



May 25, 2015

Newark Communities For Accountable Policing  
P.O. Box 32159  
Newark, NJ 07102

**Transmitted electronically**

Dear N-CAP members:

I am responding to your letter of May 5, 2015. On Friday, May 22, I spoke with Rashawn Davis to explain that I was just seeing your letter that day. He agreed to extend my response time to May 26. I sincerely appreciate that accommodation.

**Strategic Community Intervention LLC**, hereafter referred to as **SCI**, submitted a proposal to serve as the Court Monitor of the Newark NJ Police Department on February 12. At that time, the parties were negotiating the terms of the final consent decree, a process that is still ongoing as of this date. We have subsequently learned, through press accounts, that 20 other firms and individuals also applied; and that the U.S Attorney for the District of New Jersey is conducting a series of five community forums to solicit input that will be used in the final selection of the monitor. We also learned from your letter of N-CAP's interest in being a part of the monitor selection process, to insure that the longstanding concerns about the patterns and practices of the Newark police department would be addressed, and not ignored.

**SCI** has a deep appreciation for community input and community-directed change. If our firm is selected for this assignment, I will be the Monitor. While this particular assignment would be new for me, I have been engaged in similar activities to ensure police are accountable to their communities, both in my 12 year tenure as Mayor of Rochester NY and in my 21 year tenure as the President and CEO of the Urban League of Rochester.

From 1975-through 1993, there were fourteen (14) African-American men and women who died as the result of deadly force at the hands of the Rochester Police Department (RPD). During that time, my Mayoral predecessor appointed me and others to a commission that proposed a series of policy and practice recommendations for the RPD, after extensive study and community input. All except a couple were subsequently approved by the City Council. When I became Mayor in 1994, we introduced community-oriented policing and a series of sweeping community engagement practices that continue until this day. I also spent eight (8) years after retiring as

Mayor as a public policy professor, teaching courses on community development that furthered my knowledge of the kind of issues you are confronting in Newark.

I cite this record as demonstration of the kinds of skills I would bring to this assignment. I have a demonstrated record of leading systems changes from outside and inside.

The team that I have assembled to work in Newark is equally experienced. Three have more than 70 combined years of local and state police experience, two have national prominence in data assessment and analysis in criminal justice systems, and one other, besides myself, is an attorney with years of experience in designing and implementing meaningful and sustainable community engagement processes. Both of us are also trained mediators and factfinders. Four (4) members of the team have extensive experience working on consent decrees in seven (7) separate and diverse communities.

In addition to these permanent team members, I have also identified several other experts who can be engaged for specific assignment on an as-needed basis. We believe that this team is ideally suited to work with the parties to the Consent Decree, as well as Newark residents. While a great deal of attention and oversight will be directed towards bringing the Newark Police Department into full compliance with constitutional policing practices, there can be no higher objective than to restore the citizens' confidence, trust and respect in its police department. My entire professional career has been devoted to bringing citizens from every sector of the community into a collaborative process that insure mutual and sustainable results. We will settle for nothing less than full and meaningful engagement in Newark, through the introduction of policies and practices that are sustained long after the Consent Decree is fully implemented.

**SCI** plans to share the approaches and methodologies we will undertake and seek community input, if we are the successful applicant. However, the selection process is still in a state of uncertainty, pending the publishing of the final consent decree. At this stage, it would be impractical, and unwise, for us to release proprietary information that might be helpful to our competition, and which might disadvantage us with the parties who will make the final selection.

Our goal is to become the Court Appointed Monitor. If we are selected, it is my intention to meet with community residents, so that they will have a clear understanding of this process and how we plan to fully engage with them throughout the process. At that time we will schedule a meeting with N-CAP, and other community-based organizations, to seek your input, as well as to fully disclose the processes that will be followed. We also intend to identify local residents who will become members of our team.

We are encouraged by the news that Mayor Ras Baraka has recently signed an executive order to establish an independent civilian complaint review board, which has the potential to become a national model for police accountability. I also have experience with a civilian review process, with limited authority, in Rochester. Even as we await word about our selection, we will be closely monitoring the reactions of the police community to this development, as well as the community's response as it is rolled out. This is a welcome first phase on the road to restoring the community's trust, but there are other aspects of community engagement which must accompany it.

The timing is ripe for lasting and progressive change in your community, but such change will only occur with the dedicated and vigorous collaboration among every sector of the community, including the police and public safety sector. What we can, and will, do is to utilize our skills and expertise to assist the parties in overcoming past negative history, and to help create and sustain an environment where willing partners will have the audacity and foresight to redesign the police department so that it truly protects and serves all citizens of Newark, regardless of their race or residence.

I hope that this information sufficiently informs you about our company and our approach. I look forward to working with you and all the residents of Newark, if we are selected to perform this urgent and important contract. If you need more information about who we are, you can go to our website. [www.johnsonsci.com](http://www.johnsonsci.com)

Sincerely,

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