March 2017
Site Visit 4: data collection, observation and interviews	April 2017
Site Visit 5: data collection, observation and interviews	May 2017
Analysis & Report Development	
Statistical analysis of data	May - July 2017
Draft report development	May - July 2017
Peer review and content refinement	July 2017
Refinement & Presentation of Report	
Submission of Draft Report	July 2017
Collaborative conference	July 2017
Final report with findings and recommendations	August 2017
Presentations to MPD Review Committee and Common Council	August 2017

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QUESTION 3 - PROJECT MANAGEMENT METHODOLOGY

The Hillard Heintze Project Management Philosophy: On time. On budget. On point.

The success of the MPD Policy and Procedure Review will rely in great measure on an extensive understanding of how to manage complexity, multiple stakeholders, time-sensitive deadlines and critical life-impacting issues in real time across Madison.

As a trusted advisor for clients ranging from individual police departments in small communities to U.S. Government agencies and departments, Hillard Heintze believes that one of the most critical keys to a successful project – regardless of size, scope or complexity – is a robust, holistic project management philosophy backed by detail-oriented, process-driven quality management and project control programs. These execution frameworks serve as a basis of knowledge transfer, awareness building and complex project coordination for all of our engagements.

Project Management Element	Description
Scope Management	Detailed information on project activities, requirements, and organizational process assets necessary to develop, implement, and manage a comprehensive WBS baseline
Schedule Management	Activity sequences, durations, and time and fiscal constraints required to complete the project within a defined time period
Cost Control	Estimating, budgeting, tracking, minimizing and controlling costs
Risk Management	Identifying and tracking project risks, performing risk and alternatives analyses, and developing response and mitigation plans
Quality Assurance	Approach incorporates quality planning, quality assurance, and quality control
Staffing Management	Human resource management, assignment of roles and responsibilities, identifying required skills, and creating a staffing management plan
Communications Management	The formal and informal processes required to collect and communicate project information to the project Team and project stakeholders

Our project managers and subject matter experts leverage our proven practices and protocols to provide integration management from project initiation to project closeout, every project, every time. On each project, we strive for consistency and compliance with the Project Management Institute's Project Management Body of Knowledge (PMBOK®) guidelines and the International Organization for Standards ISO 9000 Quality Management Systems benchmarks.

What Does This Mean for the City of Madison?

Structured project management organization and delivery support: Hillard Heintze will implement a project management mechanism to document engagement activities in a manner that aligns with the core processes of the Project Management Institute's Project Management Body of Knowledge. By utilizing Hillard Heintze's enterprise version of Microsoft SharePoint and Project Web Application, the engagement Team will be able to facilitate real-time exchange of information among Madison stakeholders, Hillard Heintze and other involved parties within a highly safe, secure, controlled and auditable environment. In effect, this will provide MPD and City of Madison stakeholders with a real-time view into all aspects of the work conducted in support of the contract.

Disciplined management processes: Utilizing the technical requirements provided in Section 2.5.2 Requirements for review and assessment of current police department policies and practices and Section 2.5.3 Methodological requirements, Hillard Heintze will establish a high-level Work Breakdown Structure (WBS). This WBS will help structure, plan, and manage the detailed work necessary to achieve established program milestones. The WBS feeds into a larger Integrated Master Schedule (IMS) that provides a regularly updated program level overview on pre-established intervals that addresses work progress, deliverable submissions, milestone achievements, resource assignments, costs incurred and projected to completion. These project details provide for a full picture of project status to evaluate performance against the baseline contract for delivery of the report on the status of the Madison Police Department (2.5.4.1), the recommendations for the Madison Police Department (2.5.4.2), as outlined in 2.5.4 Final Reports.

Once the initial IMS is established, the schedule lends itself to efficient status reporting on project execution, including support for presentations to the Madison Police Department Policy and Procedure Review Ad Hoc Committee, the Mayor, City Council and others as identified for deliverables under Sections 2.5.4.3 and 2.5.4.4.

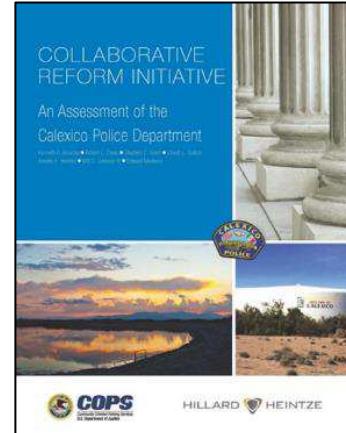
Additional program benefits from the implementation of a well-managed Integrated Master Schedule include:

- Streamlined ability of executives to define program and project drivers, measure strategic impact of competing ideas, make correct funding decisions and view project and resource status across the program.
- Improved resource planning and improved project efficiency across the program as a whole.
- Early avoidance of issues via early recognition of potential risks and task path analysis.
- Easier ability to measure progress and anticipate resource needs via customizable reports and real-time dashboards.
- Communication on project schedule in real time with program stakeholders through improved list synchronization between Project, SharePoint, Outlook and other Microsoft suite products.

QUESTION 4 - TEAM EXPERIENCE

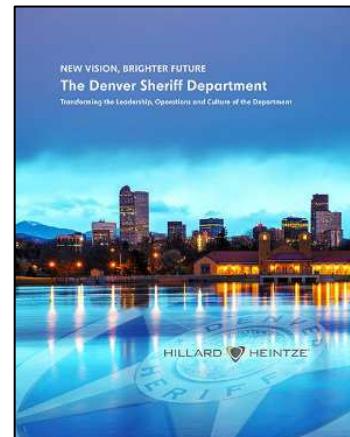
Question 4A) Experience and Expertise

U.S. Department of Justice COPS Office CRI-TA Program – In 2014, Hillard Heintze was selected as a grantee for the CRI-TA program and successfully engaged in collaborative reform in Baltimore and Calexico. Based largely on our early success, in September 2015 Hillard Heintze was named as the single technical assistance provider for the CRI-TA Program to work with law enforcement agencies to institute collaborative reform in keeping with the *Final Report of the President's Task Force on 21st Century Policing*. The Hillard Heintze approach is designed to provide a collaborative process that works with the agency and its government and community stakeholders – both advocates and adversaries – to identify practices that are working to foster community relations and effective constitutional policing as well as those policies and practices that tend to erode, undermine or be counter to best practices in community policing. Additionally, we work to identify and help the department eradicate those practices that do not respect the tenets of constitutional policing and potentially violate civil rights of members of the community. Lastly, we document this assessment, provide recommendations and assist the community and agency in implementing and monitoring a plan for success.



Denver Sheriff Department, City and County of Denver, Colorado

In 2015, Hillard Heintze completed a comprehensive eight-month operational and organizational assessment of the Department and served as special advisor to the City and County of Denver in the monitoring and implementation of proposed recommendations for the DSD, the DSD Internal Affairs Bureau and Denver Detention Center. The report covered 270 recommendations for corrective action over 70 pages of findings. Hillard Heintze was also retained by the City and County of Denver for technical assistance to monitor progress during implementation and assisted in the hiring of a new sheriff.

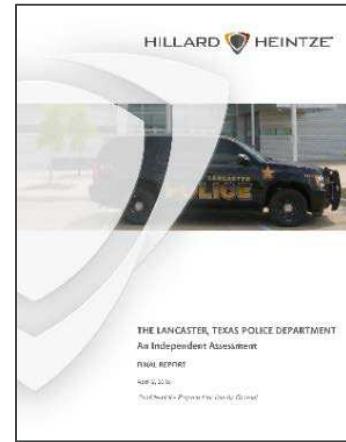


Boulder Police Department, City of Boulder, Colorado

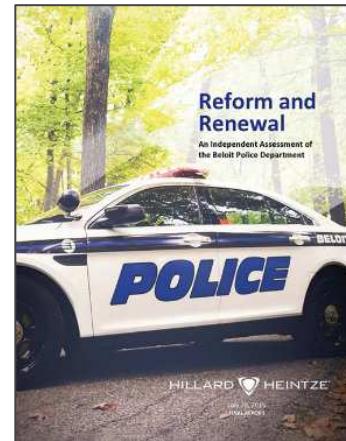
In 2016, Hillard Heintze completed a comprehensive, objective and independent review of select areas of the Boulder Police Department's operations. Specifically, we analyzed and reviewed data on stops, arrests and summons, and conducted an evaluation of the Police Professional Standards Review Panel (PSRP). We identified 16 key findings, ranging from deficiencies in the capture, availability and use of stop-related data, to validation of complaint-related processes and protocols. These findings are based on our review of data and interviews with police command, officers, City and court personnel and community stakeholders. The rest are from our review of the PSRP investigative process, as well as information we received during interviews with stakeholders inside and outside the Department.

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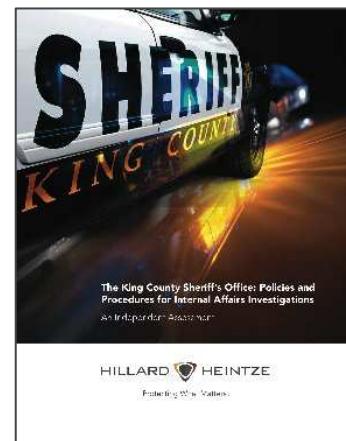
Lancaster Police Department, Lancaster, Texas – Hillard Heintze served as special advisors in the City of Lancaster, Texas, conducting a complete operational assessment and staffing study of the Lancaster Police Department. The primary objective of the assessment was to conduct a rigorous analysis and evaluation of the Department's key administrative, technical, operational and organizational policies, practices, performance and staffing. This assessment focused on the Department's strengths and weaknesses and identified strategic opportunities to improve the efficiency and effectiveness of the Department; advance community-oriented policing programs and processes; conduct an in-depth staffing analysis of the patrol division; institute plans for bias-free policing in neighborhoods; and identify proven, best practice-based strategies in policing for adoption by the Department.



Beloit Police Department, Beloit, Wisconsin – In 2015, Hillard Heintze conducted a comprehensive assessment of the Beloit Police Department. This included a systemic review of existing policies, procedures and practices across the full spectrum of Department operations, including an in-depth examination of internal affairs practices and policies. The Team provided the City and Department with a written Independent Assessment Report and provided the community with a strategic roadmap.



King County Sheriff's Office - King County Auditor's Office, King County, Washington – King County, Washington, with the City of Seattle as its county seat, is the fourteenth-most-populous county in the nation. In November 2011, the King County Auditor's Office engaged Hillard Heintze to provide assistance with an internal audit of the King County Sheriff's Department's internal affairs operations and its relationship with the county's newly formed Office of Law Enforcement Oversight. We examined the current environment with a focus on comparing and contrasting KCSO's practices with standards, techniques and methodologies in use by similar law enforcement agencies to ensure that best practices are being implemented and followed. We did this by reviewing documents, undertaking research and conducting stakeholder interviews with individuals both within and outside KCSO.

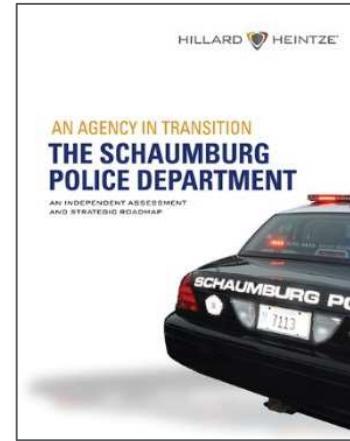


Seattle Police Department, Seattle, Washington – Hillard Heintze was recently selected by the City of Seattle to conduct an efficiency assessment to identify areas for improvement in SPD's hiring process for all positions. Hillard Heintze will assess the current process to determine where the processing time can be decreased without reducing the quality of the screening process. The scope of this evaluation includes recruiting, sourcing and posting of positions, test administration, scoring candidates and the background investigation process.

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Schaumburg Police Department, Schaumburg, Illinois - In February 2013, amidst one of the largest corruption and narcotics scandals that has unfolded in the Chicagoland area in decades, the Village of Schaumburg engaged Hillard Heintze to conduct a comprehensive assessment of the Schaumburg Police Department – one of the largest suburban police departments in the Midwest and one regarded for decades as a model and regional leader in policing and public safety.

This engagement included monitoring implementation of recommended changes, providing investigative support to complaints against the Department. Hillard Heintze also provided an interim Chief of Police and assisted the Village with the vetting and hiring process for placing a new Chief.



Question 4B) – Past Reports

Hillard Heintze is proud of the services we provide for our clients. We make our reports readily available to the public, but document size precludes us from incorporating the documents into this response.

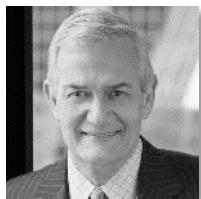
To view electronic copies of any of our published public reports, please click this link to be redirected to our website: <http://www.hillardheintze.com/published-content>

QUESTION 5 - INDIVIDUAL STAFF QUALIFICATIONS

The Hillard Heintze Team includes senior executives and cadre of experienced law enforcement subject matter experts and researchers ready to support the City of Madison, backed by a robust Team of quality control, communications and project management staff.

Governance and Oversight: An Acute Focus on Quality

Arnette F. Heintze, Chief Executive Officer



As Hillard Heintze's co-founder and CEO, Arnette Heintze has transformed a small high-performing cadre of senior experts into a globally recognized strategic law enforcement advisory and consulting firm with strong practices in security and investigations. Arnette brings more than 38 years of experience in federal, state and local policing and law enforcement.

In 1998, Arnette earned the honor of being chosen as the Treasury Department's representative to attend the National War College, an elite program for select military officers and ranking federal civilians, where he earned a Master of Science degree in national security strategy. Arnette was Board Certified in Security Management in 2001 and attained the coveted Certified Protection Professional (CPP) Designation as awarded by ASIS International. He is an active member of the International Association of Chiefs of Police, the Illinois Association of Chiefs of Police, the National War College Alumni Association, the Association of Former Agents of the United States Secret Service and the American Society for Industrial Security.

Kenneth A. Bouche, Chief Operating Officer



Over nearly two decades, Ken Bouche has established a career as an executive leader and senior advisor at the forefront of applying best practices in management, government, technology, and information sharing to law enforcement, homeland security and justice communities. Today he serves as Hillard Heintze's Chief Operating Officer, overseeing the day-to-day activities of the firm and the alignment of its resources, expertise and capabilities with the evolving needs of clients. Ken has great depth in the justice and homeland security space having served as the Chairman of the Criminal Intelligence coordinating Council and the Global Justice Information Sharing Initiative, a Federal Advisory Committee to the U.S. Attorney General. Ken dedicated 23 years to the Illinois State Police where, he led operations in Northern Illinois including the development of community policing, violence reduction and public Integrity programs. Then as Colonel and CIO, was responsible for modernizing the agency's technology, data and intelligence led policing functions. He recently served as Chief of Police in Schaumburg, Illinois for one year following Hillard Heintze's assessment of the Village's police department, which he led. Ken holds a Master of Public Administration from the University of Illinois at Chicago and a B.A. from Northeastern Illinois University.

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Robert Davis, Senior Vice President, Law Enforcement Consulting Practice



Robert Davis is a highly regarded and innovative national leader and expert in policing and public safety with a special emphasis on ethics and integrity programs, as well as issues ranging from use of force policy to active shooter planning. Since joining Hillard Heintze, Robert has led the firm's Law Enforcement Consulting Practice. This responsibility has ranged from serving as a strategic advisor on a high-level engagement Hillard Heintze conducted in partnership with DHS's Homeland Security Studies and Analysis Institute to evaluate integrity and counter-corruption programs within U.S. Customs and Border Protection to advancing the firm's on-the-ground support for collaborative reform for a growing list of cities across the United States.

A 30-year veteran of the San Jose, California Police Department (SJPD), Davis rose from patrol officer to Chief of Police of the tenth-largest city in the nation until his retirement in 2010. Davis oversaw what has historically been the lowest-staffed police department of any major city in the country - with only 1.2 sworn officers per 1,000 residents (the national average is approximately 2.6 officers per 1,000 residents). According to the FBI - and, in many respects, a clear measure of Davis' leadership in recent years - San Jose is routinely ranked one of the safest "big cities" in America. This feat is even more remarkable considering that the Department received this accolade amid seven straight years of budget cuts while fighting crime in a city that adds nearly 20,000 new residents every year.

Project Management: A Clear Eye on Details

Debra K. Kirby, Esq., Senior Vice President, Project Director



Debra Kirby has been a champion for change throughout her career in the law enforcement and public safety fields. As a Senior Vice President at Hillard Heintze, Debra directs independent law enforcement assessments and helps police agencies transform their organizations to improve accountability, transparency and community trust. She currently serves as Project Director for the COPS Office CRI-TA program for Hillard Heintze, providing technical oversight for the entire team of subject matter experts in multiple engagements with law enforcement agencies across the country, including San Francisco and Milwaukee.

Debra retired from the Chicago Police Department (CPD) after a 25-year career of increasing responsibility, culminating in assignments as Chief of the Bureau of Organizational Development, General Counsel for the CPD and Deputy Superintendent of the Bureau of Professional Standards. At the time of her retirement, Debra was the highest-ranking female in the Department, having held leadership positions in multiple administrative and operational domains.

A licensed attorney in the State of Illinois, Debra has a Master's Degree in Homeland Security, awarded by the Naval Postgraduate School and is a graduate of the FBI National Academy. Debra was a Fulbright Scholar for police studies. Her undergraduate degree from University of Illinois at Urbana was in Finance.

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Christi L. Gullion, Vice President, Project Manager



Christi Gullion is a highly accomplished expert in police reform and the introduction of strategic internal and external risk management practices to public and private sector organizations. Recently, she completed the assessments and collaborative reform initiatives for the Denver Sheriff Department, City of Baltimore and City of Calexico. Christi is actively engaged in collaborative reform in Milwaukee, providing subject matter expertise in use of force, accountability and early intervention system analysis. Her experiences have made her an expert at assessing culture in law enforcement agencies.

For over six years, Christi managed national government contracts, namely the Los Angeles and Detroit Police Departments as a result of the Federal Consent Decrees and Judgment Agreements between the cities and the U.S. Department of Justice. She had oversight over existing policies, training, implementation and audits required to achieve compliance with policing reforms in an eight-year, \$18-million contract for the LAPD and five-year, \$7-million one for the Detroit Police Department. She reported to the Cities of Los Angeles and Detroit, U.S. DOJ and U.S. District Court through monthly meetings and quarterly reports covering over 450 compliance reforms.

Christi has taught several advanced courses for Westwood, Wilbur Wright and Los Angeles Community Colleges in their criminal justice and law programs. Christi earned her Master of Science degree in criminal justice in 1996 from the University of North Carolina at Charlotte.

Subject Matter Experts and Technical Support: Delivering the Goods

Ricky C. Tanksley, Vice President, Senior Subject Matter Expert



Rick Tanksley began his career with the Oak Park Police Department in 1984, and was appointed Chief of Police in June 2001. Before joining the Hillard Heintze Law Enforcement Consulting Practice, he served as the Director of Emergency Preparedness for the Oak Park Police Department. Rick has extensive knowledge and expertise in organizational change and behavior management, requiring collaborative subordinate involvement at all levels. As Chief of Police, he changed the department culture to one that is transparent, professional, courteous and respectful toward the diverse community it serves. This valuable change has resulted in single-digit citizen complaints regarding officer conduct.

Rick holds a Master of Social Work Degree from the Jane Addams School of Social Work, University of Illinois Chicago; a Master of Science in Management and Organizational Behavior from Benedictine University; and a Bachelor of Arts Degree from Concordia University, River Forest. In 2012, he was awarded the Outstanding Community Leadership Award by Concordia University.

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Diane Ragans, Vice President, Senior Subject Matter Expert



With more than 30 years of experience, Diane Ragans is a highly regarded criminal intelligence practitioner, adept at conducting management reviews and audits of high liability areas across many law enforcement domains. Diane has sustained her career by supporting and collaborating with law enforcement and homeland security partners at the federal, territorial, tribal, state, and local levels. Diane excels at evaluating law enforcement agencies' core operations and practices through the lens of established and emerging best practices in criminal intelligence and law enforcement.

Shirley R. Colvin, Senior Investigator, Subject Matter Expert



Shirley Colvin is a highly experienced investigator who retired from the Chicago Police Department (CPD) in April 2015 with an exemplary record of service, commitment and achievement within the law enforcement community. As evidenced in her 25-year career with the Department, her mission – both personal and professional – has been improving and bridging the gaps in relationships between law enforcement agencies and the communities they serve. Early in her career, Shirley served as a CPD patrol officer and later tactical officer. She joined the Detached Services Unit of the CPD and was detailed to the City of Chicago's Office of the Inspector General. Shirley was promoted to Detective in 2006. Shirley earned her B.S. in Law Enforcement Management and dual M.S. degrees in Law Enforcement Administration and Public Administration at Calumet College at St. Joseph.

Carol A. Archbold, Ph.D., Senior Research Scientist and Subject Matter Expert



Dr. Archbold is the co-author, with Sam Walker, of one of the seminal publications in the field of police accountability and reform, *The New World of Police Accountability, Second Edition*. She is an expert in some of the most important developments in American policing: the control of officer-involved shootings and use of force; citizen complaints and the best procedures for handling them; federal "pattern or practice" litigation against police departments; allegations of race discrimination; early intervention systems to monitor officer behavior; and police self-monitoring efforts.

Meghan Maury, Esq., National Gay and Lesbian Task Force, Subject Matter Expert



Meghan has served as a life-long advocate for the under-represented. She currently drafts and reviews federal legislation including data collection, economic justice, criminal justice, immigration, non-discrimination, aging, reproductive justice, anti-violence, and international LGBTQ rights. Her current work focus is on initiating, directing, and implementing projects that provide resources in areas that include homelessness, criminal justice and data collection. She serves as the co-founder of a free legal clinic for transgender residents of D.C., Maryland, and Virginia. Her strong legal background, including trial and parole, helped her develop a keen awareness of the impact of the law and the relationship to the community.

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Michael Dirden, Esq., Subject Matter Expert



As a senior executive with the Houston Police Department, Michael Dirden has a variety of leadership and command expertise. His skills are exceptionally strong in patrol operations, criminal investigations, organizational accountability, and professional standards. His body of work in law enforcement reveals an ongoing commitment to advancing the profession through community engagement. He has served on numerous national committees focused on use of force, internal affairs, and building communities of trust. Within his organization, he has developed a strong understanding of the collective bargaining practices. Michael received a B.A. in Economics from the University of Texas and has multiple advanced degrees, including a J.D. from the South Texas College of Law and an M.S. from Sam Houston State University in Huntsville, Texas.

Marcia K. Thompson, Esq., Subject Matter Expert



Marcia Thompson supports police accountability and reform efforts at Hillard Heintze focusing on use of force, management issues, staffing and training. In these various capacities, she has worked extensively with federal, state and local law enforcement, national and international corporations, as well as state and federal government agencies to help teach, coach and create better workplace environments and stronger working relationships built on trust. Marcia was a project lead on reform efforts for Baltimore Police Department, Boulder Police Department and the Denver Sheriff Department.

Sarah Eilefson, Ph.D., Director, Communications



Sarah Eilefson graduated from Loyola University Chicago with a Ph.D. in English Literature following a successful defense of her dissertation on **psychological trauma** in the 20th century. Sarah has a proven record of success in editing and writing, including researching and compiling input from multiple subject matter experts and research scientist into coherent collaborative police reform reports for publication by the Department of Justice COPS Office.

David Parilla, Jr., Senior Researcher



David Parilla, Jr. is a project management, administrative support and research specialist with five years of experience in progressively increasing roles of responsibility in the criminal justice and community-based collaborative reform fields. He has proven performance in supporting statistical analysis assessments of police agencies in diverse communities, providing evidence-based best practices for public survey support and advanced data analytics. David completed his Master of Science, *Magna cum Laude*, in Crime and Justice Studies at Suffolk University.

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Response to Questions 5A to 5D – Specific Expertise by Team Member

The following table represents a snapshot of our subject matter expertise in these topics for the members of our Team assigned to the MPD assessment team. Curriculum vitae for the Team are included in the appendix in answer to Question 5E.

Area of Expertise	Team Members
5A) Policing best practices and law, including the following specific areas: law, policy review, community policing, problem oriented policing, use of force policy and training, de-escalation training, policing of people with mental health or substance abuse issues, diversion (including pre-arrest), reducing racially disparate impacts in policing outcomes, racial equity impact analysis, police accountability systems, and restorative justice (including community-based restorative justice models not involving the criminal justice system)	Bouche, Davis, Kirby, Gullion, Ragans, Tanksley, Colvin, Archbold, Maury, Dirden, Thompson, Parilla
5B) General qualitative and quantitative research methods, including data analysis, statistical modeling, and systems analysis	Kirby, Gullion, Archbold, Dirden, Parilla, Ragans, Bouche, Thompson
5C) Psychiatry/mental health, and alcohol and other drug abuse	Kirby, Gullion, Tanksley, Eilefson, Thompson
5D) Social science including the following specific areas or methods: cultural assessments of institutions, cultural dynamics, ethnographic interviewing, survey methods, first-hand observations, community-based participatory research, and implicit bias	Bouche, Davis, Kirby, Gullion, Ragans, Tanksley, Colvin, Thompson, Archbold, Maury, Dirden, Parilla

QUESTION 6 - WORK WITH SIMILARLY SIZED CITIES

Have you worked with any moderately sized urban police departments similar to the City of Madison? This size can best be described as a city with a population of 250,000 through 400,000 residents, with a police force with approximately 500 employees (including civilian employees).

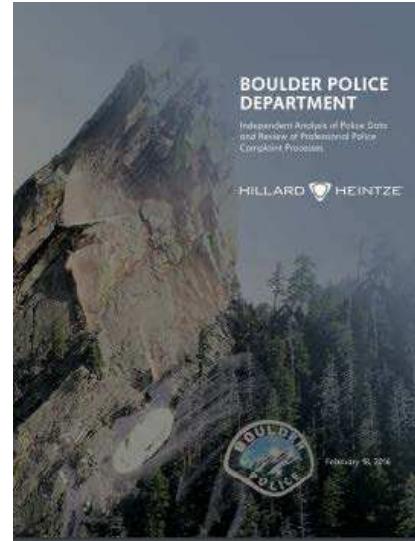
What types of challenges would you see arising from having to deal with a police department in a city the size of Madison, along with the unique characteristics and culture that is inherent to the City of Madison?

Hillard Heintze has in-depth experience in working with law enforcement agencies across the United States, including major cities police departments, mid-sized police departments, state law enforcement agencies, sheriffs' departments and federal law enforcement agencies. This experience positions the team to effectively assess and develop comprehensive and actionable recommendations for implementation by MPD.

We have recently provided assessment and advisory services through our Law Enforcement Advisory Practice for many diverse agencies in departments ranging in size from a dozen sworn officers to those deploying thousands. Recent examples include Seattle, Washington; King County, Washington; Denver, Colorado; Baltimore, Maryland; Beloit, Wisconsin; Lancaster, Texas; Lemont, Illinois; Schaumburg, Illinois; Milwaukee, Wisconsin; San Francisco, California and Calexico, California.

Perhaps the most relevant example, both demographically and culturally, is our work in Boulder, Colorado, home of the University of Colorado. Much like Madison, Boulder enjoys a large student population that significantly affects services in the community while adding diversity to a relatively homogenous population. Hillard Heintze completed a comprehensive, objective and independent review of select areas of the Boulder Police Department's operations. Specifically, we analyzed and reviewed data on stops, arrests and summons, and conducted an evaluation of the Police Professional Standards Review Panel (PSRP).

We identified 16 key findings, ranging from deficiencies in the capture, availability and use of stop-related data, to validation of complaint-related processes and protocols. These findings were based on our review of data and interviews with police command, officers, City and court personnel and community stakeholders. The rest were from our review of the PSRP investigative process, as well as information we received during interviews with stakeholders inside and outside the Department.



QUESTION 7 - POLICE DEPARTMENT CULTURE REVIEW

Have you done a previous analysis of a police department's culture? What methods did you use to gather your information?

As addressed above, we will review the culture of Madison Police Department as we have done in the other cities that we have assessed. Our Team will conduct interviews of key personnel and stakeholders, such as the Mayor, Common Council members, the Dane County District Attorney, Dane County Sheriff and other elected officials; Madison Police Chief Michael Koval and representative members of all ranks within the MPD; officials of MPD's Collective Bargaining Units; community leaders from faith-based organizations, school districts, non-profit organizations, and social service organizations; and leaders from other local, state and federal law enforcement agencies serving the City of Madison.

Our Team's senior research scientist will use a survey tool to assess internal satisfaction within the Department to assess attitudes, opinions, experiences and perceptions as well as a public survey to assess the community's attitudes, opinions, experiences and perceptions. Survey data will be collected in a way that the responses can be quantified and analyzed more scientifically and objectively than other forms of data collection.

QUESTION 8 - STATISTICAL MODELING AND SYSTEMS ANALYSIS

Have you previously used statistical modeling and systems analysis to determine the causal relationships between departmental factors and specific outcomes? If so, please describe examples of the analyses performed and the key findings.

Boulder Police Department Statistical Analysis

As part of our assessment process, Hillard Heintze routinely utilizes statistical modeling and data analysis to obtain the critical insights and validate qualitative assessments. In essence we always check to see if the data matches the story and are our conclusions scientifically sound. For example, as part of the assessment of the Boulder, Milwaukee, and San Francisco, Police Departments, Hillard Heintze used statistical modeling and systems analysis to determine if disparate patterns were evident, particularly racial, in civilian encounters with the department in areas such as traffic and pedestrian stops, use of force and citizen complaints. In dozens of cities we use statistical analysis of police calls for service and other workload measures to provide a baseline of police staffing.

Concerns of racially biased police behavior have become increasingly pertinent to law enforcement agencies within the last fifteen years, as allegations of racial bias have been directed toward numerous agencies. These claims have often been the foundation for criminal and civil litigation with the goal of eliminating perceived racial inequalities in police enforcement. As a result of this mounting public and legal pressure, law enforcement agencies have initiated the collection of data to investigate these claims. These data collection efforts generally stem from three sources: 1) a proactive department voluntarily collecting data, 2) state or other legislation requiring collection of traffic stop data, and/or 3) court mandates, consent decrees, or settlement agreements to collect such information. Regardless of the source, the nation-wide trend has been to expand the collection

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of data during traffic stops, and to a lesser extent pedestrian stops, in an effort to empirically assess the legitimacy of claims of racial bias by police.

We examined the data to clarify the causes of any disparities identified and analyze why the data differed from the resident demographics. Through this, we gained greater insight into the viewpoints and opinions of key community stakeholders who represent a variety of local interests, including people of color.

For example, the data analysis included a review of the City of Boulder population (e.g., residents, workers, transients, visitors, students and the homeless); determination of true incident rates taking into account repeat incidents with BPD and whether there was a correlation between race and incident disposition; related factors such as time of day or location of incidents; and demographics and incident data from peer cities.

Based on the authorization, objectives and specified scope of work, the Hillard Heintze team:

1. Developed an understanding of the **BPD's mission, vision and values** as well as its **history, organization** and **cultural environment**.
2. Requested, and reviewed numerous policies, procedures, general orders, training documents, annual reports, surveys, arrest data, officer contact reports, court records and other **data and documents provided by the City and BPD** and other community stakeholders.
3. Analyzed the **current social, political and economic realities** facing BPD – in light of the fact that law enforcement agencies in nearly all cities across the nation are being challenged to provide professional police services to increasingly diverse populations while budgets have decreased to historically low levels.
4. Interviewed **police employees and command staff, City and community stakeholders** regarding their understanding of the scope of our assessment and gathered insights and information with bearing on the assessment's objectives.
5. Reviewed **BPD's contact, field interview, arrest and summons data** for the past five years (2011 to 2015).
6. Acquired, analyzed and compared **relevant data from other peer cities and police departments** to identify patterns that might prove helpful to the City and the Department.
7. Identified successful **civilian oversight and PSRP models** to validate best practices endorsed by the Department of Justice (DOJ), International Association of Chiefs of Police (IACP), and other agencies.
8. Researched and reviewed other **emerging national and state practices** in the areas related to the assessment goals including structural and practical methods for creating policies, procedures, processes, practices and training.
9. Developed **recommendations** and prepared this **final report**.

Based on analysis, the team concluded that despite data unavailability and inconsistency, an African American person is approximately twice as likely to be cited for a traffic or misdemeanor offense in

Boulder than would be expected based on community demographics, suggesting systemic bias in the department.

QUESTION 9 - RECOMMENDATION INVOLVING INNOVATIVE REFORM

From among your prior projects, if possible, please describe examples of recommendations involving innovative reforms.

Hillard Heintze is leading from the front on innovative reform as part of our collaborative reform initiative. Our SMEs and social scientists are fully abreast of emerging best practices and the tenets of the *Final Report of the President's Task Force on 21st Century Policing*.

- In Boulder, based on the data analysis, our Team developed 12 recommendations, highlighting the most important opportunities for the City of Boulder and the Boulder Police Department to address in order to improve the quality of policing services, enhance relationships with Boulder citizens and communities, increase transparency and build a stronger foundation for sustainable public trust.
- In Denver, the Denver Sheriff Department assessment report provided 270 recommendations for corrective action over 70 pages of findings, including innovative responses to topics like leadership, supervision and strategic planning; organization and administration; jail management and operations; mental health policies; transgender rights; suicide prevention; training; fitness and wellness; community engagement; and others.
- In Beloit, Hillard Heintze translated the reports key findings and recommendations into a clear and actionable roadmap to help the Police Department implement the recommendations over time, including areas like department culture; transparency; EEO compliance; staffing and deployment; special operations and training.

QUESTION 10 - EXPERIENCE WORKING WITH DIVERSE COMMUNITIES OF PEOPLE

Describe your previous experience working with the following communities of people: African American, Asian, Latino, Native American, immigrant, LGBTQ, homeless, drug involved people, people with mental health issues, people under Department of Corrections community supervision.

Hillard Heintze has worked with different communities of people in all of our assessments, and we are committed to diversity as a core component of both our Team and as a driver for findings and recommendations. We have worked with each of the groups mentioned, among others, in assessments across the country. In fact, each of these groups were represented in both Milwaukee and San Francisco. The Team works with community groups, both advocates and adversaries, to reach consensus during the collaborative reform process. There can be no reform if the community does not feel that their voice is being heard.

Hillard Heintze routinely collaborates with advocacy groups like the National Organization of Black Law Enforcement Executives, Hispanic American Police Command Officers Association, National LGBTQ Task Force and the Faith-Based Communities Security Program at Rutgers University.



Our Commitment to Diversity

Engaging stakeholders representing all of the diverse groups that make up a community is critical to implementing true progress.

Hillard Heintze has a team of thought leaders and strategic advisors who consistently address issues surrounding race, faith, ethnicity, LGBTQ rights, homelessness or any other concern.

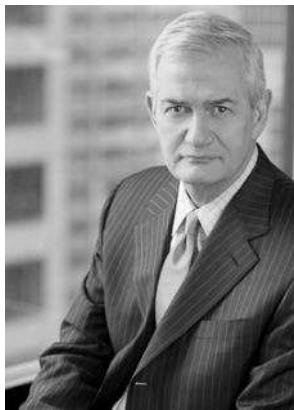
QUESTION 11 – ISSUES WITH PRESENTATIONS

Do you foresee any issues with having to make numerous presentations to different City of Madison personnel, agencies, and the public? Will there be any issues with having to field questions and answers, including those from the media?

Our team is fully prepared to facilitate public meetings in support of this initiative. For example, Hillard Heintze Project Director Robert Davis deescalated a volatile situation in an April 16, 2015 COPS Community Meeting in Baltimore by demonstrating CRI-TA independence from the BPD and helping the community understand the collaborative reform mission. Deb Kirby also hosted numerous contentious community meetings in San Francisco during protests against the SFPD.

APPENDIX - KEY PERSONNEL CURRICULUM VITAE

ARNETTE F. HEINTZE, CHIEF EXECUTIVE OFFICER



As Hillard Heintze's Chief Executive Officer, Arnette Heintze has transformed a small high-performing cadre of senior experts into a globally recognized strategic security and investigations firm. Under his leadership, Hillard Heintze has emerged today as one of the fastest-growing private companies in the United States. For three years in a row, it has been ranked on the annual Inc. 500/5000 list. In 2010, the Initiative for a Competitive Inner City's extended the firm its annual award for the fastest-growing inner city firm in the U.S., naming Hillard Heintze #6 in the nation and #1 in Chicago. Under Arnette's direction, the expanding Hillard Heintze team is systematically setting new best practices in security and investigations across the board - a track record that has quickly and dramatically expanded the firm's client list.

Based on nearly three decades of experience working at the highest levels of federal, state and local law enforcement, Arnette has an exceptionally strategic perspective on security. As a U.S. Secret Service Special Agent and a senior agency executive, Arnette planned, designed and implemented successful security strategies for U.S. Presidents, world leaders, events of national significance and the protection of the nation's most critically sensitive assets. In 1990, Arnette was part of the Presidential Protective Division, where he served more than four years on the permanent detail protecting President and Mrs. Bush and President and Mrs. Clinton. In Washington, D.C., Arnette also coordinated the 160 foreign embassies in the city and acted as the Secret Service spokesperson and agent in charge of the Public Affairs Office, where he also led the crisis communication team during some of the nation's most trying times. In April 2000, Arnette's strategic leadership qualifications led to his appointment as a member of the Senior Executive Service and his selection as the Special Agent in Charge of the Secret Service's Chicago field office.

In 1998, Arnette earned the honor of being chosen as the Treasury Department's representative to attend the National War College, an elite program for select military officers and ranking federal civilians, where he earned a Master of Science degree in national security strategy. The National War College provides its graduates with the superior training, decision-making skills and strategic capabilities necessary for leadership in national security policy, foreign policy, defense policy, military strategy, force employment and joint operations. Upon his retirement from public service, Arnette served as the CSO for PepsiCo Beverages and Foods.

Arnette has received numerous awards and recognition for superior performance, dedicated service and heroic actions, including the U.S. Secret Service Valor Award – the agency's highest. This was bestowed on Arnette for courageous action and heroism he exhibited in a 1983 shooting and hostage incident in Baton Rouge, Louisiana. Arnette was Board Certified in Security Management in 2001 and attained the coveted Certified Protection Professional (CPP) Designation as awarded by ASIS International. He is an active member of the International Association of Chiefs of Police, the Illinois Association of Chiefs of Police, the National War College Alumni Association, the Association of Former Agents of the United States Secret Service and the American Society for Industrial Security.

KENNETH A. BOUCHE, CHIEF OPERATING OFFICER



Over nearly three decades, Ken Bouche has established a career as an executive leader and senior advisor at the forefront of applying best practices in management, government, technology, information sharing and intelligence to the highly specialized needs of the law enforcement, homeland security and justice communities.

As Hillard Heintze's Chief Operating Officer, Kenneth oversees the day-to-day activities of the firm and the alignment of its resources, expertise and capabilities with the evolving needs of clients. He leads the firm in several areas: (1) implementing best practices in management, leadership, strategy and planning with corporate and government clients; (2) helping the firm's commercial clients align their security and investigative programs with their business strategies to improve efficiencies and effective security risk management; and (3) helping government clients understand and embrace strategic information-sharing opportunities to advance their missions, prevent crime and counter the risks of terrorism.

Kenneth also provides executive oversight of the firm's law enforcement consulting practice, which is responsible for independent assessments of police department operations; constitutional policing audits and biased-based assessments; development and application of crime-reduction strategies; collaboration, community partnerships and information-sharing; and community-oriented policing strategies.

In 2003, as an extension of Hillard Heintze's assignment by the board of Schaumburg, Illinois to help transform its policing function, he served as Schaumburg's Interim Police Chief. In this capacity, he initiated and led the implementation of best practices ranging from a complete restructuring to embrace community-oriented policing to working with other agencies, corporations and businesses to implement active shooter planning and programs.

Kenneth has great depth in the justice and homeland security space having served as a member the IJIS Institute's Board of Directors from 2009 to 2013, and from 2001 to 2006, Kenneth chaired the Global Justice Information Sharing Initiative. He served as a national leader in improving America's information-sharing capacity and implementing post 9/11 intelligence reforms. Earlier in his career, Kenneth served on the executive team at MyThings Inc., where he created and led the development of Trace, a searchable database of stolen, lost and seized property that provides sellers of arts and antiques with the highest level of due diligence against trading stolen property in the world.

Before developing Trace, Kenneth dedicated 23 years to the Illinois State Police where, as Colonel and CIO, he was responsible for modernizing and standardizing the agency's technology functions. He oversaw the delivery of critical real-time information to over 1,000 police agencies and 40,000 police and justice end-users on a 24-hour basis. Kenneth also served as a Major/Commander responsible for advancing innovation and effectiveness in patrol, community policing, criminal investigations and specialty functions such as South Suburban Major Crimes Unit, the Public Integrity Unit and the Tactical Response Team. Kenneth began his career in the Air Force as a member of the Military Police. He holds a Master of Public Administration from the University of Illinois at Chicago and a B.A. from Northeastern Illinois University. Kenneth volunteers his time to select organizations, including the Illinois State Police Heritage Foundation Memorial Park.

ROBERT DAVIS, SENIOR VICE PRESIDENT, LAW ENFORCEMENT CONSULTING PRACTICE



Robert Davis is a highly regarded and innovative national leader and expert in policing and public safety with a special emphasis on ethics and integrity programs, as well as issues ranging from use of force policy to active shooter planning.

Since joining Hillard Heintze, Robert has led the firm's Law Enforcement Consulting Practice. This responsibility has ranged from serving as a strategic advisor on a high-level engagement Hillard Heintze conducted in partnership with DHS's Homeland Security Studies and Analysis Institute to evaluate integrity and counter-corruption programs within U.S. Customs and Border Protection to advancing the firm's on-the-ground support to working with collaborative reform for a growing list of cities across the

United States.

Innovation has been the cornerstone of his career in policing and public safety. A 30-year veteran of the San Jose, California Police Department, Robert rose from patrol officer to Chief of Police of the tenth-largest city in the nation (2004-2010). He gained recognition for his progressive use of technology, his sensitivity to the diversity of the citizens under his protection and his internationally lauded model of gang prevention, intervention and suppression.

Robert oversaw what has historically been the lowest-staffed police department of any major city in the country - with only 1.2 sworn officers per 1,000 residents (the national average is approximately 2.6 officers per 1,000 residents). According to the FBI - and, in many respects, a clear measure of Robert's leadership in recent years - San Jose is routinely ranked one of the safest "big cities" in America. This distinction is even more remarkable given that the Department received this accolade amid seven straight years of budget cuts while fighting crime in a city that adds 15,000 to 20,000 new residents every year. Robert oversaw the nation's first voluntary study of racial profiling conducted by a local police agency.

Robert has also earned international recognition as an expert in addressing gangs and gang violence, having served as a consultant for the U.S. State Department on five occasions. He traveled throughout Central and South America to train federal police agencies, politicians, government administrators, education leaders, heads of social service organizations and citizens regarding the design, implementation and evaluation of anti-gang programs. Robert has served in national and international leadership positions, in part as President of the Major Cities Chiefs Association.

Robert strongly believes in being actively involved in the community and has served on the boards of the San Jose/Silicon Valley Chamber of Commerce, the YWCA of Silicon Valley, and Big Brothers/Big Sisters of Santa Clara County. He currently serves on the board of the Silicon Valley/Monterey Bay Council of the Boy Scouts of America. Robert holds a B.A. degree with Honors in English from San Jose State University and graduated Summa Cum Laude with a Master of Public Administration degree from Golden Gate University. He holds a Master Instructor's Certificate from the California Commission on Peace Officer Standards and Training and is a graduate of the FBI's National Executive Institute and the FBI's National Academy.

DEBRA K. KIRBY, ESQ., SENIOR VICE PRESIDENT, LAW ENFORCEMENT CONSULTING PRACTICE



Debra Kirby has been a champion for change throughout the majority of her career in the law enforcement and public safety field. Debra manages independent law enforcement assessments and helps police agencies transform their organizations to improve accountability, transparency and community trust.

As Deputy Chief Inspector with the Garda Siochana Inspectorate, which reported directly to the Minister of the Irish Department of Justice and Equality, Debra recommended improvements within An Garda Siochana, the national police force of Ireland and made major contributions to critical areas such as crime investigation, organizational reform and modernization and child sexual abuse investigation.

Upon retiring from the Chicago Police Department (CPD) as Chief of the Bureau of Organizational Development, Debra was the highest-ranking female in the Department, having held leadership positions in multiple administrative and operational domains. In 2012, Debra served as the law enforcement lead and co-chair for the 2012 NATO Summit National Special Security Event in Chicago during which the CPD provided excellent service with minimal disruption to the event or ongoing business.

During her career in the CPD, Debra accomplishments included: (1) integration of community policing practices within the investigative function and creating a whole-community response to domestic violence; and (2) command experience in organized crime and internal affairs with an acute focus on integrity systems, covert operations and the need for strong accountability practices in support of operational priorities. She also established the first FBI/Internal Affairs Task Force in the nation; as a result, federal investigations and administrative actions directed at serious misconduct increased significantly under her command, as did the use of modern investigative practices.

In 2008, Debra was selected as General Counsel by the first outside Superintendent appointed to the CPD over 40 years. In this capacity, she led reform on prisoner treatment, LGBT policies and officer-involved shooting reviews. Partnering with the independent oversight agency for CPD's use of force, the Independent Police Review Authority, she developed a program for presentation and review of the findings of the agency focused on training, supervision and policy related to shooting incidents. She was an instrumental partner in addressing the CPD's response protocol for officer-involved shootings as per the agreement between the Independent Police Review Authority and the CPD.

Debra has significant labor relations experience, having negotiated the first supervisor's contract for sergeants in the CPD, and subsequently representing the CPD as General Counsel in later negotiations for all officers.

A licensed attorney in the State of Illinois, Debra has a Master's Degree in Homeland Security, awarded by the Naval Postgraduate School and is a graduate of the FBI National Academy. Debra was a Fulbright Scholar for police studies. Her undergraduate degree from University of Illinois at Urbana was in Finance.

CHRISTI L. GULLION, VICE PRESIDENT, LAW ENFORCEMENT CONSULTING PRACTICE



Christi L. Gullion is a highly accomplished expert in business investigations and compliance monitoring – including forensic accounting investigations, police reform and the introduction of strategic internal and external risk management practices to public and private sector organizations.

As Vice President in the firm's Law Enforcement Consulting practice, Christi has been a leader supporting work with collaborative reform, including assessment of and technical assistance to the Baltimore and Calexico Police Departments. She has served as project lead and subject-matter expert coordinating insights and activities of team members and other experts assessing and providing technical assistance in internal affairs, early intervention systems, criminal investigations, crime analysis,

information sharing and community policing.

As a Special Investigator, Western Region Trainer and Quality Control Auditor at KeyPoint Government Solutions, Christi trained U.S. Office of Personnel Management (OPM) investigators conducting investigations of personnel requiring security clearances. She conducted random and targeted integrity audits of investigators nationwide to ensure compliance, and developed and implemented an assessment program that generated early warnings of non-compliant investigators. She also served as the Primary Special Investigator for the OPM and Office of Citizenship and Immigration Services contracts. As the National Internal Compliance Monitor for KeyPoint in 2009, Christi evaluated the guidelines for all KeyPoint national government contracts to ensure compliance, and reviewed all internal business processes for efficiency and best corporate practices.

For over six years, Christi worked at Kroll as Senior Director and manager of national government contracts, namely the Los Angeles and Detroit Police Departments as a result of the Federal Consent Decrees and Judgment Agreements between the cities and the U.S. DOJ. She collaborated with the DOJ, City Council, Police Commission, Mayor's office and police departments. Christi had oversight over existing policies, training, implementation and audits required to achieve compliance with policing reforms in an eight-year, \$18-million contract for the LAPD and five-year, \$7-million one for the DPD. She regularly reported on over 450 compliance reforms to the Cities of Los Angeles and Detroit, U.S. DOJ and U.S. District Court. Christi assisted in the oversight of Consent Decree requirements related to gang units, search warrants and confidential informants; provided oversight to the gang units, TEAMS II staff, and other areas in the LAPD; and reviewed areas of the Consent Judgment related to use of force and conditions of confinement. She also worked with the Phoenix Police Department for the National Institute of Justice on a two-year homicide study.

While a Director at Kroll, Christi managed a team that conducted investigations involving fraud, money laundering, due diligence, litigation support, electronic discovery, computer forensics, financial accounting and on-site inspections.

Christi has taught several advanced courses for Westwood, Wilbur Wright and Los Angeles Community Colleges in their criminal justice and law programs. Christi earned her Master of Science degree in criminal justice in 1996 from the University of North Carolina at Charlotte.

DIANE RAGANS, VICE PRESIDENT, LAW ENFORCEMENT CONSULTING PRACTICE



With over 30 years of experience and expertise, Diane Ragans is an experienced criminal intelligence practitioner, adept at conducting management reviews and audits of high liability areas across many law enforcement domains. Diane has built her career on supporting and collaborating with law enforcement and homeland security partners at the federal, territorial, tribal, state and local levels. Diane excels at evaluating a law enforcement or policing agency's core operations and practices through the lens of established and emerging best practices in criminal intelligence and law enforcement.

At Hillard Heintze, Diane is a Vice President in our Law Enforcement Consulting practice area and serves on a team supporting work for collaborative reform. In this capacity, she is part of a team that is responsible for independent assessments of police department operations, including constitutional policing audits and bias-based assessments; community-oriented policing strategies; development and application of crime-reduction strategies; and collaboration, community partnerships and information sharing.

Before joining the Hillard Heintze team, Diane served as Vice President/Senior Manager at the Institute for Intergovernmental Research (IIR). In this capacity, she (1) provided fiscal and project management oversight for multiple national-level law enforcement and homeland security programs, and (2) managed a multidisciplinary team of professionals and subject-matter experts supporting criminal intelligence and information sharing programs.

At IIR, Diane facilitated partner engagements and routinely collaborated with federal, regional, tribal, state and local practitioners and officials. She was responsible for coordinating and facilitating law enforcement and public safety-related training, technical assistance, conferences and workshops, as well as overseeing the development and content management of websites for law enforcement and public safety use. Diane was the recipient of the IIR Board of Trustees Award for Excellence, as well as the IIR Chairman's Award.

Diane began her career at the Florida Department of Law Enforcement (FDLE) where she held positions in Criminal Justice Information Services (CJIS), the Inspector General's Office, the Criminal Investigations and Forensic Science Program, and the Division of Criminal Investigations. She was responsible for performing and coordinating management assessments, justification reviews, audits and projects of various functions, programs and entities within FDLE. She conducted executive interviews at local law enforcement agencies including preparing the interview instrument, compiling background data and scheduling on-site visits. While serving as a state assessor, Ragan coordinated the state and national reaccreditation process for FDLE. She conducted research and developed business requirements for automated management systems, and conducted analyses of data for use in resource allocation and justifications. She provided management oversight in the areas of research, documentation and transmittal of intelligence and investigative information. Diane holds a bachelor's degree in criminology from Florida State University.

RICKY C. TANKSLEY, VICE PRESIDENT, LAW ENFORCEMENT CONSULTING PRACTICE



Rick Tanksley began his career with the Oak Park Police Department in 1984, and after serving in a number of positions including Patrol Commander and Deputy Chief, was appointed Chief of Police in June 2001, a role he filled until his retirement in 2016. Before joining Hillard Heintze, he also served as the Director of Emergency Preparedness for the Oak Park Police Department.

Rick has extensive knowledge and expertise in organizational change and behavior management, requiring collaborative subordinate involvement at all levels. As Chief of Police, he changed the department culture to one that is transparent, professional, courteous and respectful toward the diverse community it serves. This valuable change has resulted in single-digit citizen complaints regarding officer conduct. Additionally, he led efforts as one of the first village departments to institute performance measures to monitor department operations, promote adherence to policies and strategic plans, and create measurable evidence to justify budget requests.

During his tenure, he successfully transitioned the Patrol Division from the traditional 8-hour shift to a 12-hour shift, therefore increasing employee productivity, morale and wellness, while also reducing sick time. Rick also conducted the first department-wide 360-degree feedback survey to evaluate supervisory performance at all levels of the organization. Additionally, during the economic downturn, he was able to create a leaner, more efficient department by reducing sworn positions by 20% while maintaining the same high standard of professional police services.

Rick is a contributing author of *Measuring the Quality of Police-Civilian Encounters and Agency Legitimacy: The Platform Public Satisfaction Survey*, published by the National Institute of Justice, U.S. Department of Justice.

Rick holds a Master of Social Work Degree from the Jane Addams School of Social Work, University of Illinois Chicago; a Master of Science in Management and Organizational Behavior from Benedictine University; and a Bachelor of Arts Degree from Concordia University, River Forest. In 2012, he was awarded the Outstanding Community Leadership Award by Concordia University.

He also has participated in numerous executive training courses and seminars, including the prestigious Federal Bureau of Investigations' National Academy, Northwestern University's Center for Public Safety, Staff and Command, and PERF's Senior Management Institute for Police.

In 2008, the Illinois Association of Chiefs of Police awarded Rick the designation of Certified Police Chief. Additionally, in 2012 he was inducted into the Hall of Fame at the George Mason University Center for Evidence-Based Crime Policy. Rick is a member of a number of professional organizations and is a past-president of the West Suburban Chief's Association.

SHIRLEY R. COLVIN, SENIOR INVESTIGATOR, LAW ENFORCEMENT CONSULTING PRACTICE



Shirley Colvin is a highly experienced investigator who retired from the Chicago Police Department (CPD) in April 2015 with an exemplary record of service, commitment and achievement within the law enforcement community. As evidenced in her 25-year career with the Department, her mission – both personal and professional – has been improving and bridging the gaps in relationships between law enforcement agencies and the communities they serve. As a Senior Investigator at Hillard Heintze, Shirley is responsible for investigative and litigation support for leading organizations, public agencies and high net worth enterprises. She also acts as a liaison between Hillard Heintze and law enforcement agencies.

Early in her career, Shirley served as a CPD patrol officer and later tactical officer. She joined the Detached-Services Unit of the Chicago Police Department and was detailed to the City of Chicago's Office of the Inspector General. In 2004, following successive departmental awards, Shirley was recruited to join the office staff of the 21st District Commander where she developed command-level experience dealing with sensitive and confidential information. Shirley was promoted to Detective in December 2006 and was assigned to the Area South Detective Bureau. She excelled as an investigator in the Robbery, Burglary and Theft Division followed by assignment to Sex Crimes Investigation Division.

In 2008, after numerous successful and sensitive high-profile investigations, she was assigned to the Homicide Investigations Division. As a Lead Homicide Investigator, Shirley worked closely with patrol officers, forensic investigators and fellow detectives. In this capacity, she supervised the collection and analysis of physical evidence, the proper processing of crime scenes, the preparation and presentation of statements from victims and witnesses and professional court testimony.

Later she served as a spokesperson for the Chicago Police Department addressing numerous professional and civic organizations and gaining extensive media experience, including being profiled on the television programs Crime Watch and Crime Stoppers Case Files.

Shirley was co-creator, instructor and mentor of the Chicago Police Department's S.T.A.R.S., (Students Taking Authority & Reaching Success) mentoring program. The program was developed in 2008 and borne out of the need to provide attention, guidance and support to Chicago Public School girls at risk. In September 2015, Shirley was selected by the National Center for Victims of Crime and conducted a workshop focusing on bridging the gap with survivors of violent crime, during the National Conference held in Anaheim, California.

Shirley earned her Bachelor of Science, Law Enforcement Management and dual Master of Science degrees, Law Enforcement Administration and Public Administration at Calumet College at St. Joseph.

DR. CAROL ARCHBOLD, SENIOR RESEARCH SCIENTIST



Dr. Carol A. Archbold is an Associate Professor in the Department of Criminal Justice and Political Science at North Dakota State University in Fargo, ND. She has been at NDSU since 2005. She teaches graduate and undergraduate courses focused on policing, gender and race issues in the criminal justice system, and research methods. Her research interests include women in policing, police liability and accountability, and race and gender in the criminal justice system. Dr. Archbold recently completed a study on the impact of rapid population growth on crime and policing in the Bakken region of western North Dakota.

Dr. Archbold was awarded the 2013 Chamber of Commerce NDSU Distinguished Faculty Service Award and the 2011 Outstanding Research/Creative Activity Award for the College of Arts, Humanities & Social Sciences. She is a member of the editorial boards for several journals including Police Quarterly; Policing: An International Journal of Police Strategies and Management, and the Journal of Criminal Justice Education.

Dr. Archbold has published her research in a variety of peer-reviewed journals including Police Quarterly, Policing: An International Journal of Police Strategies and Management, Journal of Criminal Justice and the Journal of Crime and Justice. She conducted the first study on the use of risk management by police agencies in the United States. This study is featured in her book Police Accountability, Risk Management and Legal Advising (LFB Scholarly Publishing, New York, NY, 2004). In 2011, Dr. Archbold co-authored the book Women and Policing in America: Classic and Contemporary Readings with Dr. Dorothy Schulz and Dr. Kimberly Hassell (Aspen Publishing). Dr. Archbold authored the text Policing: A Text/Reader (Sage Publications) in 2012. Most recently, she co-authored the second edition of the book, The New World of Police Accountability (with Dr. Samuel Walker, University of Nebraska-Omaha). Sage Publications published this book in 2013.

Dr. Archbold earned her Bachelor of Arts and Master of Arts Degrees from the University of North Dakota in 1995 and 1997, respectfully. In 2002, Dr. Archbold earned her Doctorate Degree from the University of Nebraska.

MEGHAN MAURY, ESQ., SUBJECT MATTER EXPERT



Meghan is the Senior Policy Counsel and Criminal and Economic Justice Project Director for the National LGBTQ Task Force in Washington, D.C. Her work spans a broad range of issue areas, but focuses heavily on economic justice, criminal justice, and data collection.

Meghan has served as a life-long advocate for the under-represented. She currently drafts and reviews federal legislation including data collection, economic justice, criminal justice, immigration, non-discrimination, aging, reproductive justice, anti-violence, and international LGBTQ rights. Her current work focus is on initiating, directing, and implementing projects that provide for resources in areas that include homelessness, criminal justice and data collection. She serves as the co-founder of a free legal clinic for transgender residents of D.C., Maryland, and Virginia. Her strong legal background, including trial and parole, helped her develop a keen awareness of the impact of the law and the relationship to the community.

Before entering the legal field Meghan was a bit of a renaissance person, spending time managing a restaurant, working at a factory, running a bookstore, trekking over 500 miles of the Appalachian trail, and volunteering in Guatemala, among many other things. The years she spent splitting her time between political activism and tax accounting were what drove her to pursue a career in law. Before joining the Task Force Meghan worked with a variety of policy advocacy and legal service organizations, including the National Center for Lesbian Rights, Citizens for Tax Justice, the U.S. Attorney's Office for the District of Columbia, the Public Defender Service for the District of Columbia, and the Criminal Defense and Prisoner Advocacy Clinic.

Meghan is also a founding member and serves on the Steering Committee of Trans Legal Advocates of Washington, DC (TransLAW DC), a non-profit organization formed to better serve the legal needs of transgender people in the Washington DC metro area. Meghan has provided subject matter expertise as part of the CRI-TA Assessment Team in San Francisco, focusing on LGBTQ issues and homelessness problems, as well as contributing in community listening sessions.

MARcia K. THOMPSON, ESQ., SUBJECT MATTER EXPERT



Over the course of her career, Marcia Kay Thompson has worn many hats. She is a national trainer, public speaker, attorney, collaborative problem solver, change management facilitator and equal employment opportunity/civil rights professional. She is also a Supreme Court of Virginia-certified mediator and holds a coaching certificate awarded by the American Society for Training and Development. In these various capacities, she has worked extensively with federal, state and local law enforcement, national and international corporations, as well as state and federal government agencies to help teach, coach and create better workplace environments and stronger working relationships built on trust and mutual respect.

As a Hearing Officer for the Department of Justice, Office of Justice Programs, Thompson held delegated authority to review claims and conduct oral hearings throughout the United States; issue subpoenas; administer oaths; examine witnesses; and receive evidence to render a determination regarding a pending Public Safety Officers' Benefits (PSOB) claim.

As the Ombudsman for the Architect of the Capitol, Thompson served as an avenue of assistance for the entire agency concerning workplace dynamics. In this capacity, she provided coaching on topics related to promoting and better handling change, conflict resolution, communication barriers, employee engagement, diversification across the workforce and changing workplace dynamics.

For more than 12 years, Thompson owned and operated her own firm providing a wide range of consultative services to public and private sector clients on conflict resolution and training. Her organization facilitated courses for the DOJ, DSH, State Department and other law enforcement and social, professional organizations. She provided and handled alternative dispute resolution, mediation and facilitation services. Additionally, Thompson also handled legal and collaborative representation and served as a contract civil prosecutor or attorney at the state and county levels.

Thompson also served as an Intelligence Research Specialist for the Drug Enforcement Administration for more than six years. She conducted and managed complex research projects to facilitate dismantling international drug cartels. Furthermore, Thompson provided detailed intelligence on organizational structure and trafficking modes and methods and presented findings to case agents, supervisors, U.S. Attorneys and high-level decision makers. She served as the primary liaison to other intelligence agencies and military organizations regarding counter-narcotics operations and military support to law enforcement. Thompson worked as a collateral duty equal employment opportunity (EEO) counselor and handled a variety of workplace and Title VII-related matters.

Thompson has taught several advanced courses for Bowie State University, University of Phoenix, Marymount University and Montgomery College in business ethics, forensic psychology and law. She has worked with companies and agencies to address ethical concerns and improve communication, cultural competency, change management, team building, employee engagement, Title VII matters and workplace conflict. Thompson holds a Juris Doctor degree from George Mason University School of Law and a Bachelor's degree in criminal justice from Michigan State University.

MICHAEL DIRDEN, ESQ., SUBJECT MATTER EXPERT



As a senior executive with the Houston Police Department, Michael Dirden has a variety of leadership and command expertise. His skills are exceptionally strong in patrol operations, criminal investigations, organizational accountability, and professional standards. His body of work in law enforcement reveals an ongoing commitment to advancing the profession through community engagement.

He has served on numerous national committees focused on use of force, internal affairs, and building communities of trust. Within his organization, he has developed a strong understanding of the collective bargaining practices.

Michael received a B.A. in Economics from the University of Texas and has multiple advanced degrees, including a J.D. from the South Texas College of Law and an M.S. from Sam Houston State University in Huntsville, Texas.

SARAH EILEFSON, DIRECTOR, COMMUNICATIONS



At Hillard Heintze, Sarah Eilefson is the Director of Communications and works primarily with the Law Enforcement Consulting practice. She specializes in complex, high-impact and research-driven communications.

Sarah is the technical writer for a team conducting independent assessments of police department operations, including bias-based assessments; use of community-oriented policing strategies; use of force; and collaboration, community partnership and information sharing. She serves a key role in the development of public assessment and progress reports by providing intensive writing support for subject matter experts and helping identify and articulate findings and recommendations.

As a core member of the Hillard Heintze Communications team, she helps ensure a consistent application of Hillard Heintze's style and voice to client deliverables, taking raw content from in-house subject-matter experts through drafts, graphic development and review of final layout and design. She is responsible for coordinating and managing the development of complex, multi-author reports for strategic and sensitive engagements with clarity and attention to detail.

As the director of programming for the National Veterans Art Museum, Sarah built collaborative relationships with veteran artists and community partners in arts and education. During her tenure, she hosted a monthly live cable access television show, managed the museum's brand identity and social media presence, wrote and distributed news releases and was responsible for securing and fulfilling grant awards. Sarah co-curated *Esprit de Corps*, an exhibition highlighting the spirit of creative resilience, and administered an art therapy program. She continues to serve as an advisory panelist for the Illinois Arts Council.

Before joining Hillard Heintze, Sarah was the associate editor and social media advisor for an online journal of medical humanities. She selected and edited submissions for publication and brought articles written by medical professionals to a broader audience through Facebook and other social media platforms. She has also served as a paralegal in law firms specializing in family law and labor and employment where she prepared legal documents and assessed contracts and agreements.

Sarah has taught a wide range of literature and composition courses including Women in Literature, Exploring Fiction and Human Values in Literature. While completing her graduate studies at Loyola University Chicago, she served as a research fellow, providing mentored research opportunities for an undergraduate student. She received a certificate in large project planning, funding and management from the Digital Humanities Summer Institute and is certified in responsible conduct of research and scholarship.

Sarah completed her PhD at Loyola University Chicago with a dissertation exploring the relationship between the medical discourse of trauma and its representation in literary texts and popular culture. Her research focuses on war narratives, trauma theory and gender studies. She received her MA from Loyola University Chicago and her BA from Colby College in Waterville, Maine.

DAVID PARILLA, JR., SENIOR RESEARCHER, LAW ENFORCEMENT CONSULTING



David Parilla, Jr. is a project management and research specialist with experience in the criminal justice and community-based reform fields. He has proven performance in supporting assessments of police agencies in diverse communities, providing evidence-based best practices for public survey support and data analysis.

At Hillard Heintze, David is a Senior Researcher for the firm's law enforcement consulting division. His responsibilities include research support for the law enforcement team's independent assessments of police agencies. Through his research, he is able to help implement community-oriented policing strategies and to bridge the gap with the communities they serve.

Early in his career, David worked with the Massachusetts Executive Office of Public Safety and Security as a research assistant for the Charles E. Shannon Community Safety Initiative. The Initiative, meant to address a community's gang violence problem, helped develop strategies in social intervention, suppression, opportunity provision, organizational change and community mobilization. David facilitated meetings with key community stakeholders and coordinated and analyzed a youth survey to determine the social capital effects of long-term community commitment to positive youth policies.

David also worked as a researcher with the Massachusetts Sentencing Commission. He was responsible for the publication of the Master Crimes List, a list of all misdemeanors and felonies in the state of Massachusetts. He also conducted numerous comparative legislative reviews and conducted policy research for the Judiciary and Civil Infractions Committee.

Most recently, David spent three and a half years with the Crime and Justice Institute (CJI) at Community Resources for Justice. At CJI, David was involved in a number of federal, state and local initiatives to help reform the criminal justice system. He worked closely with the National Institute of Corrections to develop training for pretrial stakeholders to collaboratively plan and implement system-wide policies through focus groups and interview facilitation and curriculum development. He worked with the Bureau of Justice Assistance to provide technical assistance to shape criminal justice policy reform for local Justice Reinvestment Initiative sites. Additionally, David assessed pretrial practices in New York State, and helped facilitate an action plan for compliance with the National Association of Pretrial Services Agencies standards through survey coordination, data analysis and focus group facilitation. Within Community Resources for Justice, David was a key member of an interagency collaborative; he helped identify evaluation strategies for those living with developmental disabilities, including the implementation of a clinical database and the management of a program-wide process evaluation.

David holds a Master of Science in criminal justice and a Bachelor's of Science in sociology: criminology and law from Suffolk University in Boston, Massachusetts.