

May 21, 2015

Newark Communities for Accountable Policing
N-CAP Steering Committee
P.O. Box 32519
Newark, NJ 07102

Dear Steering Committee members:

Thank you for the opportunity to describe our approach to ensure community participation and engagement – as well as transparency – in the monitoring process that will be implemented as a result of the anticipated consent decree with the Newark Police Department (NPD), as well as our qualifications for working toward reforms in the department, should CNA/OIR Group be selected as the NPD Independent Monitor.

We strongly agree with the President's Task Force on 21st Century Policing, which concluded that police in America must move from a warrior to a guardian mission, with community policing, procedural justice and fair and impartial policing as the foundation upon which this reform is achieved.¹ The path toward this reform must be built on community engagement and community participation in all aspects of police agency reform, and on complete transparency (within the limits of the law) regarding the actions and decisions of the Independent Monitor, as well as those of police decision-making and police operations. This requires building trusting and meaningful relationships between the police and community organizations, including the development of a sense of shared responsibility among those organizations for the co-production of public safety.

CNA/OIR Group (hereafter referred to as the Monitoring Team) has been at the leading edge of police agency reform in America over the past five years, with successful engagements in Las Vegas, NV; Spokane, WA; Philadelphia, PA; Portland, OR; Anaheim, CA; and Burbank, CA (with other engagements underway in Fayetteville, NC and Denver, CO), and has conducted those engagements with transparency and strong public participation. The Monitoring Team comprises police reform experts with considerable experience in consent decree monitoring and other reform approaches to engendering Constitutional policing practices in law enforcement agencies (more on this below).

In our proposal to become the Independent Monitor of NPD, we partnered with the Rutgers University School of Criminal Justice Office of Community Outreach, to ensure a strong local presence for the Monitoring Team, and to ensure that all communities affected by police practices in Newark have a chance to participate throughout the monitoring process. As the proposal explains, Rutgers University will provide local office space in the Newark community so that the monitoring team has a home base that is accessible to community members, and will work closely with team members to coordinate meetings, events, and other opportunities for input into the monitoring process, relying on diverse groups of individuals recruited from Newark neighborhoods and community-based organizations.

As requested, attached to this email is a copy of the proposal we submitted to Mr. Jeffrey Murray and Ms. Sabrina Comizolli on February 15, 2015. In that proposal you will find the names, qualifications, and

¹ *Interim Report of the President's Task Force on 21st Century Policing*, March 2015, p. 7, 9-10.
http://www.cops.usdoj.gov/pdf/taskforce/Interim_TF_Report.pdf.

resumes of all members of the proposed monitoring team (which we summarize below, in response to question #3). In addition, it provides a description of the monitoring process we plan to put in place, and a detailed description of the role that Rutgers University would play in the monitoring effort, relating to community outreach and participation in the monitoring process.

Following this letter, we provide responses to each of the six questions contained in your letter, dated May 5, 2015.

Please note that in the responses we describe our preferred and suggested approach to community participation and engagement in the monitoring process. We understand, however, that our actions as the Independent Monitor, should CNA/OIR Group be selected, will be governed by the anticipated consent decree between the U.S. Department of Justice and NPD, and by the Court's interpretation of its various sections and mandates.

Once again we thank you for the opportunity to provide this information and respond to your questions. Please contact us if you have any questions about these materials, or if you would like to discuss anything further.

Sincerely,



James K. "Chips" Stewart
Director, Public Safety
CNA Safety and Security Division



Michael J. Gennaco
Principal
OIR Group

CNA/OIR Group Responses to the N-CAP's Federal Monitor Applicant Community Questionnaire

1. *What do you see as the biggest challenge(s) to successful community engagement with the Newark Police Department? How do you anticipate working to overcome those challenges?*

We see several significant challenges to successful community engagement with the Newark Police Department (NPD), including the following:

- Overcoming decades of past practices (influenced by departmental culture and perceived differences of roles and responsibilities between police and community) which worked against community engagement or limited its advancement;
- Building trust between community members and the police, which emanates from open communication and appreciation of commonalities (and differences), and results from working together to achieve community public safety goals;
- Improving accountability and transparency at NPD, which requires a commitment from police leadership, and the establishment of evidence-based policies and practices regarding accountability and transparency.²
- Maintaining consistent community participation and input through a multi-year monitoring process; and
- Identifying and securing the police agency resources needed to achieve the desired changes within the department.

Overcoming these challenges will require the following, at a minimum:

- Initiating, supporting, and facilitating a series of dialogues³ throughout the monitoring process between Newark community members and NPD (including police leadership, supervisors, and patrol officers), which will focus on real and perceived harms and problems, acceptance of responsibilities, and future opportunities for improvements in conduct and relationships;
- Working with the Rutgers University School of Criminal Justice Office of Community Outreach to establish a local office and website for the monitoring team in the Newark community, so as to provide easy access to team members, and multiple opportunities for participation in the monitoring process;
- Training police personnel in fair and impartial policing, procedural justice, community collaboration, and community policing, as well as encouraging the department to make community collaboration and community policing the responsibility of every NPD employee – sworn and civilian – at all ranks;
- Expanding existing and instituting new community policing and problem solving projects⁴ (e.g., Youth In Community Policing, athletic events, mentoring projects, One-on-One with a Cop) that promote more meaningful police citizen contacts in non-law

² The recently established Civilian Complaint Review Board (CCRB) will help make improvements in these areas, but as a newly established organization, it will face challenges establishing itself, establishing its independence, and negotiating the necessary accountability and transparency procedures.

³ The agendas will be locally driven through joint participation by police and community members.

⁴ These, too, will be locally driven, based on the series of dialogues mentioned above.

- enforcement situations with a focus on activities involving youth to visibly demonstrate how community collaboration builds trust and respect, and breaks down barriers; and
- Supporting the new Civilian Complaint Review Board (CCRB), which can make significant strides toward meaningful community participation, oversight, and transparency at NPD, but that will need support from the community, local government, and NPD as well if it is to be successful.⁵

2. *What is your plan for ensuring that community participation is permanently integrated into the policies and decision-making of the Newark Police Department?*

We will work with NPD to develop a comprehensive plan and strategy (or to revise an existing plan) for community policing, including community collaboration and engagement, with specific roles and responsibilities and accountability mechanisms, and incorporating community participation in the development and implementation of the plan. This plan will be informed by the pillars of community policing (partnerships, problem-solving, organizational transformation), as well as by the principles of fair and impartial policing and procedural justice. Once this plan is developed, the Monitoring Team will include its implementation in our monitoring activities. CNA and Rutgers University will ensure that interested community organizations in Newark have multiple opportunities to participate in the development of the NPD community-policing plan, as well as in the monitoring of its implementation.

Furthermore, CNA will work with NPD to review all policies pertaining to community policing and community engagement, and ensure that revised policies reflect community participation in setting constitutional policing priorities. Where necessary, CNA will work with NPD to develop new policies for community engagement. CNA will also work with NPD to revise existing criteria for assessing officer performance so that they reflect contemporary, fair, and community-oriented and community-policing practices.

Finally, to the extent that the consent decree supports it, all NPD personnel will receive training in community policing, fair and impartial policing, and procedural justice.

3. *Please describe your expertise, if any, with law enforcement practices, and with policing reform consent decrees in other jurisdictions. How will those experiences inform your approach to overseeing implementation of Newark's consent decree? If you do not have prior experience, what experiences prepare your team for overseeing a police reform consent decree in Newark?*

We describe the relevant skills and experiences of the proposed monitoring team in police reform and monitoring consent decrees in several sections of our proposal submitted to Jeffrey Murray and Sabrina Comizolli (see especially pages 2-14 in that document). Below, we summarize the relevant experiences of nine of the monitoring team experts:

⁵ As the Independent Monitor for NPD, CNA/OIR Group would identify opportunities to support the CCRB in its work

<p>James K. “Chips” Stewart, M.P.A. <i>Co-Monitor</i></p>	<ul style="list-style-type: none"> ▪ Served as chair of independent review panels for use of force incidents for the Oakland, CA and Baltimore, MD Police Departments ▪ Served as Director of the U.S. Department of Justice’s (DOJ’s) National Institute of Justice, as a White House Fellow, and as Special Assistant to the U.S. Attorney General, and is the retired Chief of Detectives from the Oakland, CA Police Department ▪ Directed a team of analysts tasked with strategically restructuring the Washington, D.C. Metropolitan Police Department, as part of the department’s agreement with the DOJ ▪ Designed and implemented the Chicago, IL Police Department’s Alternative Policing Strategy, which emphasized the need for increased communication between the community and the police ▪ Led a team of experts in assessing police critical incidents for the Oakland, CA; Tampa, FL; and Baltimore, MD Police Departments
<p>Michael Gennaco, J.D. <i>Co-Monitor</i></p>	<ul style="list-style-type: none"> ▪ Served from 2001 to 2014 as the Chief Attorney of Los Angeles County’s (CA) Office of Independent Review ▪ Served as Chief of the Civil Rights Section at the U.S. Attorney’s Office for the Central District of California, and served for 10 years as a trial attorney with the Civil Rights Division at the DOJ ▪ Supervised over 20 federal grand jury investigations into police misconduct, most of them involving use of force and in-custody death investigations ▪ Provided monitoring, auditing, and independent review services to the cities of Anaheim, Portland, Burbank, Pasadena, Torrance, Palo Alto, Fullerton, Spokane, Westminster, and Santa Maria, as well as Los Angeles, San Diego, and Orange Counties ▪ Fifteen years of experience designing, implementing, and improving civilian oversight for numerous law enforcement agencies including Burbank, Anaheim, CA Dept. of Corrections and Rehabilitation, and Orange County Sheriff’s Office
<p>James R. “Chip” Coldren, Jr., Ph.D.</p>	<ul style="list-style-type: none"> ▪ Directs all police reform activities for CNA under the COPS Office Collaborative Reform Initiative, including recent engagements in Las Vegas, NV; Spokane, WA; Philadelphia, PA; and Fayetteville, NC ▪ Served as the Federal Appointed Court Monitor for the <i>Duran v. Elrod</i> consent decree involving the Cook County Department of Corrections in the Northern District of Illinois, which covered 12 different substantive areas, including use of force ▪ Former Director of a COPS Regional Community Policing Institute, the Institute for Public Safety Partnerships in Chicago ▪ Directed statewide Youth in Community Policing Project in Illinois ▪ Former President of Illinois Balance and Restorative Justice Project, a statewide network of RJ practitioners that worked on alternatives to formal justice system processing for youth and adults
<p>Stephen Rickman, M.S.</p>	<ul style="list-style-type: none"> ▪ Serves as Technical Advisor to the President’s Task Force on 21st Century Policing ▪ Served as National Director of the DOJ Weed and Seed Program, a police/community collaborative ▪ Served as Division Director for the Bureau of Justice Assistance, and provided oversight for Crimes Act Programs, including Violence Against Women, Truth in Sentencing, and Drug Courts ▪ Served as Co-founder and Deputy Director for the Community Prevention Partnership in Washington, DC

Maggie Goodrich, J.D.	<ul style="list-style-type: none"> Serves as Chief Information Officer for the LAPD, and is responsible for the management, oversight, and implementation of all technology for all facets of the police department, including patrol, administration, and special operations Served as the Commanding Officer for the Management Systems Reengineering Project established as part of a federal consent decree between DOJ and the City of Los Angeles as a result of allegations of pervasive misconduct by the LAPD Worked with the DOJ and the court-appointed monitor to ensure compliance with the consent decree and was responsible for the development and implementation of all LAPD Training Evaluation and Management Systems, which include the Complaint Management System, the Use of Force System, the Officer Early Intervention System, and the Data Warehouse Managed litigation for the City of Los Angeles, drafted pleadings, and represented the City in negotiations related to the consent decree between DOJ and the city of Los Angeles.
Stephen Connolly, J.D.	<ul style="list-style-type: none"> Serves as Executive Director, Orange County (CA) Office of Independent Review Monitors critical incidents and allegations of misconduct involving the Orange County Sheriff's Department Conducted independent reviews in Los Angeles County and served as a court expert, auditor, and special investigator to review local law enforcement agencies on topics such as disciplinary systems and misconduct
Cynthia Hernandez, J.D.	<ul style="list-style-type: none"> Serves as Chief Attorney, Office of Independent Review within Los Angeles County's Probation Department Monitors the Los Angeles County Probation Department to ensure that allegations of on-duty and off-duty misconduct involving Probation Department personnel are investigated in thorough, fair, and effective ways Provides recommendations to the Los Angeles County Probation Department regarding labor and employment issues, disciplinary action, risk management issues, and policies Conducted civilian oversight for the Los Angeles County Sheriff's Department Consulted with and audited a number of local police agencies on topics including investigative processes, excessive force, in-custody deaths, policies, and procedures Has Spanish speaking proficiency
Steve Parker, J.D.	<ul style="list-style-type: none"> Serves as Assistant United States Attorney, Eastern District of Louisiana Has extensive background prosecuting high profile civil rights and public corruption cases involving judges, government officials, police officers, and sheriffs, among others Litigated and administered the consent decree to reform the New Orleans, LA Police Department by analyzing, evaluating, and reforming police operations, policies, procedures, use of force, search and seizure methodologies, misconduct investigations, disciplinary procedures, police training, racial profiling, bias free policing, and secondary employment Delivered seminars and training to law enforcement and government agencies in the areas of search and seizure, law enforcement training, bias-free policing, use of force, police misconduct, and disciplinary systems and policy
Julie Ruhlin, J.D.	<ul style="list-style-type: none"> Provides consultant services to law enforcement agencies (Portland, OR; Fullerton, CA; CA Dept. of Correction and Rehabilitation) for police-involved shootings, use of force incidents, investigative protocols, and force policies, procedures, and training Served as Monitor for the Los Angeles County Sheriff's Department on behalf of the County Board of Supervisors Reviewed Portland, OR Police Bureau investigations into officer involved shootings and in-custody deaths (including the controversial death of a mentally ill homeless man), and prepared reports analyzing investigations, reviewing policies, and recommending systemic reforms Served as a court appointed expert to assist in the design of an internal civilian oversight entity for misconduct investigations of California prison system staff

- Our team’s experiences with police agency reform and consent decree monitoring will inform our monitoring approach in Newark in the following ways:
 - Our approach to the monitoring task will be collaborative and inclusive, including community participation and engagement.
 - Our approach is evidence-based—we use rigorous research and auditing methods to develop data-based evidence in our assessments, which leads to consensus and meaningful action.
 - We will work collaboratively with NPD, the Mayor’s Office, the U.S. Attorney’s Office, the Federal Court, and the Newark community to develop a shared vision for NPD monitoring and reform, including the articulation of shared responsibilities for reform among police and community alike.
 - We will involve community groups and all ranks in the department, including collective bargaining organizations, in our monitoring efforts.
- As a result of our collective experience and expertise, and as set out in our initial proposal, we are particularly qualified to address the unconstitutional practices described in the Department of Justice’s findings letter. A number of our team’s members have devoted their legal careers to the protection and enforcement of civil rights.
- Concerning the particular issues identified in the DOJ findings, our team has significant experience and expertise in addressing concerns and providing remediation with regard to racial profiling and “stop and frisk” practices. On issues of excessive force and improving the internal affairs functions, our team has collectively reviewed thousands of force incidents and internal affairs investigations, has developed best practices designed to reduce incidents of excessive force and make use of force and internal investigations more objective and effective, and has issued public reports on these topics.
- One of our Monitoring Team members, Stephen Rickman, serves as the Technical Advisor to the President’s Task Force on 21st Century Policing, and has been directly involved in the Task Force’s public engagements and the crafting of police reform guidelines.

4. *What is your plan for educating Newarkers about your role in the reform process? How do you plan to educate the community about opportunities for involvement in that process? How do you anticipate overcoming potential skepticism or distrust in the community?*

We will employ a multi-faceted approach to keeping Newarkers informed and engaged in the monitoring process and will focus efforts on including Newark’s younger populations. This will include the following approaches:

- We will proactively disseminate news and documents pertaining to the activities and progress of monitoring and NPD reform. For example, we will establish a website that features transparent access to reports and documents pertinent to the monitoring effort, as well as opportunities for community input and recommendations. We will also utilize several social media vehicles (e.g., Facebook and Twitter) to push out information about opportunities for community participation, as well as updates about the monitoring progress.

- We will establish a local office in the Newark community to provide regular access to the monitoring team.
- We will convene periodic (quarterly) meetings open to the community during which we will report on monitoring progress and activities, and provide additional opportunities for community input.⁶
- We will ensure that any reports and findings of our monitoring function will not be overly technical or legalistic and provide an understandable narrative of our monitoring processes and NPD's progress.

Overcoming skepticism and distrust will also require multiple, consistent efforts, including:

- Regular, facilitated, dialogue sessions between police and the community, co-hosted by the Monitoring Team and community-based organizations;
- Disseminating evidence regarding visible examples of successful community engagement and trust building, in Newark and elsewhere; and
- Persistence and patience – breaking through existing skepticism and distrust will not take place immediately; making such progress will require multiple attempts at dialogue, communication, and cooperation, several of which may fail in the first attempts.⁷

5. *What changes, including policy changes, do you believe are critical to ending the civil rights and civil liberties violations identified in the Department of Justice investigation's findings, including racial profiling, unconstitutional stop-and-frisk practices, excessive force, retaliation against Newarkers engaged in First Amendment-protected activities, and a broken internal affairs system?*

Changes will be required to several NPD policy areas (e.g., citizen complaint intake and investigations; use of force investigations; community involvement and oversight; training; and officer performance assessments) so that they are consistent with contemporary professional standards and – to the extent that they exist – with evidence-based practices.

We anticipate that policy changes will include, for example, more opportunities for community oversight and input into policy development and assessment, development of data and information systems to monitor policy implementation, development or improvement of accountability and disciplinary systems, and improvement in investigatory processes. In addition, changes will likely be required to:

- NPD training in all of these areas (any existing NPD training plans will need review and modification);
- NPD internal accountability mechanisms (including the establishment or revision of an Early Intervention System for officer accountability);
- NPD use of force investigation training and practices (our team employs a methodology to assess investigation practices, using multiple information sources and independent

⁶ Rutgers University will serve as the local coordinator of community input and meeting coordination.

⁷ The Monitoring Team has facilitated meaningful dialogue elsewhere with success, and understands that patience and time are required for people to change their minds on matters of police trust and legitimacy.

- reviewers to identify gaps and weaknesses in use of force investigation processes and practices; and
- Re-assignment of duties within NPD in some instances (where necessary, we will make these recommendations as well).

Finally, as the President's Task Force on 21st Century Policing recommends, we will encourage NPD to adopt policies that seek "least harm resolutions such as diversion programs or warnings and citations in lieu of arrest for minor infractions."⁸

6. *What role do you see existing community-based organizations and ongoing policing accountability work in Newark playing in your plans to oversee reforms to the NPD?*

We welcome existing community-based organizations to participate in the monitoring effort in a number of ways, all of which the Monitoring Team will support in word and deed:

- The Monitoring Team will create opportunities for the Newark community to participate in developing a community policing strategic plan (please see above under question #2).
- The Monitoring Team will work closely with N-CAP Steering Committee members and NPD personnel at all ranks in developing and reviewing the community policing plan.
- The Monitoring Team will ask community-based organizations to participate in review activities, revision of existing policies or development of new policies.
- When appropriate, we will request that community representatives be included in policing training sessions.
- We will work with Rutgers University and community-based organizations in Newark to identify and provide other opportunities for input into and participation in the NPD monitoring process.

Regarding police accountability in Newark, we must factor in the ongoing work of the new Civilian Complaint Review Board, established by an executive order of Mayor Baraka. This Board is empowered to independently investigate claims of police misconduct, with subpoena authority, including incidents involving use of force; unlawful searches, stops, and arrests; and other rude or discourteous treatment relating to race, ethnicity, religion, disability, sexual orientation, gender identity, and other protected categories. The Board has authority to review disciplinary actions taken against officers by the Police Director, as well as authority to monitor NPD policies and practices on a wide range of matters pertaining to police-community relations. Since the Board is relatively new, it is likely only beginning its operations and not yet fully functioning. It is also likely that additional support and guidance may be required to establish the Board as a fully functioning community oversight body. In the early stages of the monitoring effort, we envision that the monitoring team will review newly developed CCRB practices and will draw upon our wealth of experience in oversight mechanisms to advise and consult regarding the ongoing development of the CCRB. We also envision that once the monitoring period concludes, the CCRB will be the local entity with primary monitoring and oversight responsibilities. Thus, the Monitoring Team will ensure a smooth and transparent transfer of information and recommendations to the CCRB at the conclusion of the monitoring period.

⁸ Interim Report of the President's Task Force on 21st Century Policing, March 2015, p. 43.
http://www.cops.usdoj.gov/pdf/taskforce/Interim_TF_Report.pdf.

Proposal to Serve as the Court Monitor of the Newark, NJ Police Department

February 13, 2015

Submitted to:

Jeffery R. Murray, Trial Attorney
U.S. Department of Justice
Civil Rights Division – SPL
jeff.murray@usdoj.gov

Sabrina G. Comizzoli
Executive Assistant, U.S. Attorney
U.S. Attorney's Office, District of New Jersey
USANJ.NPD_Monitor_Applications@usdoj.gov

Submitted by:

James "CHIPS" Stewart, Director, Public Safety
CNA Safety and Security Division
3003 Washington Boulevard
Arlington, VA 22201

This proposal includes data that shall not be disclosed outside the government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the government's right to use information contained in this proposal if it is obtained from another source without restriction.





February 13, 2015

Mr. Jeffrey R. Murray
Trial Attorney
Special Litigation Section
Civil Rights Division

Ms. Sabrina G. Comizzoli
Executive Assistant U.S. Attorney
U.S. Attorney's Office, District of New Jersey

Reference: Request for Applications to Serve as Court Monitor of the Newark Police Department

CNA is pleased to submit the attached application in response to the Request for Applications (RFA) to for a Court Monitor of the Newark Police Department. As required by the RFA, our response consists of the following section: Executive Summary, Personnel, Qualifications, Prior Experience and References, Proposed Activities, Potential Conflicts of Interest or Bias, and Estimated Costs. We are submitting electronic copies of our application to each of you.

CNA, a not-for-profit research and analysis organization has more than 70 years of experience providing objective analysis of high-profile issues for both civilian and military clients. CNA has conducted numerous assessments of police use-of-force policies and practices in three large police departments (Las Vegas, Spokane and Philadelphia) that identified 50 to 90 specific reforms and improvements in each department. We also monitored or are currently monitoring the implementation of these reforms in the *post-Ferguson era* of increased police accountability. CNA has analyzed police shootings and other critical incidents for the Tampa, Baltimore and Oakland police departments and provided them with recommendations on how to improve future operations. In addition, CNA has helped over 40 cities nationwide to improve innovations in policing and violence reduction, including Los Angeles, Boston, Memphis, Phoenix, Chicago, Detroit and Oakland.

The monitoring team, which includes CNA & OIR, dedicated to this project, which I will co-lead with Mr. Michael Gennaco, OIR Group Principal, has experience in all aspects of independent police agency monitoring. We offer a proven monitoring and assessment approach based on successful methodologies used by our team and incorporating best practices, evidence-based research and lessons learned into Technical Assistance. We will actively engage community stakeholders in the process to ensure that agency reforms build community trust and police legitimacy.

Please contact me directly (571-263-6240); stewarja@cna.org or Nicholas Hunter (703-824-2082; hunter@cna.org) with any questions or requests for additional information. We look forward to the possibility of supporting the Department of Justice, the U.S. Attorney and the City of Newark on this important and timely project.

Sincerely,

A handwritten signature in black ink, appearing to read "James K. Stewart". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

James K. Stewart
Director of Public Safety
CNA Institute for Public Research

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I. Executive Summary

The recent events in Ferguson, Missouri show that communities are holding police to higher levels of accountability and transparency than ever before. CNA, a nonprofit organization, and OIR Group, a Disadvantaged Business Enterprise (DBE) (hereafter referred to as the “NPD Monitoring Team”) have the capability, qualifications, and experience to monitor reforms by the Newark Police Department (NPD), support the department in implementing these changes and engaging with the community it serves, and ensure compliance in an environment of intense scrutiny. Over the past 13 years, our team has conducted the most innovative and effective police agency assessment, monitoring, and reform work in the country, resulting in sustained positive and measureable change in urban police departments, as well as a change in police culture in those departments. Most recently, we created, implemented, and monitored the Office of Community Oriented Policing Services (COPS) Collaborative Reform Initiative, assessing police use-of-force policies and related practices in three large police departments (Las Vegas,

“It’s a model program for how the Justice Department can help local agencies improve their standards.”

Professor Samuel Walker, University of Nebraska at Omaha, on CNA’s approach to reforming the Las Vegas Police Department.

Spokane, and Philadelphia) and identified 50 to 90 specific reforms and improvements in each department. Our approach and resulting reforms have been validated as best practice models by the COPS Office and reviewed positively by Department of Justice Civil Rights Special Litigation Attorneys. In addition to making recommendations for reform, we saw the successful implementation of those recommendations and measureable results from them relatively quickly. For example, in the Las Vegas Metropolitan Police Department, we produced

sustained compliance with over 95 percent of the recommendations within three years. We note that this compliance was achieved without the benefit and leverage of a consent decree under an enforceable court order; we produced these results based on sound, independent analysis and a collaborative approach to organizational change.

The NPD Monitoring Team will provide the Court, the U.S. Department of Justice, the U.S. Attorney, the City government, the residents of Newark, and the NPD the best value solution for ensuring lasting reform within the NPD. Our team offers the following advantages:

- **A monitoring team that is uniquely qualified to assist Newark.** In addition to producing successful outcomes with similar projects on time and within budget, our diverse team includes a breadth of disciplines, cultural and ethnic backgrounds, experience, capabilities, and language skills. Our team’s strong local presence—through our partner, Rutgers University—will ensure that monitoring processes are transparent to the community, and our consistent progress reporting will keep community members engaged, providing additional leverage for the NPD to make substantial changes.
- **A proven approach that incorporates best practices from our previous monitoring projects.** We will help the NPD achieve full compliance within five years through technical assistance, analysis and evidence-based solutions, a community orientation, and a collaborative approach to police agency problem-solving. We will bring the COPS Collaborative Reform lessons learned to this work through our emphasis on the ideas that analysis drives implementation and collaboration drives success. We will build essential

operational and analytic capabilities in the NPD throughout the monitoring process, relying upon measureable analysis delivered by police experts.

- **A monitoring team that will maintain objectivity and transparency through data-driven analysis and engagement with the community.** The organizational change and reform tasks are formidable that the City of Newark, New Jersey, and the NPD face in the wake of the recent U.S. Department of Justice investigation into patterns or practices regarding police use of force, citizen complaints, biased policing, and a number of other substantive issues.¹ Resolving these problems and restoring the NPD to a position of high trust with the Newark community will require a well-organized, sustained, thorough, objective, transparent, and community-oriented monitoring effort. The NPD Monitoring Team represents an experienced team that has successfully managed complex analysis, monitoring, and assessment engagements that have resulted in lasting improvements.

CNA recently monitored reform efforts with the Las Vegas Metropolitan Police Department, under the COPS Collaborative Reform Initiative. Within three years, CNA helped transform this police agency from one beset by legal and community relations problems stemming from use-of-force practices to an agency that is now perceived as a national model for use-of-force policies, procedures, practices, and training.

Our Key Personnel

We propose a Co-Monitor structure for this monitoring initiative that will provide the NPD with comprehensive expertise across the 10 substantive areas. **James “CHIPS” Stewart**, Director of Public Safety at CNA, and **Michael Gennaco**, Principal at OIR Group, will serve as our **teams** Co-Monitors. Mr. Stewart will direct project activities for substantive organization-wide issues at the NPD (e.g., community engagement and citizen oversight, discipline, early warning system, records management systems improvement, and academy and in-service officer training) while Mr. Gennaco will direct project activities for substantive strategic and operational issues at NPD (e.g., stops, searches and arrests; bias-free policing; use of force; theft by officers; and intake and investigation of misconduct complaints). The Co-Monitors will lead engagement with the parties to the settlement agreement, set the strategy for the monitoring team, and perform quality reviews of all deliverables produced by the team.

Dr. James Coldren will serve as our team’s Compliance Coordinator. Dr. Coldren will coordinate all logistics related to monitoring, technical assistance, reporting, research, and communication activities, ensuring that the monitoring team has the analytic and administrative support it needs to successfully complete all of the tasks required to enable the NPD to reach full compliance within five years. The Compliance Coordinator will review the activities of Compliance Leads (one for each of the ten substantive areas) and focus on ensuring quality and consistency in our approach. The Compliance Coordinator also will coordinate a **Technical Experts Panel of experts** in the fields of law enforcement, constitutional law, community

¹ The challenges faced by the NPD are detailed in the recent “Request for Applications to Serve as Court Monitor of the Newark Police Department” published by the U.S. Department of Justice (DOJ), Special Litigation Section on January 16, 2015; and in two supporting documents: “Investigation of the Newark Police Department,” by the DOJ Civil Rights Division and the U.S. Attorney’s Office, District of New Jersey which set out the findings of the DOJ investigation, and the “Agreement in Principle” document signed by the Mayor of Newark, the City’s Corporation Counsel, the Acting Assistant Attorney General of the DOJ Civil Rights Division, and the U.S. Attorney for New Jersey.

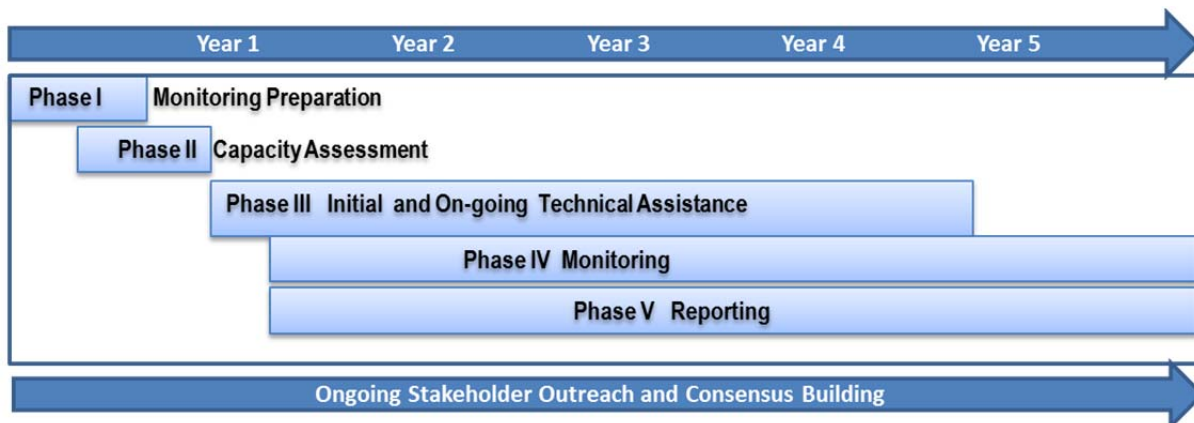
engagement, information technology, communications, research, and organizational change, who will be called upon as needed to advise and assist our assessment, monitoring, and technical assistance activities. For example, panel experts may advise on the use of city and police department information technology resources for compliance monitoring, develop communications strategies and protocols, and assist the Compliance Leads in designing and overseeing the community surveys proposed for the monitoring effort.

Our team also includes the robust local presence of the **Rutgers University School of Criminal Justice**, whose community outreach professionals will act as local coordinators for community outreach and input into the monitoring process.

Overview of Our Approach

Figure 1 summarizes our five-phase monitoring approach. During Phase I we will orient our monitoring team, establish a local office in Newark, and introduce the team to Newark and NPD leadership. Next, in Phase II, we will assess the organizational capacity of NPD to implement the required reforms. In Phase III, we will design targeted technical assistance to fill any gaps in capacity, and deliver ongoing training and technical assistance to complement the monitoring program. In Phases IV and V, which run concurrently, we will monitor and report on all 10 of the substantive areas. Underpinning our approach is ongoing outreach and consensus building with all stakeholders, including the community and the Newark Police Department.

Figure 1. Monitoring Approach



We will apply the following guiding principles to the NPD reform and monitoring process:

- 1) Objective analysis based on measures of performance;
- 2) Community engagement and participation with complete transparency;
- 3) Independent audits of police policies and practices to reveal actual progress; and
- 4) Regular communication among the relevant parties and consultation with the labor organizations and NPD command staff, supervisors, and officers.

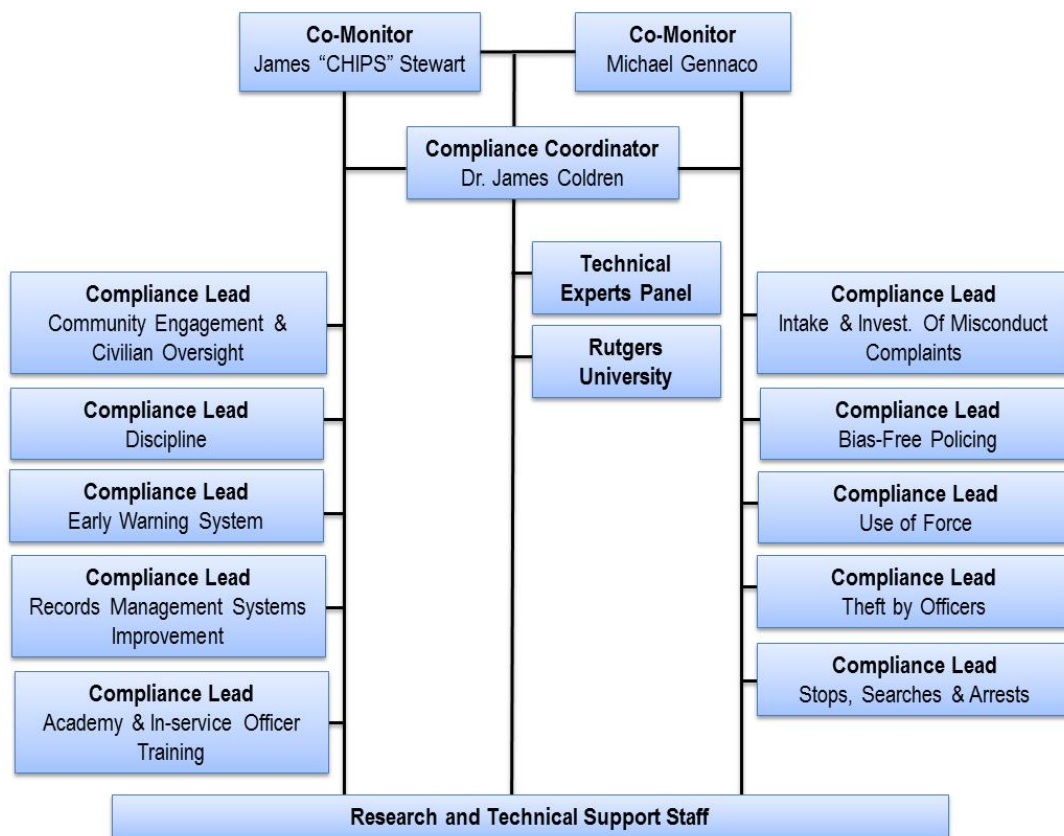
The NPD Monitoring Team has experience in all aspects of independent police agency monitoring, including data collection and analysis, progress monitoring and reporting, and working collaboratively to build consensus among city officials, police officials, court officials, the media, and community members. In addition, our team has experience with monitoring, auditing, and reporting in each of the 10 substantive areas identified in the Request for Applications.

II. Personnel

Monitoring Team Organization

Figure 2 depicts the organization of our monitoring team, which is organized to be scalable and flexible while providing comprehensive expertise across the 10 substantive areas of the Request for Applications. Co-Monitors Mr. Stewart and Mr. Gennaco will serve as the direct contacts and liaisons with the federal court, the signatories to the consent decree (the U.S. Attorney, the DOJ Civil Rights Division, the City of Newark, and the Newark Police Department), and the local residents of Newark. They will work together to direct all monitoring and assessment activities and will lead all stakeholder engagement efforts, including building consensus among community groups, the general public, and the police department (including line officers, supervisors, commanders, and various labor organizations). Mr. Stewart and Mr. Gennaco will convene monthly with the parties to the consent decree to ensure routine and direct communication on all aspects of the monitoring initiative.

Figure 2. Monitoring Team Organization



The team's Compliance Coordinator, Dr. James Coldren, will coordinate all logistics related to monitoring, technical assistance, reporting, research, and communication activities, and ensure that the monitoring team has the analytic and administrative support it needs to successfully complete all of the tasks required to enable the NPD to reach full compliance within five years. The Compliance Coordinator will also assist to coordinate the activities of the Compliance Leads and will be responsible for ensuring quality and consistency in our approach. We have assigned a

Compliance Lead to each of the 10 substantive areas to ensure that the most qualified and current expert leads each area. Each Compliance Lead will lead the assessment and monitoring of compliance with the Settlement Agreement for his or her respective substantive area and will oversee the collection, analysis, and reporting of assessment data. See Section III for more information on the qualifications of these personnel.

The Technical Experts Panel includes additional experts in the fields of law enforcement, constitutional law, community engagement, information technology, communications, research, and organizational change. We will call on experts from this panel as needed to advise and assist our assessment, monitoring, and technical assistance activities. For example, panel experts may advise on the use of city and police department information technology resources for compliance monitoring, develop communications strategies and protocols, and assist the Compliance Leads in designing and overseeing the community surveys proposed for the monitoring effort.

The NPD Monitoring Team also includes the Rutgers University School of Criminal Justice, which has a robust community presence throughout the Newark region. Community outreach professionals will act as local coordinators for community outreach and input into the monitoring process, for coordination of local activities by the monitoring team, for coordination and communication with local community groups and organizations, and as a liaison with the NPD for the visits and activities of the monitoring team. The Rutgers Team will report to the Compliance Coordinator. This arrangement ensures that the activities of the monitoring team will be well-coordinated locally, and that there will be a strong, fluid connection between the monitoring team, local community groups, and local residents who desire to participate in the monitoring process.

Finally, our team includes analysts who will provide research and technical support to the monitoring team.

The NPD Monitoring Team Members

Our team's Co-Monitor structure for this initiative includes Mr. James "CHIPS" Stewart of CNA and Mr. Michael Gennaco of OIR Group. Mr. Stewart will serve as the Co-Monitor directing project activities for substantive organization-wide issues at NPD (e.g., community engagement and citizen oversight, discipline, early warning system, records management systems improvement, and academy and in-service officer training). Mr. Gennaco will serve as the Co-Monitor directing project activities for substantive strategic and operational issues at NPD (e.g., stops, searches and arrests; bias-free policing; use of force, theft by officers, and intake and investigation of misconduct complaints). The Co-Monitor approach offers the following advantages:

- It provides a broader range of expertise in the monitors.
- It provides for synthesis at the top of the monitor's organizational structure for dialogue and decision-making regarding assignment and coordination of the most effective and efficient way to achieve monitor responsibilities.
- It allows for a streamlined organizational structure while allowing two individuals with common goals but different orientations, life experiences, and monitoring backgrounds to jointly work out the best path for the monitoring team.
- It provides for better coverage of the substantive issues, since each Co-Monitor can focus on a smaller range of issues and effectively direct their respective Compliance Leads.

- It provides for better overall coverage of monitoring tasks, since either of the Co-Monitors can step in to provide leadership and provide local guidance, when such attention is warranted.
- It provides a built-in backup capability. If either monitor is unavailable for any reason, the other can quickly step in.

We note that the Co-Monitor approach is most successful when team communication and coordination is strong. The Compliance Coordinator (James R. “Chip” Coldren, Jr.) will maintain constant, effective communication among NPD Monitoring Team members, and between the monitoring team and the local parties in Newark.

The Honorable **James “CHIPS” Stewart**, Director of Public Safety for CNA, will serve as Co-Monitor for organization-wide issues. In this position, he will direct all monitoring activities pertaining to organization-wide, administrative, or management issues. Mr. Stewart has a distinguished leadership record in transforming police organizations, implementing constitutional policing, using analysis to direct reform regarding police use of force, and achieving lasting results. Mr. Stewart has served as chair of independent review panels for use of force incidents for the Oakland and Baltimore Police Departments. He is highly experienced in managing large and diverse teams of researchers and subject matter experts to assess police departments and develop and implement recommendations for operational improvement. Mr. Stewart has significant community policing and community engagement accomplishments in Chicago, IL, Washington, DC, and Las Vegas, NV.

Mr. Stewart is a former Director of the National Institute of Justice, White House Fellow, Special Assistant to the U.S. Attorney General, and retired Chief of Detectives from the Oakland, California Police Department. He is a national expert on police operations who has led numerous studies and technical assistance efforts since leaving the federal government. In 1996, Mr. Stewart directed a team of analysts tasked with strategically restructuring the Washington, D.C. Metropolitan Police Department, as part of the department’s agreement with the U.S. Department of Justice (DOJ). In this role, he designed and implemented a departmental performance assessment system, developed plans for a complete organizational restructuring of the department, provided technical assistance, and developed new departmental operating procedures that introduced community policing practices agency-wide. In addition, Mr. Stewart designed and implemented the Chicago Police Department’s Alternative Policing Strategy (CAPS), which emphasized the need for increased communication between the community and the police so that together they could come up with solutions for chronic neighborhood problems.

While at CNA, Mr. Stewart led a team of experts in assessing police critical incidents for the Oakland, Tampa, and Baltimore Police Departments. Most recently, Mr. Stewart directed a team of analysts who assessed and monitored the Las Vegas Metropolitan Police Department’s use of deadly force as part of the COPS Collaborative Reform Initiative. Mr. Stewart’s expertise in policing practices is nationally recognized, and he is frequently called on by local police leaders and officials to assist in dealing with use of force (especially deadly force), critical policing incidents, and restoring trust in police departments and implementing improved police practices in their communities.

Mr. Stewart’s work with the Las Vegas Metropolitan Police Department led to that agency’s implementation of approximately 400 body worn cameras, an initiative that is now the subject of

the largest randomized experiment with that technology. The study, with funding support from the National Institute of Justice, will reveal much about police-community trust.

Michael Gennaco will serve as Co-Monitor for all strategic and operations issues. Like Mr. Stewart, he has a distinguished record in police accountability and reform. Mr. Gennaco served from 2001 to 2014 as the Chief Attorney of Los Angeles County's Office of Independent Review and is a founding member of OIR Group. He graduated from Dartmouth College and Stanford Law School. Before joining OIR, Mr. Gennaco was Chief of the Civil Rights Section at the United States Attorney's Office for the Central District of California. He also served for 10 years as a trial attorney with the Civil Rights Division at the Justice Department in Washington, D.C., first with the Voting Section and then with the Criminal Section.

While at the Civil Rights Division and the United States Attorney's Office, Mr. Gennaco supervised over 20 federal grand jury investigations into police misconduct, most of them involving force and in-custody death investigations and many of them resulting in civil rights prosecutions against police officers for excessive force, including officers of the Los Angeles Police Department, the Los Angeles Sheriff's Department, and federal immigration detention officers. In addition, during his legal career, which has been exclusively devoted to the enforcement and protection of civil rights, Mr. Gennaco led a federal hate crime prosecution of Buford Furrow, a white supremacist who killed a Filipino-American postal carrier and shot children at the Jewish Community Center in Los Angeles, and prosecuted human traffickers responsible for enslaving 70 Thai workers for years in El Monte, California.

Over the past 13 years, Mr. Gennaco has been a leader in monitoring, auditing, investigating, and overseeing law enforcement agencies regarding complaints, use of force, searches, misconduct investigations, discipline, hiring, and other police systems that impact whether a law enforcement entity is policing consistent with the Constitution. The cities of Anaheim, Portland, Burbank, Pasadena, Torrance, Palo Alto, Fullerton, Spokane, Westminster, and Santa Maria, and the counties of Los Angeles, San Diego, and Orange County have all benefited from the monitoring, auditing, independent reviews, and recommendations to improve police practices advanced by Mr. Gennaco and his team.

Mr. Gennaco has performed, with the assistance of OIR Group attorneys, a number of monitoring projects, audits, and reviews for federal judges, special masters, and other governmental entities. He is a recognized expert in monitoring, auditing, law enforcement reform, and accountability systems. Under his leadership, the OIR Group has become a resource for numerous cities nationwide that are grappling with officer-involved shootings, review of police practices, and other organizational monitoring assessments in an effort to bridge the gap between the police and the communities they serve and to utilize those incidents as learning tools.

Dr. James Coldren will serve as the Compliance Coordinator for this initiative. In this role, he will coordinate all monitoring, technical assistance, reporting, research, and communication activities, and ensure that the monitoring team has the analytic and administrative support it needs to successfully complete all of the tasks required to enable the NPD to reach full compliance within five years.

Dr. Coldren served for over four years as the Federal Appointed Court Monitor for the *Duran v. Elrod* consent decree involving the Cook County Department of Corrections in the Northern District of Illinois, which covered 12 different substantive areas, including use of force. As

Managing Director for Justice Programs at CNA, Dr. Coldren oversees assessment, monitoring, training, and technical assistance projects for several large Justice Department initiatives, including the Smart Policing Initiative (SPI), the Violence Reduction Network (VRN), and the Collaborative Reform Initiative. He is also the Principal Investigator for the randomized experiment involving body worn cameras in the Las Vegas Metropolitan Police Department referenced above. Dr. Coldren is a nationally respected leader in justice system reform and in police research, crime prevention, and organizational change. He has served in leadership positions for justice reform initiatives ranging from the de-incarceration of youth to the reform of the death penalty in Illinois, and has managed and directed large-scale research and justice system improvement projects for the past 30 years.

NPD Monitoring Team – Local Presence through Rutgers University

We recognize the need for a consistent local presence of monitoring team members in Newark for the duration of this monitoring initiative. Such local presence serves several important purposes:

- It provides the parties to the anticipated consent decree close and immediate contact with the monitoring team, so that questions, problems, and important discussions can take place quickly and efficiently.
- It provides the Newark community with easy access to the monitoring team as well, so that community members desiring to provide input or otherwise engage with the monitoring team have access to local people with similar cultural backgrounds, rather than to outsiders with no apparent connection to the City.
- It provides greater assurance that the data and information needed by the NPD Monitoring Team to complete its tasks and responsibilities will be obtained. This is especially true regarding community surveys and community input—having a local presence will ensure greater communication, transparency, and response rates to surveys.

The School of Criminal Justice at Rutgers University–Newark will provide a continuous local presence for the monitoring team for the duration of this initiative. **Ms. Lori Scott Pickens**, Director of Community Outreach for the School, will recruit and coordinate a diverse team of community representatives representing each area of the City (see Table 1 below). She will ensure that individuals familiar with local conditions in Newark, and with the NPD, are available in support roles to the analysts and Compliance Leads on the NPD Monitoring Team, and are available to make observations and attend meetings and events that are important to the Team’s understanding of the changing nature of policing in Newark.

We will lease office space through Rutgers University, so that the NPD Monitoring Team has a physical presence, and community members will have a place to meet with the Team for the duration of the monitoring initiative.

In addition, the Co-Monitors, the Compliance Coordinator, and the CNA analysts on the NPD Monitoring Team will travel to Newark monthly (in the case of the Co-Monitors) and quarterly, at a minimum (in the case of the Compliance Leads and technical support staff), in a staggered fashion, so that in addition to the local team coordinated by Rutgers, other members of the NPD Monitoring Team will have a constant presence in Newark.

Table 1. Newark Community Organizations and Area of City Represented

Community Organization Name	Area of City Represented
Lesbian, Gay, Transsexual, Bi-Sexual, Queer/Questioning	Central/East Downtown, Citywide
Greater Life	South
Unified Vailsburg Services Organization	West
Urban League of Essex County	West
Ironbound Community Development Corp (Spanish and Portuguese)	East
La Casa de Don Pedro (Spanish)	North/West
Independent Family Services of NJ	East, Citywide
Newark Community Solutions	East/Downtown, Citywide
New Community Corporation	Central/West
NAACP Newark Chapter	Citywide

Compliance Leads and Technical Experts Panel

Tables 2 and 3 list the key personnel who will support Mr. Stewart and Mr. Gennaco. These personnel have the experience and capabilities to establish an adequate and timely presence in Newark throughout the duration of the monitoring. In addition to the Compliance Leads identified, our team also has strong working relationships with an extensive cadre of technical and subject matter experts who have expertise in a wide array of topics in law enforcement. The NPD Monitoring Team will leverage these experts throughout this monitoring process as necessary. Table 4 lists the other commitments of these personnel.

Table 2. Compliance Leads

Team Member/Role	Experience
Steve Rickman, M.S. Compliance Lead: Community Engagement and Civilian Oversight	<ul style="list-style-type: none"> Over 20 years of experience in high-level positions in the public safety and community support areas Leading expert in police-community relations Former Director of the DOJ Weed and Seed Program Former Division Director for BJA, and provided oversight for Crimes Act Programs, including Violence Against Women, Truth in Sentencing, and Drug Courts Technical Advisor to the President's Task Force on 21st Century Policing
Steve Carter, M.A. Compliance Lead: Stops, Searches, and Arrests	<ul style="list-style-type: none"> Over 36 years of experience in law enforcement and is presently the administrative commander of the Investigative Support Division of the Denver Police Department Engaged in a Collaborative Reform project with the Philadelphia Police Department under a grant from the COPS Office Retained by the COPS Office to monitor a Collaborative Reform Agreement with the Las Vegas Metropolitan Police Department as they implement 80 recommendations to reduce the police use of deadly force Reviewed the training function of the New Orleans Police Department in advance of their consent decree for the U.S. DOJ Civil Rights Special Litigation Unit

Team Member/Role	Experience
Lorie Fridell, Ph.D. Compliance Lead: Bias-Free Policing	<ul style="list-style-type: none"> Associate Professor in the Department of Criminology at the University of South Florida Over 20 years of experience conducting research on law enforcement; her primary research areas are police use of force and violence against police National expert on racial profiling, or what she calls "racially biased policing" and provides consultation and command-level training to law enforcement agencies Authored, co-authored, or edited books entitled: Police Use of Force: Official Reports, Citizen Complaints and Legal Consequences; Police Vehicles and Firearms: Instruments of Deadly Force; Chief Concerns: Exploring the Challenges of Police Use of Force; Community Policing: Past, Present and Future Served as Principal Investigator or Co-Principal Investigator on projects funded at close to \$8 million
Jerry Rodriguez Compliance Lead: Use of Force	<ul style="list-style-type: none"> Deputy Commissioner, Professional Standards and Accountability Bureau for the Baltimore Police Department, Baltimore, MD Revamped of the Use of Force Policy, Investigations, and Review Board system Implemented extensive Use of Force investigative policies and protocols Implemented of Use of Force Investigative Teams
Rick Webb, M.A. Compliance Lead: Theft by Officers and Intake and Investigation of Misconduct Complaints	<ul style="list-style-type: none"> Responsible for the Los Angeles Police Department's (LAPD's) compliance with the DOJ Settlement Agreement requirements concerning internal affairs investigations focused on excessive force claims and racial profiling Executive expertise in police leadership with emphasis on use of force review and adjudication, internal discipline, racial profiling/biased policing/Constitutional policing investigation and mediation strategies, settlement agreement compliance, recruitment/hiring and program development Former Commander of the Internal Affairs Group in the LAPD Developed and implemented a community-police mediation program involving biased policing issues in partnership with the Inspector General, community groups including the ACLU, police leaders, and union representatives
Howard Jordan, M.P.A. Compliance Lead: Discipline	<ul style="list-style-type: none"> Recognized expert and innovator in Police Discipline Reforms Designed and implemented a comprehensive Disciplinary Policy. Developed a Discipline Matrix with both mitigating and aggravating elements. Partnered with labor Organizations to reach consensus on policies. Agency Discipline Officer Heard all cases, several hundred and issued discipline Recommendations based on facts, circumstances and constitutional policing. Certified State- wide P.O.S.T Supervisory and Command Course on Leadership and the role of Discipline. Expert Witness, testified on multiple Police Department cases in outside jurisdictions as independent expert Chair of executive Force Review Board
Maggie Goodrich, J.D. Compliance Lead: Early Warning System	<ul style="list-style-type: none"> Chief Information Officer for the LAPD where she is responsible for the management, oversight, and implementation of all technology for all facets of the police department, including patrol, administration, and special operations Served as the Commanding Officer for the Management Systems Reengineering Project established pursuant to the Federal Consent Decree entered into between DOJ and the City of Los Angeles as a result of allegations of pervasive police misconduct by the LAPD Worked with the DOJ and the court-appointed Monitor to ensure compliance with the consent decree and was responsible for the development and implementation of all LAPD Training Evaluation and Management Systems (TEAMS II), which include the Complaint Management System, the Use of Force System, the Officer Early Intervention System, and the Data Warehouse Managed litigation for the City of Los Angeles, drafted pleadings, and represented the City in negotiations related to the consent decree between DOJ and the City of Los Angeles.

Team Member/Role	Experience
John Lewin, MPPA Compliance Lead: Records Management Systems Improvement	<ul style="list-style-type: none"> Oversees combined Public Safety Technology Group for City of Chicago Public Safety agency Oversaw the technology development of Chicago Police Department Crime Prevention & Information Center Fusion Center Led implementation of surveillance cameras located in high crime areas and integration of advanced analytics such as gunshot detection, radiation sensor, and license plate recognition for the Chicago Police Department Served as Co-Chair of the Critical Infrastructure Committee for Chicago's NATO Summit, a National Special Security Event (NSSE), where he oversaw all public safety technology for this event, including development of a common operating picture map, command and control systems, fixed and mobile video, real-time asset tracking, and cyber threat controls
James O'Keefe, Ph.D. Compliance Lead: Academy and In-Service Officer Training	<ul style="list-style-type: none"> Former Deputy Commissioner in the New York City Police Department Former member of the New York State Municipal Police Training Council in Albany, NY to oversee law enforcement training in New York State Responsible for providing over 51,000 sworn and civilian members of the New York City Police Department with the finest and most comprehensive education and training; thereby enhancing their abilities to protect the lives, constitutional rights, property, and human dignity of all New Yorkers and visitors to New York City Currently the vice provost and professor of Criminal Justice for the Staten Island Campus, St. John's University

Table 3. Technical Experts Panel

Team Member / Role	Experience
John Anticev Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> 27 years of extraordinary law enforcement, counterterrorism, intelligence collection, training, and management experience Currently a Community Outreach Specialist with the Federal Bureau of Investigation Coordinates and plans events with community and religious leaders to develop mutual trust and respect through honest dialogue, interaction and transparency Organized the FBI's first Muslim Youth Day by coordinating with several Muslim organizations, law enforcement, and CUNY Coordinated and organized a FBI Jewish Community Event at the Jewish Children's Museum which resulted in over 4,000 participants and positive media reviews
Rod Brunson, Ph.D. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> Vice Dean for Academic Affairs, Ph.D. Program Director, & Associate Professor at Rutgers University Conducted research that examines youths' experiences in neighborhood contexts, with a specific focus on the interactions of race, class, and gender, and their relationship to criminal justice practices Authored or coauthored more than 50 articles, book chapters, and essays Specializes in Communities & Violent Crime; Police-community Relations; and Qualitative Research Methods
Stephen Connolly, J.D. Technical Expert: Discipline	<ul style="list-style-type: none"> Executive Director, Orange County (CA) Office of Independent Review Monitoring critical incidents and allegations of misconduct involving the Orange County Sheriff's Department Has conducted independent reviews in Los Angeles County and served as a court expert, auditor, and special investigator to review local law enforcement agencies on topics such as disciplinary systems and misconduct
Scott Decker, Ph.D. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> Foundation professor in the School of Criminology and Criminal Justice at Arizona State University Specializes in criminal justice policy, gangs, violence, and juvenile justice Authored a number publications on topics including gangs, criminology, focused deterrence, evidence based justice systems, and race-based policing Subject matter expert on the Department of Justice's Bureau of Justice Assistance's Smart Policing Initiative

Team Member / Role	Experience
Amy Farrell, Ph.D. Technical Expert: Community Surveys and Statistical Analysis	<ul style="list-style-type: none"> Currently the Associate Professor, School of Criminology and Criminal Justice, College of Social Sciences and Humanities, Northeastern University Awarded the American Society of Criminology, Mentor of the Year, 2014 Wrote a number of books, articles, and publications on topics including racial profiling, human trafficking, hate crimes, bias crime reporting, and organizational change Serves as Subcommittee co-chair on the Massachusetts Office of the Attorney General Interagency Human Trafficking Task Force
Cynthia Hernandez, J.D. Technical Expert: Use of Force	<ul style="list-style-type: none"> Chief Attorney, Office of Independent Review, Los Angeles County Probation Department Currently monitors the Los Angeles County Probation Department to ensure that allegations of on-duty and off-duty misconduct involving Probation Department personnel are investigated in thorough, fair, and effective ways Provides recommendations to the Department regarding labor and employment issues, disciplinary action, risk management issues, and policies Conducted civilian oversight for the Los Angeles County Sheriff's Department Has consulted and audited a number of local police agencies on topics including investigative processes, excessive force, in-custody deaths, policies, and procedures Has Spanish Speaking proficiency
Johnny G. Jurado, MPA Technical Expert: Academy and In-Service Officer Training & Use of Force	<ul style="list-style-type: none"> 33 years in law enforcement During his career with the Los Angeles County Sheriff's Department, Commander, was assigned as a manager and executive level administrator in the areas of field patrol, jail and custody supervision, and criminal investigations Supervised the Training Bureau, Professional Development Bureau, and S.T.A.R. Unit Reviewed and evaluated in excess of 500 use of force cases, including all deputy-involved shootings, all bites by Department police service dogs, and a percentage of other serious patrol and custodial force cases Has Spanish speaking proficiency
Laura Kunard, Ph.D. Technical Expert: Bias-Free Policing and Academy and In-Service Officer Training	<ul style="list-style-type: none"> Currently leads the development of a national curriculum for Crisis Intervention Training in law enforcement for the Department of Justice Oversees completion of federal, state, county, and private grant funded projects including curriculum development, training delivery, public safety-oriented technical assistance, strategic planning, and policy research projects Launched the Adler School of Professional Psychology's Institute for Social Change, in furtherance of the School's commitment to social justice and social responsibility Authored a number of publications and curricula on police interactions with mental illness, procedural justice, crisis intervention team, and community policing
Steve Moore Technical Expert: Academy and In-Service Officer Training	<ul style="list-style-type: none"> Former Supervisory Special Agent with the Federal Bureau of Investigations Former Instructor, International Law Enforcement Academy (ILEA) Senior investigator with 25 years of success in complex domestic and international FBI investigations Extensive background in investigation of violent crime and mass attacks, as well as major international and domestic terrorist organizations throughout the U.S., Pakistan, Asia, and Europe.
Steve Parker, J.D. Technical Expert: Academy and In-Service Officer Training & Use of Force	<ul style="list-style-type: none"> Currently Assistant United States Attorney, Eastern District of Louisiana Extensive background prosecuting high profile civil rights and public corruption cases involving judges, government officials, police officers, and sheriffs, among others Litigated and administered the consent decree to reform the New Orleans Police Department by analyzing, evaluating, and reforming police operations, policies, procedures, the use of force, search and seizure methodologies, misconduct investigations, disciplinary procedures, police training, racial profiling, bias free policing, and secondary employment Delivered seminars and training to law enforcement and government agencies in the areas of search and seizure, law enforcement training, bias-free policing, use of force, police misconduct, and disciplinary systems and policy

Team Member / Role	Experience
Julie Ruhlin, J.D. Technical Expert: Use of Force	<ul style="list-style-type: none"> Served as Monitor for the Los Angeles County Sheriff's Department on behalf of the County Board of Supervisors Provides consultant services to law enforcement agencies (Portland, OR; Fullerton, CA; CA Dept. of Correction and Rehabilitation) for police-involved shootings, use of force incidents, investigative protocols, and force policies, procedures, and training Reviewed Portland Police Bureau investigations into officer involved shootings and in-custody deaths, including controversial death of a mentally ill homeless man; prepared reports analyzing investigations, reviewing policies, and recommending systemic reforms Served as a court appointed expert to assist in design of internal civilian oversight entity for misconduct investigations of California prison system staff
Hildy Saizow, M.A. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> Over 30 years of experience providing consulting services, research, policy analysis, and advice to government agencies and non-profit organizations throughout the United States Expertise includes criminal and juvenile justice as well as violence prevention, formation and assistance with collaborative partnerships, community planning and assessment, and social marketing and communications Serves as subject matter expert for the BJA SPI, focusing on community outreach and collaboration issues Provided technical assistance to communities across the nation that were designated as Weed and Seed sites by DOJ and required assistance in forming and sustaining collaborative partnerships, developing collaborative strategies, and working with challenging stakeholders Served as public safety advisor to the City Manager for the District of Columbia where she worked closely with managers in the police, fire, and emergency services departments and correctional agencies addressing a wide range of public safety problems and concerns
Juan Salgado, M.A. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> 17 years of successful experience leading the strategic, fiscal, operating, and programmatic growth of Latino serving non-for-profit corporations President and CEO, Institute for Latino Progress, where he has grown the annual operating budget from \$1.2 million to over \$15 million Led leadership development, political organizing, and program development for one of Chicago's most recognized community development organizations, The Resurrection Project, serving the Latino community Spanish speaking proficiency
Michael White, Ph.D. Technical Expert: Community Surveys and Statistical Analysis	<ul style="list-style-type: none"> Associate professor in the School of Criminology and Criminal Justice at Arizona State University Associate director of the Center for Violence Prevention and Community Safety at ASU Served as a co-principal investigator on more than a dozen funded projects from local, state, and national sources Nationally recognized expert in the areas of criminal justice policy and police use of force Subject matter expert on the Department of Justice Bureau of Justice Assistance's Smart Policing Initiative

Table 4. Other Commitments of Our Monitoring Team

Team Member	Other Employment, Projects, and Professional Undertakings
Chips Stewart Co-Monitor	<ul style="list-style-type: none"> Director Public Safety, CNA USDOJ/COPS Collaborative Reform Initiative (5%) Business Development (10%) USDOJ/BJA Smart Policing (2%)
Michael Gennaco, J.D. Co-Monitor	<ul style="list-style-type: none"> Principal OIR Group Former Chief Attorney, Office of Independent Review, Los Angeles County
Chip Coldren, PhD Compliance Coordinator	<ul style="list-style-type: none"> Managing Director, Justice Programs, CNA USDOJ/BJA Smart Policing Initiative (15%) USDOJ/BJA Violence Reduction Network (15%) USDOJ/COPS Collaborative Reform Initiative (10%)

Team Member	Other Employment, Projects, and Professional Undertakings
Steve Rickman, M.S. Compliance Lead: Community Engagement and Civilian Oversight	<ul style="list-style-type: none"> Experienced Justice Consultant USDOJ/OJP Diagnostic Center (40%) USDOJ/BJA Smart Policing Initiative (5%) Technical Advisor, President's Task Force on 21st Century Policing (10%)
Steve Carter, M.A. Compliance Lead: Stops, Searches, and Arrests	<ul style="list-style-type: none"> Captain, Denver Police Department Denver Police Department – Training Division (25%) USDOJ/COPS Collaborative Reform Initiative (10%)
Lorie Fridell, Ph.D. Compliance Lead: Bias-Free Policing	<ul style="list-style-type: none"> Associate Professor, Florida State University Lead Trainer, COPS Fair and Impartial Policing Initiative (20%)
Jerry Rodriguez Compliance Lead: Use of Force	<ul style="list-style-type: none"> Deputy Commissioner, Professional Standards and Accountability Bureau, Baltimore Police Department Retirement planned for 2015
Rick Webb, M.A. Compliance Lead: Theft by Officers and Intake and Investigation of Misconduct Complaints	<ul style="list-style-type: none"> Commander, Los Angeles Police Department (Ret.) Affiliate, OIR Group (20%) Bay Area Rapid Transit, After Action Report project (10%) Expert Witness for police use of force, arbitration hearings (10%)
Howard Jordan, M.P.A. Compliance Lead: Discipline	<ul style="list-style-type: none"> Chief of Police (Ret.), Oakland Police Department Adjunct Faculty, Merritt College (5%) Certified Statewide POST Instructor Police Supervisory and Command College (5%) Consultant to police agencies on Disciplinary Policies, Use Force (10%)
Maggie Goodrich, J.D. Compliance Lead: Early Warning System	<ul style="list-style-type: none"> Chief Information Officer, Los Angeles Police Department OIR Affiliate (10%) Consultant, Seattle Police Department regarding consent decree compliance for early warning and IT systems (5%)
John Lewin, MPPA Compliance Lead: Records Management Systems Improvement	<ul style="list-style-type: none"> Commander, Chicago Police Department Managing Deputy Director, Public Safety Information Technology, City of Chicago
James O'Keefe, Ph.D. Compliance Lead: Academy and In-Service Officer Training	<ul style="list-style-type: none"> Vice Provost and Professor of Criminal Justice, St. John's University Deputy Commissioner, New York Police Department (Ret.)
John Anticev Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> Community Outreach Specialist, FBI New York Office FBI Trainer (10%)
Rod Brunson, Ph.D. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> Vice Dean for Academic Affairs, Ph.D. Program Director, and Associate Professor, Rutgers University USDOJ/OJP Diagnostic Center (10%)
Stephen Connolly, J.D. Technical Expert: Discipline	<ul style="list-style-type: none"> Office of Independent Review, Orange County, CA OIR Affiliate (20%)
Scott Decker, Ph.D. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> Professor, Criminology and Criminal Justice, Arizona State University USDOJ/BJA Smart Policing Initiative (15%)
Amy Farrell, Ph.D. Technical Expert: Community Surveys and Statistical Analysis	<ul style="list-style-type: none"> Associate Professor of Criminology and Criminal Justice, Northeastern University USDOJ/NIJ Research project <i>Evaluation of a Service Provision Program for Victims of Sex Trafficking</i> (20%)
Cynthia Hernandez, J.D. Technical Expert: Use of Force	<ul style="list-style-type: none"> Chief Attorney, Office of Independent Review, Los Angeles County Probation Department Affiliate, OIR Group (20%)
Johnny G. Jurado, MPA Technical Expert: Academy and In-Service Officer Training & Use of Force	<ul style="list-style-type: none"> Commander, Los Angeles County Sheriff's Department (Ret.) Affiliate, OIR Group (20%)

Team Member	Other Employment, Projects, and Professional Undertakings
Laura Kunard, Ph.D. Technical Expert: Bias-Free Policing and Academy and In-Service Officer Training	<ul style="list-style-type: none"> ▪ Senior Research Scientist, CNA ▪ USDOJ/COPS Collaborative Reform (15%) ▪ USDOJ/BJA Violence Reduction Initiative (10%) ▪ USDOJ/BJA Smart Policing Initiative (10%)
Steven K. Moore Technical Expert: Academy and In-Service Officer Training	<ul style="list-style-type: none"> ▪ Supervisory Special Agent, Los Angeles (Ret.) ▪ Affiliate, OIR Group (20%)
Steve Parker, J.D. Technical Expert: Academy and In-Service Officer Training & Use of Force	<ul style="list-style-type: none"> ▪ Assistant United States Attorney, Eastern District of Louisiana (Ret.) ▪ Affiliate, OIR Group (20%)
Julie Ruhlin, J.D. Technical Expert: Use of Force	<ul style="list-style-type: none"> ▪ Principal, OIR Group
Hildy Saizow, M.A. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> ▪ Experienced Justice Consultant ▪ USDOJ/BJA Smart Policing Initiative (20%) ▪ USDOJ/OJP Diagnostic Center (20%)
Juan Salgado, M.A. Technical Expert: Community Engagement & Civilian Oversight	<ul style="list-style-type: none"> ▪ President and CEO, Institute for Latino Progress
Michael White, Ph.D. Technical Expert: Community Surveys and Statistical Analysis	<ul style="list-style-type: none"> ▪ Associate Professor of Criminology and Criminal Justice, Arizona State University ▪ USDOJ/BJA Smart Policing Initiative (10%) ▪ USDOJ/OJP Diagnostic Center (10%)

III. Qualifications

In addition to the extensive experience of our monitoring team, the following figure provides the qualifications of each team member in the areas identified in the request for applications. Our key personnel are indicated in grey; compliance leads are indicated in blue. Personnel who speak Spanish are denoted with a red asterisk. In addition to the personnel on the chart, our team includes additional support personnel who speak Spanish.

Figure 3 Personnel Qualifications

	Stewart, James	Gennaco, Michael	Coldren, James •	Anticev, John	Brunson, Rod	Carter, Steve	Connolley, Stephen	Decker, Scott	Farrell, Amy	Fridell, Lorie	Goodrich, Maggie	Hernandez, Cynthia •	Jordan, Howard	Jurado, Johnny •	Kunard, Laura	Lewin, Jonathan	Moore, Steve	O'keefe, James	Parker, Steve	Rickman, Steve	Rodriguez, Jerry •	Ruhlin, Julie	Salzow, Hildy	Salgado, Juan •	Scott-Pickens, Lori	Scrivner, Ellen	Webb, Rick	White, Michael
Monitoring, auditing, evaluating or otherwise reviewing performance of organizations, including expertise in monitoring settlements, consent decrees, or court orders	•	•	•				•		•		•		•		•				•	•		•						
Law enforcement practices, including training, community policing and problem-oriented policing, complaint and use of force investigations, and constitutional policing	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•			•	•	•	•
Evaluating the breadth and depth of organizational change, including the development of outcome measures	•	•	•		•	•		•	•	•	•	•	•		•		•	•	•	•	•	•	•			•	•	•
Development of effective quality improvement practices	•	•	•			•	•		•	•	•	•	•			•	•	•	•	•	•	•	•	•	•	•		•
Mediation and dispute resolution																					•		•					
Statistical and data analysis			•		•			•	•	•						•												•
Information technology											•					•												
Data management		•							•	•						•						•						•
Working with government agencies, municipalities, and collective bargaining units	•	•	•		•	•	•	•	•	•	•	•	•		•	•		•	•	•	•	•	•	•	•	•	•	•
Language skills and experience working with limited English proficient persons and communities, in particular communities whose primary language is Spanish or Portuguese			•									•		•							•		•					
Familiarity and understanding of local issues and conditions	•	•	•	•	•	•	•		•	•	•		•		•	•		•	•	•	•	•		•	•	•		•
Effective engagement with diverse communities	•	•	•	•	•			•		•			•		•	•		•	•	•	•			•	•			
Creation and evaluation of meaningful civilian oversight	•	•	•				•				•											•						
Familiarity with federal, New Jersey and local laws, including civil rights laws and policies and rules governing police		•		•	•	•					•	•			•		•	•				•			•			
Completing projects within anticipated deadlines and budget	•	•	•		•		•	•	•	•				•			•	•	•	•	•	•	•	•	•	•		•
Report writing for a broad variety of stakeholders	•	•	•		•			•	•	•				•			•	•	•	•		•		•		•		•

• Personel with Spanish-speaking proficiency

Organizational Capacity

CNA is a nonprofit research organization with a 70-year history of providing analysis and assessments to federal, state, and local agencies including the DOJ. CNA is at the cutting edge of police and justice research and has conducted studies of policing practices for the DOJ COPS Office and the Bureau of Justice Assistance (BJA). Most recently, CNA, under a cooperative agreement with the COPS Office, spearheaded the first-of-its-kind Collaborative Reform Model of Technical Assistance, conducting an in-depth organizational assessment of the Las Vegas Metropolitan Police Department's deadly force policies and practices. The final report and recommendations received national recognition; other law enforcement agencies across the country began using it as a blueprint for reforming their own practices. As part of the Collaborative Reform in the Las Vegas Metropolitan Police Department, CNA also led the monitoring and assessment, over 12 months, of the department's implementation of the recommendations, and the reforms produced a significant decline in officer involved shootings. CNA is currently conducting additional Collaborative Reform assessments in the Spokane, Philadelphia, and Fayetteville Police Departments. Each of these assessments will also include an 18-month period of monitoring the department's implementation of the recommended reforms. This monitoring phase will ensure accountability for implementing the reforms while also assisting these local police departments in sustaining the reforms into the future.

OIR Group's influence has extended beyond its oversight responsibilities involving the Los Angeles Sheriff's Department (LASD). With over 13 years' experience of providing independent and comprehensive monitoring, audits, oversight, and reviews of law enforcement agencies, OIR has the established organizational capacity and experience to respond to this application, in collaboration with CNA. In addition to providing independent civilian oversight in LASD, OIR has conducted a number of similar assessments and projects. In 2009, the Orange County Board of Supervisors created a citizen oversight entity to monitor the Orange County Sheriff's Department and selected OIR Group's Stephen Connolly to be its Executive Director. In 2010, at the behest of the Los Angeles County Board of Supervisors, OIR expanded its oversight role to include the County's Probation Department, and OIR Group leads that work.

The objectives of the NPD monitoring initiative are consistent with OIR Group's own emphasis on progressive policing, as manifested in OIR Group's work with a variety of different law enforcement agencies. Attorneys with OIR Group have monitored, audited, and investigated numerous other police departments on a range of projects, including both discrete and systemic reviews. OIR Group attorneys have also provided training in a variety of contexts relating to monitoring, policy, auditing, police law, and administrative investigations.

IV. Prior Experience and References

In addition to the extensive qualifications of our monitoring team, the following section provides additional detail on the NPD Monitoring Team's current and recent experience providing assessment, monitoring, training, and technical assistance support to law enforcement agencies (within the past 10 years). Below we highlight programs that are similar in nature and scope to the requirements outlined in the Request for Applications.

Collaborative Reform Initiative

CNA helped the DOJ COPS Office design, develop, and implement the Collaborative Reform program, which has resulted in improved community-police engagement and has resulted in documented declines in officer-involved shootings and use of force complaints. Under this program, CNA has supported assessment and monitoring activities in Las Vegas, Spokane, and Philadelphia under this program.

A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department

In 2011, the COPS Office issued CNA a grant to examine the Las Vegas Metropolitan Police Department's (LVMPD) policies and practices as they relate to the use of force and officer-involved shootings (OIS) in response to a negative Las Vegas Review Journal (LVRJ) five-part investigative series titled "Deadly Force: When Las Vegas Police Shoot, and Kill." The LVRJ investigative series, based on LVMPD data on OISs over the past 20 years, raised concern about LVMPD's lack of police accountability both to the department's review bodies and to community stakeholders.

The focus of the CNA review centered on LVMPD deadly force issue areas involving: 1) policy and procedures; 2) training and tactics; 3) investigation and documentation; and 4) review. CNA implemented a multifaceted approach to the review of LVMPD's policies and practices by:

- Interviewing nearly 100 officers and community stakeholders;
- Directly observing LVMPD's internal and policing (external) operations;
- Conducting a detailed study of volumes of internal documents;
- Conducting an analysis of LVMPD data on OISs;
- Reviewing relevant national standards and practices of other similar jurisdictions; and
- Delivering direct technical assistance and establishing a collaborative partnership with LVMPD throughout this engagement.

After 6 months of conducting our review and collaboratively working with LVMPD, CNA documented 40 LVMPD reforms regarding use of force policies and other areas related to OISs. CNA also made 36 new findings and 40 new recommendations. As part of our technical assistance, CNA helped the LVMPD to develop reality-based training, which uses actual scenarios that can be varied, and can be delivered to individual officers and teams of officers. Reality Based Training has been validated as more effective than lectures, Shoot Don't Shoot technologies and the officers and their supervisors retain the information. The goal of the final assessment report was to:

- Reduce the number of shootings;
- Reduce the number of persons killed as a result of OISs;
- Transform LVMPD's organization and culture as it relates to deadly force; and

- Enhance officer safety.

The final Report has had a tremendous impact on police use of force policy nationwide. Many police departments, including Phoenix, Oakland, and Philadelphia, have begun using this report as a template for setting use of force policy, practices, and training. At DOJ, this project has changed the culture by creating a collaborative approach for reviewing issues instead of entering into an onerous consent decree process. The COPS Office Collaborative Reform Process provides review and technical assistance for police departments that are facing critical incidents in their communities. During the press conference releasing the final Report, Bernard Melekian, Director of the COPS Office at the time, stated that the CNA process used to develop this report on the use of deadly force in LVMPD established “a groundbreaking national model,” aimed at reforming police departments in a collaborative fashion. DOJ is now able to affect change at local police departments by organically changing their culture through collaboration.

Monitoring of the Las Vegas Police Department

After the final report with findings and recommended reforms was delivered to the LVMPD, CNA began monitoring LVMPD’s progress in implementing the recommendations and providing technical advice and assistance for the Department’s Critical Incident Review Process Manual.

Prior to beginning this assessment, CNA developed a Monitoring Plan. This plan outlined the approach of the compliance reviews, included the methodologies and performances measures used to assess progress, identified appropriate data collection procedures, outlined the role of subject matter experts, and provided a budget documenting projected costs.

In reporting LVMPD’s progress to the COPS Office, CNA completes and delivers monthly outcome assessments and progress reports. The monthly outcome assessments document the effect of the recommendations on the department and the progress in meeting the four reform goals established as part of the review. These assessments have also allowed CNA and the COPS Office to reassess the recommendations and implementation steps as needed. The progress reports provide the COPS Office with updates on the project financial status and updates on project activities, and summarize project outcomes and challenges. As part of this project, CNA has also conducted site visits to discuss implementation progress with LVMPD’s executive command, officers, and community stakeholders.

A Review of Use of Force Policies and Procedures in the Spokane Police Department

In 2013, CNA initiated a comprehensive assessment of Spokane Police Department’s (SPD) use of force policies and practices as part of the Collaborative Reform Initiative—a cooperative agreement between the DOJ COPS Office and CNA. The goal of the reform project in Spokane, Washington, is to improve departmental use of force processes in the SPD while taking into account national standards, best practices, existing research, and community expectations.

As part of the assessment, CNA examined departmental use of force policies, procedures, investigations, training, and accountability systems. In addition to this, CNA analyzed 243 use of force investigation files covering a 5-year period to provide a contextual understanding on use of force incidents and identify gaps in the investigation of these incidents. CNA also interviewed 85 department personnel and 55 community stakeholders, and surveyed 50 officers on their perspectives related to procedural justice, constitutional policing, and use of force. As a result, CNA found that while the department does not routinely and deliberately engage in excessive

use of force or deadly force, there are a number of aspects of use of force training, documentation, officer remediation, accountability, and other administrative and management practices that have historically been ignored or poorly managed. In total, CNA has made over 40 findings and recommendations to improve SPD use of force policies and practices. CNA completed a final assessment report documenting the findings and recommended reforms based on the data collected. CNA will monitor the Department's implementation of the reforms over an 18-month period.

A Review of Officer-Involved Shootings in the Philadelphia Police Department

In 2013, CNA initiated a comprehensive assessment of Philadelphia Police Department's (PPD) deadly force policies and practices, as part of the Collaborative Reform Initiative. CNA set out with the goal to reform deadly force policies, practices, and related processes, taking into account national standards, best practices, current and emerging research, and community expectations. Specifically, CNA was charged with producing a set of recommendations that would help the department meet the following objectives:

- Enhance training as it relates to officer and public safety in deadly force situations.
- Improve the quality and transparency of deadly force investigations from both a criminal and administrative standpoint.
- Strengthen the use of force review process.
- Institutionalize organizational learning processes and practices related to deadly force incidents.

CNA reviewed dozens of policies and training manuals related to use of force, investigations, and community relations; interviewed over 100 PPD personnel and community members; observed PPD operations and training in real time; and analyzed seven years of deadly force incidents to inform the assessment. As a result, CNA found that PPD should make significant improvements in policy, training, investigations, review, and external oversight of deadly force incidents. In total, CNA has made over 40 findings and over 80 recommendations to improve PPD deadly force policies and practices. The final report will be published in the coming months, after which CNA will monitor the implementation of the recommendations for a period of 12 months.

Reference: Tawana Waugh Elliot
Senior Program Specialist
Community Oriented Policing Services
145 N Street NE
Washington, DC 20530
(212) 307-2993
tawana.waugh@usdoj.gov

Copies of the reports can be found at:

Las Vegas - <http://www.cna.org/research/2012/collaborative-reform-process>
<http://www.cna.org/research/2013/collaborative-reform-model>
<http://www.cna.org/research/2014/collaborative-reform-model>

Spokane - <http://www.cna.org/research/2014/collaborative-reform-model-spokane>

Civil Rights Investigations

In 2011, the DOJ Civil Rights Division requested that CNA conduct a study on the enforcement data of the East Haven Police Department (EHPD). This request came as a result of the Civil Rights Division launching an investigation into allegations that the department was discriminating against the Latino community in East Haven. CNA was provided with a database of EHPD activity that included stops, citations, and arrests, and focused our analysis on motor vehicle stops to isolate the most discretionary actions of the police, where biases may play a role. This resulted in a dataset of over 3,000 motor vehicle stops over a two-year period. To analyze for any disparate effects of motor vehicle stops, CNA developed four theoretically relevant benchmarks that predicted the ethnic composition of motor vehicle stops. The study yielded several significant findings. For one, EHPD, as a whole, stops a disproportionate number of Latinos, based on each of three predicted motorist populations. In addition, two out of three of the department's squads were also found to stop a significantly greater proportion of Latinos than suggested by all three benchmarks. CNA delivered a report documenting this analysis to the DOJ Civil Rights Division, which then used the report to develop the Findings Letter which stated that the EHPD had engaged in a pattern and practice of discrimination against the Hispanic population in East Haven.

Reference: Luis Saucedo
Civil Rights Division
U.S. Department of Justice
950 Pennsylvania Avenue, N.W.
Washington, D.C. 20530
(202) 514-4609
luis.salcedo@usdoj.gov

Smart Policing Initiative (SPI)

As the current SPI training and technical assistance (TTA) provider for this BJA program, CNA effectively supports over 35 law enforcement agencies in monitoring grant funding and in incorporating research into innovative, replicable, and cost-effective operations. CNA developed and implemented an interactive and leading-edge approach focused on targeted TTA from subject matter experts, broader knowledge enhancement through online resources, and collaboration through national and regional networks. CNA's breadth of expertise provides flexibility in addressing simple to complex problems for agencies of all sizes and all levels of sophistication. Through such experience and close relationships with grantee sites, CNA can extract and share best practices and knowledge gained with wider audiences, using cost-effective and easily accessible mechanisms. For example, CNA maintains the SPI website, which houses many resources, including research reports, web-based training, and podcasts. We have grown website membership to over 1,700 members, and we disseminate findings in over 120 countries/territories. In addition, we send monthly email updates and quarterly newsletters to members; provide opportunities to participate in webinars; and have increased awareness of Smart Policing by engaging in social media and networking with local, state, and regional police organizations.

Reference: Kate McNamee
Policy Advisor
Bureau of Justice Assistance

Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531
(202) 598-5248
Catherine.McNamee@usdoj.gov

Violence Reduction Network (VRN)

The DOJ VRN is a comprehensive approach to violence reduction, launched in 2013 by BJA, which complements the U.S. Attorney General's Smart on Crime Initiative by leveraging the vast array of existing resources across DOJ components to reduce violence in some of the country's most violent cities. VRN brings to the table DOJ law enforcement and grant-making agencies to collaborate with VRN cities on implementing their violence reduction strategies. With the support of CNA as a training and technical assistance provider, DOJ is working in partnership with police chiefs and other local partners on effective approaches to accomplishing their violence reduction strategies through the strategic delivery of resources. CNA supports the VRN by overseeing strategic site liaisons, assigned as technical assistance brokers, to ensure each site receives strategically focused TTA that is consistent with and complementary to the site's local violence reduction efforts. Our other activities include coordinating, tracking, and evaluating the delivery of resources, analyzing violent crime data and other socioeconomic factors impacting violence in communities nationwide, and promoting the growth of communities of practices through peer-to-peer learning and tailored technical assistance from leading criminal justice researchers and practitioners.

Reference: Kristie Brackens
Senior Policy Advisor on Law Enforcement
Co-Director of the Violence Reduction Network
Bureau of Justice Assistance
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531
(202) 305-1229
kristie.brackens@usdoj.gov

Critical Incident Response

CNA has assessed police critical incidents that occurred in Oakland, California (2009); Tampa, Florida (2010); and Baltimore, Maryland (2011), in which police officers were shot and killed in the line of duty. These incidents also involved issues in the use of deadly force, accountability, investigations, incident command, and training. CNA used our proven approach of observation, reconstruction, assessment, and analysis to identify critical lessons and needed improvements to existing capabilities. At the conclusion of our analysis for each of these incidents, CNA produced a report documenting lessons learned and best practices. The findings documented in these reports have reached national audiences and are proving beneficial to agencies across the country that are seeking to address and/or respond to similar issues in a more effective manner.

In addition, CNA has most recently provided onsite analytical support to the Tampa and Charlotte-Mecklenburg Police Departments during the 2012 Presidential Nominating

Conventions. CNA directly observed each police department's operations and response during the conventions and documented lessons learned and best practices. In addition to developing site-specific reports documenting our assessment and findings, CNA used these findings to develop a Planning Primer. This Planning Primer provides law enforcement agencies that are in charge of maintaining security in large-scale events with a guide on planning for, and operating during, a large-scale event.

References: Fred Bealefeld, III
Former Commissioner, Baltimore Police Department
Vice President and Chief Global Security Officer
Under Armour
(443) 334-2286
fbealefeld@gmail.com

Paul Figueroa
Deputy Chief
Oakland Police Department
Oakland City Hall
1 Frank H. Ogawa Plaza
Oakland, CA 94612
(510) 444-2489
PFiguroa@oaklandnet.com

Jane Castor
Chief
Tampa Police Department
Tampa Municipal Office Building
306 East Jackson Street
Tampa, Florida 33602
(813) 274-8211
Jane.Castor@tampagov.net

Rodney Monroe
Chief
Charlotte-Mecklenburg Police Department
Charlotte-Mecklenburg Government Center
600 E. Fourth St.
Charlotte, NC 28202
(704) 336-7600

Copies of the reports can be found at:

<http://www.cna.org/research/2011/baltimore-police-department-police-involved>

<http://www.cna.org/research/2009/independent-board-inquiry-oakland-police>

<http://www.cna.org/research/2011/tampa-bay-manhunt-after-action-report>

<http://www.cna.org/research/2013/managing-large-scale-security-events>

Analyzing Racial Profiling Data

CNA produced a report, *How to Correctly Collect and Analyze Racial Profiling Data: Your Reputation Depends On It!* for the COPS Office in 2002. This report focused on key issues regarding the collection of racial profiling data. The specific objectives of this project were to select and provide technical assistance to four police agencies—Baltimore, Phoenix, Chattanooga, and St. Paul—and to conduct a literature review and provide an assessment of existing and planned data collection and analysis of techniques employed by police agencies. As a follow-on, the COPS Office asked CNA to work with two police departments to address data collection and evaluation issues. We applied the tools and methods recommended in the report by creating partnerships with two police departments and assisted these agencies in implementing rigorous analytical methods that go beyond the standard practice.

References: Carl Peed
Former Director, COPS
Former Sheriff, Fairfax County, VA
(703) 581-3604
Carlpeed@gmail.com

Copies of the report can be found at:

<https://www.ncjrs.gov/app/publications/abstract.aspx?ID=199264>

Office of Independent Review: Los Angeles County Sheriff's Department

In its years of monitoring the Sheriff and Probation Departments in Los Angeles County and the Sheriff's Department in Orange County, OIR Group has produced numerous reports identifying systemic issues, special reports, and case charts indicating their assessment of each critical incident and case that they review.

References: John Scott
Former Sheriff, Los Angeles County
Current Undersheriff, Orange County
Orange County Sheriff's Department
550 N. Flower Street
Santa Ana, California, 92703
(714) 329-4834
jscott@ocsd.org

Court Experts: California Department of Corrections and Rehabilitation

In 2003, the Honorable Thelton Henderson, Federal District Court, appointed members of OIR Group as court experts in *Madrid v. Cate*, the federal litigation that began with use of force issues in Pelican Bay State Prison and resulted in a state-wide remedial plan designed to correct problems within the California Department of Corrections and Rehabilitation (CDCR), in particular issues regarding uses of force and deficient investigations of those force incidents. OIR Group consulted with the federal court judge, the Special Master, the parties, and other stake holders in the creation of an entity that monitors and provides quality control for internal CDCR investigations. The State of California's Bureau of Independent Review (BIR) continues

to ensure quality and objective internal investigations into correctional officer misconduct. Additionally, OIR Group worked with the parties to reform CDCR's use of force policy and made presentations to CDCR academy cadets on Code of Silence issues. In 2007, OIR Group conducted an audit of the BIR in order to inform the federal court about the efficacy and challenges of the new oversight entity. As a result of the success of the remedial plan, and with the support of all of the parties, the judge dismissed the case, finding that the unconstitutional force issues that gave rise to the lawsuit had been remedied.

References: Honorable Thelton E. Henderson
Senior District Judge
United States District Court for the Northern District of California
San Francisco Courthouse, Courtroom 12, 19th Floor
450 Golden Gate Avenue
San Francisco, California 94102
(415) 522-3641
tehcrd@cand.uscourts.gov

John Hagar
Former Special Master to Judge Henderson in *Madrid v. Cate*
Law Office of John Hagar
1809 S Street, Suite 101-215
Sacramento, California 95811
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Hagarlaw09@gmail.com

Donald Spector
Director
Prison Law Office
1917 5th Street
Berkeley, California 94710
(510) 280-2621
dspector@prisonlaw.com

San Diego County Use of Force Audit and Evaluation

Following a series of deputy-involved shootings that generated a great deal of public concern and distrust in one city within San Diego County, OIR Group was selected pursuant to an RFP process to conduct an in depth evaluation of a three-year period of deputy-involved shootings and force incidents in the jail and in the field. OIR Group focused on all shootings within the period, evaluating both the criminal and the administrative investigations. They also audited a broad sample of major and minor uses of force within the period, both in the patrol and jail settings. In addition to the documentary review, they conducted extensive interviews with investigators, field training personnel, and Department executives. Throughout this project, OIR Group attorneys met with Department Command Staff to apprise them of their early findings and receive feedback on their preliminary recommendations. The project culminated in a 175-page report featuring conclusions and recommendations addressing a broad range of issues including field tactics and equipment, jail operations and custody incidents, policies in need of revision or clarification, internal investigative protocols, misconduct and accountability, and a

recommendation for a detailed redesign of the Department's force review protocols. The Department decided to make this report available to the public and invited OIR Group back one year later to do a formal audit of the implementation of the 35 recommendations in the report.

The Report and follow up audit can be found on the San Diego Sheriff's Department website:

http://www.sdsheriff.net/documents/oir_supp.pdf

San Diego County Jail Policy Audit

More recently, at San Diego County's request, OIR Group's Michael Gennaco reviewed and analyzed current county jail policies and procedures. Based on that review, he formulated a number of recommendations designed to ensure that the jail policies were consistent with best practices.

Reference: Sheriff William Gore
San Diego County Sheriff's Office
9621 Ridgehaven Court
San Diego, California 92123
(858) 974-2250
Bill.gore@sdsheriff.org

State of California Department of Juvenile Justice

As a result of a remedial plan developed by a Judicial Special Master resulting from *Farrell v. Cate*, a lawsuit involving systemic allegations of excessive force in California's juvenile facilities, OIR Group performed an audit into how the State of California's Department of Juvenile Justice (DJJ) investigated and reviewed force incidents involving juvenile detention officers. OIR Group developed recommendations and provided training designed to improve internal investigative and review processes. Per request of the Special Master, OIR Group also reviewed and recommended changes to DJJ's use of force policies.

Reference: Nancy Campbell
Special Master in *Farrell v. Cate*
56 East Road
Tacoma, Washington 98406
(253) 503-0684
nancy@nmcampbell.com

City of Fullerton

The death of a mentally ill homeless man following a brutal encounter with Fullerton Police officers created a public outcry for an independent investigation of the circumstances behind that death. As a result, the City engaged OIR Group to complete an internal affairs investigation into the involved officers' conduct. In addition, the City requested OIR Group to perform a full systemic audit of the Fullerton Police Department focusing on force policies, internal investigations of force, the imposition of discipline, and police leadership issues. The audit resulted in over fifty recommendations, and the findings were presented to Fullerton's Mayor

and City Council. The systemic report can be found at the City of Fullerton's website:
<http://www.cityoffullerton.com/civicax/filebank/blobdload.aspx?BlobID=8399>

References: Joe Felz
City Manager
City of Fullerton
303 West Commonwealth Avenue
Fullerton, CA 92382
(714) 738-6310
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Rusty Kennedy
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Orange County Human Relations Commission
1300 S. Grand Avenue
Building B, Lower Floor
Santa Ana, California 92705
(714) 567-7465
rusty@ochmanrelations.org

City of Portland

The death of a mentally ill man shortly after the Portland Police Bureau took him into custody gave rise to a lengthy internal investigation, a civil lawsuit, and significant public controversy. Pursuant to a request for proposal, OIR Group was selected by the City to audit the investigation and the internal evaluation processes of the Police Bureau and issued a public report and presentation to the City Council and Mayor and the Portland Police Citizen Review Committee. Subsequent to their completion of that project, the City of Portland engaged OIR Group to perform an audit of officer-involved shootings and in-custody deaths. They have completed the third of five scheduled reports on that project and regularly make public presentations to the City Council and Mayor and the Portland Police Citizen Review Committee regarding their findings. The reports can be found at:

<http://www.portlandonline.com/auditor/index.cfm?a=310291&c=54263>

<http://www.portlandonline.com/auditor/index.cfm?a=454619&c=54263>

<http://www.portlandonline.com/auditor/index.cfm?a=455591&c=54263>

<http://www.portlandonline.com/auditor/index.cfm?a=510259&c=54263>

Reference: LaVonne Griffin-Valade
Former City Auditor
503-970-9152
auditorlgv@gmail.com

City of Palo Alto

OIR Group has served as the City of Palo Alto's Independent Police Auditor (IPA) for the past eight years, auditing and evaluating all internal investigations of misconduct, force investigations, and citizen complaints involving the Palo Alto Police Department (PAPD). As the IPA, OIR Group audited and reviewed allegations of bias-based policing as a result of controversial comments made by the former Chief of Police and produced a public report and action plan designed to address concerns about bias-based policing. In addition, as the IPA, OIR Group was requested by the City Council to chair the Ad Hoc Taser Task Force Committee, which consisted of City Council appointed residents who publicly convened a series of meetings and eventually made recommendations to City Council on whether PAPD officers should employ Tasers. As a result of the recommendations made by the Committee, the OIR Group also currently audit all Taser deployments and has subsequently recommended changes in policy and training.

The IPA home page and reports can be found at:
<http://www.cityofpaloalto.org/gov/depts/pol/auditor.asp>

Reference: James Keene
City Manager
City of Palo Alto
City Hall
250 Hamilton Avenue
Palo Alto, California 94301
(650) 329-2563
James.Keene@cityofpaloalto.org

City of Oakland

The City of Oakland's Police Department is currently being federally monitored as a result of allegations of unconstitutional policing, including excessive force concerns. OIR Group performed an extensive audit into unfinished investigations by Internal Affairs discovered by and in consultation with federal monitors. OIR Group also reviewed and evaluated the Oakland Police Department's investigation of a high profile and politically controversial serial rape investigation and has conducted several internal investigations into allegations of misconduct by high-ranking police executives.

Reference: Rocio Fierro
Senior Deputy Attorney
Office of the City Attorney
City of Oakland
1 Frank Ogawa Plaza, 6th Floor
Oakland, California 94612
(510) 238-6511
RFierro@oaklandcityattorney.org

City of Spokane

OIR Group reviewed the Spokane Police Department's use of force policies and internal investigative and review processes for the City of Spokane following a federal civil rights

prosecution of an officer for excessive use of force resulting in death. A public report was issued to the City's Use of Force Review Committee.

Reference: Earl "Marty" Martin
Use of Force Committee
502 East Boone Avenue
Spokane, Washington 99258
(509) 313-6118
martine@gonzaga.edu

City of Anaheim

OIR Group has audited force, shooting, and misconduct investigations involving the Anaheim Police Department for the City of Anaheim, including a Taser related death in custody. OIR Group is currently performing an additional audit that will result in the issuance of a public report.

Reference: Paul Emory
Interim City Manager
City of Anaheim
200 S. Anaheim Boulevard, Seventh Floor
Anaheim, California 92805
(714) 765-4511
pemory@anaheim.net

City of Pasadena

OIR Group performed an audit into a fatal shooting of a citizen by a Pasadena police officer. The incident was captured on videotape and parts of it were witnessed by other citizens. Public attention was further galvanized by erroneous information issued by the Police Department in the early stages of the investigation. OIR Group analyzed the incident in minute detail but framed the analysis within the appropriate standards of law and reasonableness. Their final report also emphasized the need for sound tactics that help minimize the need for split second decision making, and recommended ways in which officers' field judgments could be optimized. OIR Group also addressed ways in which the Department's internal investigations and evaluation process could be more effective, fair, and productive.

The report can be viewed at the Pasadena Police Department's website:
<http://cityofpasadena.net/Police/>

After the issuance of that report, the City engaged OIR Group to audit a subsequent controversial shooting. They recently completed their review.

Reference: Bernard Melekian (former Chief of Pasadena Police Department)
President, The Paratus Group
60 La Vista Grande
Santa Barbara, CA 93103
(626) 744-3831
bmelekian@aol.com

City of Westminster

Following a multi-million dollar verdict in a lawsuit filed by three Westminster Police Department officers alleging discrimination and retaliation, OIR Group was asked to conduct an independent audit of police services, focusing on evaluations, the promotion process, hiring, use of force, and internal investigations. The City recently publicly released the audit, containing 61 recommendations.

The independent review can be found at the Police Department's website at:
<http://www.westminster-ca.gov/depts/police/admin/transparency.asp>.

Reference: Eddie Manfro
City Manager
City of Westminster
(714) 548-3172
emanfro@westminster-ca.gov

City of Burbank

OIR Group regularly audits use of force, bias-based policing complaints, vehicle pursuits, and misconduct complaints involving the Burbank Police Department. OIR Group was requested to perform regular audits on the heels of a federal investigation into allegations of excessive use of force.

The reports can be found on the City of Burbank Police Department's website at:
<http://www.burbankpd.org/inside-bpd/office-of-independent-review/>

Reference: Mark Scott
City Manager
City of Burbank
275 East Olive Avenue
Burbank, California 91510
(818) 238-5800
msscott@ci.burbank.ca.us

City of Santa Maria

OIR Group performed an independent audit of use of force, officer-involved shootings, training, policy, and systems of the Santa Maria Police Department following a series of controversial officer-involved shootings and the resignation of the Chief of Police. OIR Group produced a public report documenting its findings and making recommendations for improvement. The report was presented to the City Council that then requested OIR Group to conduct a follow up audit to report on the status of implementation of any recommendations.

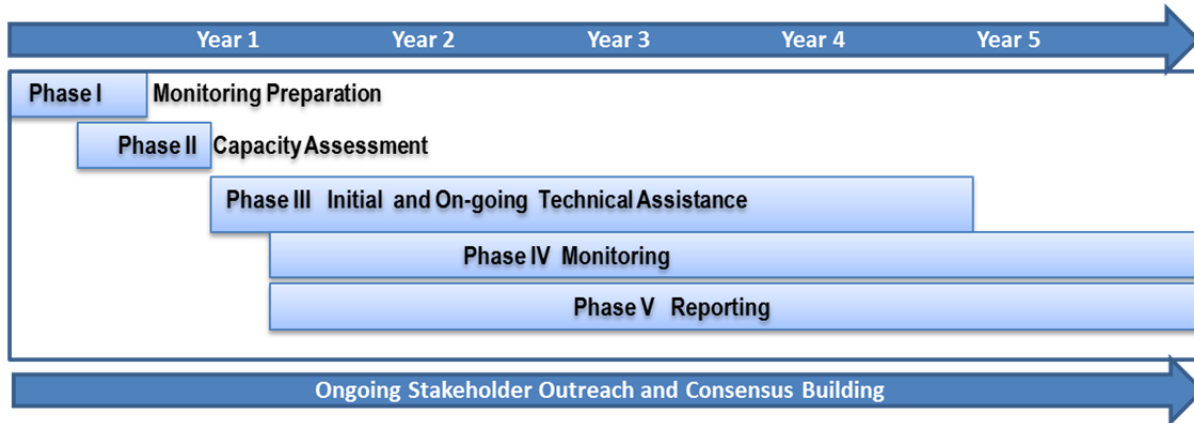
Reference: Rick Haydon
City Manager
110 East Cook Street, Room 1
Santa Maria, CA 93454
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V. Proposed Activities

Overview of our Monitoring Approach

Figure 4 summarizes our five-phase monitoring approach. Underpinning our approach is ongoing outreach and consensus building with all stakeholders, including the community and the Newark Police Department (NPD). We describe each phase in more detail below.

Figure 4. Monitoring Approach



Phase I: Monitoring Preparation (Year 1, months 1 to 3)

Prior to the initiation of assessment and monitoring activities under the Settlement Agreement, we will undertake the following preparations:

- Convene the monitoring team and conduct an orientation and training session that addresses each aspect of the Settlement Agreement and outlines the administrative support available to the team.
- Establish a local office, website, and communications capability for the monitoring project, including a portal for community inquiries, reports, and suggestions.
- Introduce the monitoring team to the City and NPD leadership, and to key personnel who will work with the monitoring team.
- Submit an Institutional Review Board (IRB) application to request an exemption from IRB oversight for the monitoring project.
- Establish a regular system of contacts and communication protocols among all entities involved in the monitoring process, including a mechanism for secure, password-protected communications where privacy concerns are present.

Phase II: Assessment of City and Police Department Capacity (Year 1, months 2 to 4)

The Request for Applications identifies over 30 specific tasks and responsibilities that must be met or accomplished in order to successfully complete the monitoring process. These tasks and responsibilities, while applying to the Monitor, assume a similarly large and complex set of responsibilities and capacities within the NPD, if that organization is to successfully satisfy the monitoring requirements. These include, for example: an extensive array of compliance audits (which assume a capacity within NPD to support those audits with accurate records and

information); new policies and procedures regarding training, use of force, and internal affairs investigations; stops, searches, and arrests; officer discipline; the early warning system; handling of citizen complaints; and more. In addition, there is an expectation that reforms will occur regarding community outreach, engagement, and citizen oversight of NPD, that corrective action will be taken regarding officer thefts, and that information technology and information systems will improve. In order for these reforms to occur and take hold, NPD must have the basic capacity, initially, to plan for them and implement them; and if the capacity does not exist, it needs to be developed in NPD immediately.

The best way to ensure that the City and NPD have the best likelihood of implementing the desired reforms is to determine their organizational capacity to complete the required work at the outset of the monitoring initiative (something that does not often happen in police agency monitoring initiatives). Thus, before the monitoring process begins in Newark, we will conduct a detailed assessment of the City and NPD's capability to complete those tasks and responsibilities. This assessment will provide the following critical information that will help determine the course and the pace of the monitoring process:

- A baseline assessment of the current status of the Department's ability to complete the tasks and responsibilities set forth in the Settlement Agreement. This baseline assessment will be referred to in subsequent monitoring reports as a means of gauging progress.
- Information regarding the City's and NPD's strengths at the outset of the monitoring process; in areas where capacity is strong or sufficient, monitoring can begin almost immediately.
- Information regarding the City's and NPD's gaps in resources and expertise. In areas where capacity is weak or non-existent, we will develop and coordinate the training and technical assistance required to enable the City and NPD to meet their responsibilities under the Settlement Agreement. Depending on the severity of the need or gap, monitoring will not begin immediately.

The NPD Monitoring Team includes established leaders in police agency capacity assessment and has conducted recent assessments of police agency analytic capacity, use of force policies and practices, citizen complaint processes, and capacity for community policing, procedural justice, and citizen engagement.

We will develop a protocol to guide the capacity assessment and will base this protocol on the mandates of the Settlement Agreement. We will also incorporate best practices such as the law enforcement analytic capacity assessment methodology developed by CNA.² We will develop an assessment methodology for each directive and sub-directive in the Settlement Agreement and will include other assessment methods that reflect current law enforcement standards and best practices. We will identify, collect, and assess data on each directive and sub-directive using the protocol. Examples of data sources include the following:

- Interviews with City and NPD leaders, command staff, and supervisors
- City and NPD records on staffing and fiscal resources for relevant agencies and units
- City and NPD budget and planning documents

² See V. Elliott and J. Coldren, Jr. *Improving Police Agency Analytics: A Key Strategy for the Future*. CNA Document. January 2014; and Zoë Thorkildsen. *Capacity Assessment: Pilot Phase II – Analysis Results*. CNA Document. January 2014.

- City and NPD information technology resources and plans for expansion or enhancement
- Information on existing collaborations between the police department and other agencies and organizations, both governmental and non-governmental
- Caseload volumes in various agencies and departments
- Information on the complexity (e.g., number of officers and victims involved, number of different use-of-force tactics involved) of use of force and citizen complaints
- Trends in use of force and citizen complaints, including a forecasting of likely future caseloads to anticipate future human resource and system capacity needs.

We will develop a written report documenting NPD's current capacity to meet the requirements of the monitoring initiative. The Justice Department, the City, NPD, and the other affected parties will have opportunities to review and comment on both the assessment protocol and the report.

Phase III: Initial and Ongoing Technical Assistance and Training (Year 1, month 5, to Year 5)

We expect that the capacity assessment conducted in Phase II will identify several gaps that must be filled before the City and NPD can begin the tasks and activities mandated by the Settlement Agreement. For example, there may be a need for information system refinements or upgrades; training on performance evaluations or officer recruitment; assistance in organizing policies, procedures, and training files; and/or assistance in implementing transparency processes while safeguarding confidential information. Some of these functions are not explicitly mandated in the Settlement Agreement, though they must be attended to before serious reforms or formal monitoring can begin.

Following the initial delivery of training and technical assistance (Phase II), the team anticipates uncovering additional training and technical assistance needs as the City and NPD address the mandates of the anticipated consent decree and as our team identifies gaps, needs, or shortcomings in the reform efforts. As training and technical assistance needs are identified, the NPD Monitoring Team, in consultation with the City and NPD, will define the specific need, determine the appropriate course of action, and deliver appropriate technical assistance.

In addition to the breadth of expertise resident in our monitoring team, our team will draw from our national cadre of over 200 policing subject matter experts that we routinely employ to support training and technical assistance programs sponsored by the Justice Department. Examples of training and technical assistance that we have provided for similar engagements include the following:

- On-site instructor-led training sessions and/or web-based instruction
- One-on-one consultation with experts
- Meeting facilitation (e.g., town hall meetings, community meetings, community action forums, issues, and solutions forums)
- Assistance with crisis communications, media strategies, and public relations
- Guidance on policy and procedure reform
- Evaluation of police academy curricula and training initiatives

- Facilitation of community-to-community mentoring and peer learning by identifying communities struggling with similar issues that have implemented unique responses and solutions.

Phase IV: Monitoring Activities in Ten Substantive Areas (Year 1, month 6, through Year 5)

Below we summarize the monitoring methods we will employ for each of the 10 substantive areas in the Request for Applications. Our monitoring team will use a combination of methods to monitor and audit compliance. Examples include the following:

- Analysis of agency records
- Observation of agency operations and activities
- Review of policies, procedures, directives, and other pertinent documents
- Interviews with relevant personnel
- Analysis of personnel and other resources devoted to particular units or tasks
- Surveys of agency personnel and Newark community members.

We will implement these methods on an annual or quarterly basis, depending on the anticipated frequencies with which individual monitoring targets will occur. For example, training will occur on a more frequent basis than policy development; thus, most training monitoring will occur quarterly and most policy monitoring will occur annually. Most of our analyses will involve one or both of the following comparisons:

- Comparison of NPD operations and activities with the mandates in the Settlement Agreement (e.g., timing and frequency of training, specific elements to include in use-of-force or complaint investigations), and/or
- Comparison of NPD operations and activities to industry standards and best practices.

Other analyses will involve a comparison of interim monitoring findings to the operational and procedural baselines identified in the assessment process (Phase II), and a trend analysis of the opinions of law enforcement leaders, community stakeholders, and City residents through annual surveys and interviews. Examples of the preliminary monitoring methods we identified for each of the ten substantive areas are shown in Table 5.

Table 5. Monitoring Method Examples

Substantive Area	Monitoring Methods
1. Community Engagement and Civilian Oversight	<ul style="list-style-type: none"> • Periodic surveys of Newark citizens and police officers (first, third, and fifth years) • Quarterly community forums with citizens and community leaders • Observations of NPD community outreach events and activities • Observations of the civilian complaint review board • Annual interviews with civilian complaint review board members • Audit civilian complaint review board activities, compared to the legislative mandate
2. Stops, Searches, and Arrests	<ul style="list-style-type: none"> • Analyze NPD records for stops, searches, and arrests for a 5-year period prior to monitoring; conduct annual update analyses during the 5-year monitoring period; including reason for stop, search, or arrest; race of citizen/suspect, race of officer, disposition of the event; officer history of stops, complaints, and use of force • Officer surveys in years 1, 3, and 5 to measure officer knowledge of relevant policies, and officer attitudes regarding procedural justice • Annual review of NPD policies regarding stops, searches, and arrests • Quarterly review of NPD training records regarding stops, searches, and arrests

Substantive Area	Monitoring Methods
3. Bias-Free Policing	<ul style="list-style-type: none"> • Provide periodic training on bias-free policing (implicit bias training); full department training in year one and refresher training in years 3 and 5, including full training for all new recruits • Analysis of NPD records and officer surveys as explained under # 2 above • Citizen surveys in years 1, 3, and 5 as explained under # 1 above
4. Use of Force	<ul style="list-style-type: none"> • Analyze NPD use of force records for a 5-year period prior to monitoring; conduct annual update analyses of all NPD use of force incidents during the 5-year monitoring period • Assess the completeness and quality of all deadly force incident investigations for the 5-year period prior to monitoring and for each year during the 5-year monitoring period • Observe use of force review board meetings (up to 5 times per year) • Annual review of policies pertaining to use of force • Annual audit of use of force records against NPD policies and national best practices • Quarterly review of use-of-force training plans and officer training records
5. Theft by Officers	<ul style="list-style-type: none"> • Analyze NPD records and complaints regarding theft by officers for a 5-year period prior to monitoring; conduct annual update analyses of complaints and verified cases of officer theft during the 5-year monitoring period • Annual review of NPD policies regarding theft by officers • Annual audits of theft by officer cases, dispositions, and officer discipline against NPD policies and national best practices
6. Intake and Investigation of Misconduct Complaints	<ul style="list-style-type: none"> • Analyze NPD records regarding all citizen complaints for a 5-year period prior to monitoring; conduct annual update analyses during the 5-year monitoring period; including type of complaint, nature of complaint, officer(s) involved, location, disposition, actions taken or discipline • Annual review NPD and civilian complaint review board efforts to educate the community about the complaint process, including review of materials translated into Spanish and other languages • Annual review the citizen complaint policy and process; including review of disciplinary actions based on complaints and NPD transparency regarding citizen complaints • Quarterly review of training records pertaining to complaints and the citizen review board
7. Discipline	<ul style="list-style-type: none"> • Analyze current discipline system of NPD and gauge the degree to which the discipline system works to provide consistent and principled accountability. • Examine the degree to which NPD has a disciplinary matrix and other tools so that disciplinary decision-makers can fulfill the functions of timely, effective, and fair discipline. • Regularly monitor the progress of NPD in improvements in their disciplinary process with regard to the overarching goals of discipline to remove officers who violate their oaths of office and remediate those who do not perform consistent with Departmental expectations.
8. Early Warning System	<ul style="list-style-type: none"> • Analyze the degree that current NPD mechanisms provide for effective tracking of officer and departmental conduct. • Assess and report on NPD developments of a robust early warning system. • Once an effective warning system is in place, analyze and assess the degree to which NPD managers devise systems designed to make effective use of the data.
9. Records Management System Improvement	<ul style="list-style-type: none"> • Analyze current NPD records management system to assess effective tracking of critical data points • Assess and report on NPD improvements to records management system in recent years • Once updates and improvements to records management system are in place, analyze and assess the degree to which NPD managers effectively utilize the data.

Substantive Area	Monitoring Methods
10. Academy and In-Service Officer Training	<ul style="list-style-type: none"> Analyze the capacity of NPD's training to ensure that new policies, systems, and protocols emanating from the remedial plan are inculcated into new and current members of the Department. Examine NPD's training plans and curriculum designed to train its officers and supervisors regarding the expectations of the new and modified policies. Evaluate the effectiveness of any academy and in-service training undertaken in furtherance of the remedial plan.

Applying this combination of data collection methods and information sources will ensure that the monitoring team collects and delivers to the Court and to the parties to the Settlement Agreement accurate information regarding progress toward compliance, and eventual compliance in all 10 substantive areas.

The NPD Monitoring Team will develop performance metrics for each of the 10 substantive areas, and for each sub- component within the substantive areas, based on the requirements of the anticipated consent decree, and on discussions with the Court, the City, and the U.S. Attorney's Office. NPD must sustain compliance for two years once a performance metric is attained in order to be determined fully compliant. Performance metrics under this monitoring plan will specify quantitative and qualitative measures for each requirement, and the threshold criterion for what will constitute compliance. For example, potential performance metrics for use of force include measures of the use of neck holds, pointing a firearm, use of force with people wearing handcuffs, and provision of medical care, use of de-escalation, and slowing the pace of police response to confrontational decisions.

Our monitoring team experts have many years of experience serving as police and corrections compliance monitors, and reporting assessment and analysis results to Department of Justice agencies. Our team has a proven track record of delivering concise, accurate, and high-quality monitoring reports on schedule and within budget.

Phase V: Monitoring Reporting (Year 1, Month 6, to Year 5, Month 12)

We will develop and deliver an initial six-month progress report on monitoring activities and progress. We will also develop and deliver an interim NPD monitoring progress report at Year 2 and Year 4, and a Final NPD monitoring report at the end of Year 5. In addition, we will produce summary update progress reports each quarter. The audiences for these reports will include the Court, the Department of Justice, the Mayor and City Council, NPD, and the general public, and we will produce them in paper and electronic formats to allow rapid and widespread dissemination.

In addition to these reports, the NPD Monitoring Team will host a regular series of meetings with both the parties to the consent decree and other relevant parties, as well as a regular series of meetings and forums with Newark community leaders, community-based organizations, and community members. These meetings and forums will facilitate an on-going dialogue among all relevant and interested parties on all aspects of monitoring activities and progress, and will substantially increase the transparency of the monitoring initiative.

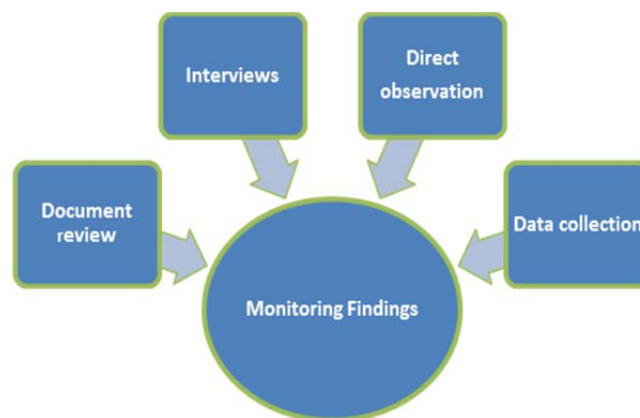
The Co-Monitors will convene and facilitate the monthly meetings with parties to the consent decree (Mayor's Office, U.S. Attorney's Office, NPD, and DOJ) and other relevant parties (e.g., collective bargaining units, citizen oversight board). These meetings will cover such topics as the monitoring plan, progress, next steps, accomplishments, and issues of mutual concern. The

purpose of these meetings is to actively engage and collaborate in improving this monitoring initiative.

The NPD Monitoring Team will reach out and meet with key support and advocacy organizations including: ACLU of New Jersey, the Newark branch of the NAACP, NAMI (National Alliance of the Mentally Ill) New Jersey, and up to 30 additional community-based organizations identified by the Rutgers School of Criminal Justice. The NPD Monitoring Team will convene periodic community meetings and will provide reader friendly summary reports to these groups on NPD's progress toward compliance. The NPD Monitoring Team will receive important information from these sources external to the police department regarding perceptions of NPD and the impacts of the consent decree that are observable. The data collected from these meetings and conferences will be factored into the progress assessments of NPD. These will also reinforce the collaborative work that is underway to restructure the police department, enhance services, prevent excessive force, share information, and build trust and support. Figure 5 (below) depicts the manner in which methods of obtaining information feed monitoring findings.

Methods of obtaining information

Figure 5. Methods of obtaining Information



We will obtain information from various sources including, but not necessarily limited to, the following:

- NPD investigative and administrative records, both manual and automated. Performing the monitoring and auditing tasks for several of the substantive areas will require that the NPD Monitoring Team obtain automated and manual records pertaining to use of force incidents and investigations (including all deadly force incidents), citizen complaints of police misconduct (especially complaints of theft by officers), officer training, stops and arrests, officer discipline, and the early warning system. For analysis purposes, these data will be obtained for at least the five years prior to the implementation of monitoring, and for every year of the five-year monitoring period, preferably in individual units of analysis and aggregated monthly. These records and data will be obtained through direct communication between the Compliance Coordinator at CNA and the NPD designated responsible individual for providing access to NPD records. Automated information will be transferred via a secure, password protected, file transfer protocol (FTP) function. When collection of paper records is required, CNA analysts and assistants from the

Rutgers School of Criminal Justice will either collect the data themselves or work cooperatively with NPD records staff to obtain the records.

- Police documents. The NPD Monitoring Team will request a number of documents for use in our work; for example, policies and procedures, training manuals and training materials, minutes of relevant meetings, and planning documents. Requests for police documents will be made through the Compliance Coordinator, working with a monitoring liaison appointed by NPD.
- Observations of NPD operations and activities. A substantial portion of the monitoring and auditing work for this monitoring initiative will be obtained through direct observation of NPD activities, such as training sessions, meetings (e.g., planning meetings, Compstat meetings, force review board meetings, citizen review board meetings), ride alongs with patrol officers, and public or community events that involve interaction with police personnel and Newark community members. These observations will be coordinated by the Compliance Coordinator, with input from the Compliance Leads, CNA analysts, Rutgers personnel, and the parties to the consent decree. Notes will be taken during these observations, and occasionally observations may be recorded (with proper informed consent).
- Interviews. NPD Monitoring Team Compliance Leads and CNA analysts will conduct a series of interviews with a number of different individuals representing the parties to the consent decree and related parties instrumental to the success of the consent decree during the course of the monitoring initiative. These interviews will consist mostly of open-ended questions regarding all the substantive areas of concern, covering such topics as: respondent's understanding of the relevant policies, knowledge of day-to-day police practices, progress and improvements at NPD, and obstacles to progress at NPD. In addition, CNA analysts and Rutgers personnel will conduct interviews of community leaders and community members periodically, typically at the quarterly community meetings and forums (see "Executive Summary" above). Interviews will be coordinated by the Compliance Coordinator with assistance from Rutgers personnel.
- Research data collection. This monitoring initiative requires that social science surveys of police personnel and community members be conducted periodically (in the first, third, and fifth years of the monitoring period). These surveys will contribute to the monitoring team's understanding of the pace of progress and the extent to which reforms at NPD have become integrated into agency day-to-day practices, and they will help the monitoring team gauge the extent to which the desired progress in community policing and restoring of public trust and confidence in the police has taken place. These surveys will be coordinated by the Compliance Coordinator with substantial assistance from the researchers on the Technical Experts Panel (Decker, White, and Farrell), and they will adhere to the mandates of the Institutional Review Board regarding ethical treatment of human research subjects.

Methods of analyzing information

We will approach the analysis of the information obtained through the methods described above in several ways:

- Quantitative information (e.g., automated records of complaints, stops, arrests, use of force incidents) will be analyzed using standard statistical techniques for summarizing

and interpreting the data, such as trend analysis, time series analysis, frequency distributions, and bivariate and cross-tabular analysis.

- Analysis of bias will include comparisons of stop, search, arrest, and use of force data along such lines as comparison of race, gender, and age of the citizens and officers involved in the activities; calculation of rates of police activity by race, gender, and age of involved individuals/suspects (e.g., number of stops and arrests per 1,000 population for blacks, whites, and Hispanics); comparison of the frequency of such events to the representation of different ethnic groups in the Newark population, controlling for such factors as violent crime activity, day vs. nighttime population makeup, and ethnicity of the officer involved).
- Information obtained through interviews, observations, open-ended survey questions, and ride alongs will be analyzed through qualitative analysis techniques such as grounded theory development (an iterative process of reviewing and summarizing qualitative information and developing themes and categories from this analytical activity) and computer software programs that search for common words or phrases in text material.
- Comparison of monitoring findings will be compared to existing standards or mandates. A large portion of the analysis activity will involve the comparison of monitoring findings (both quantitative and qualitative) to legislative mandates, to the mandates and requirements of the anticipated consent decree, and to existing police agency standards and best practices.

Methods of reporting information

We will report information to a variety of audiences in several different ways. The anticipated audiences for our reports include, but are not necessarily limited to:

- The parties to the anticipated consent decree—the Mayor, City Council, Chief of Police, U.S. Attorney’s Office, and DOJ—and other relevant parties such as collective bargaining units and the citizen complaint oversight board;
- The general Newark community, including a list of community-based organizations covering every Ward in Newark (see Attachment A for a preliminary list compiled by the Rutgers School of Criminal Justice Director of Community Outreach);
- The news media (print, radio, and Internet).

The NPD Monitoring Team will produce several types of public reports regarding this monitoring initiative, with the general purpose of disseminating information about the progress of the monitoring effort and the extent to which compliance is being achieved in each of the 10 substantive areas. These reports will be available in print and electronic formats and will be widely disseminated to the audiences listed above. They will be publicly available on the NPD monitoring website as well.

The NPD Monitoring Team will produce reports for the Court, as directed by DOJ and the judge presiding over the anticipated consent decree, which will also be made available to the public. As directed by the Court, the NPD Monitoring Team will also prepare reports for limited dissemination, when matters of privacy and confidentiality are paramount.

Frequency of proposed activities

As noted above, monitoring team visits will occur on monthly or quarterly basis, depending on the complexity of any specific monitoring task, on the progress NPD is making toward

compliance, and on the type of meeting. There will be monthly meetings with the parties to the anticipated consent decree and quarterly meetings with community organizations, community leaders, and community members. Progress reports will be provided at monthly and yearly intervals.

Personnel responsible for monitoring activities

Responsibilities for the different members of the NPD Monitoring Team are described in the various sections of this proposal.

Regarding the number of hours our Co-Monitors, Compliance Coordinator, Compliance Leads, and CNA analysts will spend on site in Newark, we expect, on average, the following:

- The Co-Monitors will spend four days per month (32 hours per month) on site in Newark
- The Compliance Monitor will spend four days per month (32 hours per month) on site in Newark
- The Compliance Leads will spend six days per quarter (48 hours per quarter) on site in Newark
- The CNA analysts will spend four days per quarter (32 hours per quarter) on site in Newark

In the aggregate, the NPD Monitoring Team will spend approximately 322 hours per month on site in Newark, which amounts to approximately 40 person days per month.

These estimates do not include the approximately 160 hours per month (22 person days per month) that Rutgers personnel will spend on site in support of the monitoring initiative.

Coordination with the City and NPD

The Compliance Coordinator will be responsible for the coordination of all monitoring and research activities in Newark, and specifically with the City, NPD, and the other parties to the anticipated consent decree. The Compliance Coordinator will work closely with the Community Outreach Director of the Rutgers School of Criminal Justice in the coordination of local monitoring activities with the relevant parties, and with community leaders and community organizations. The Compliance Coordinator will develop and disseminate a yearly calendar of monitoring events, which will service as the basis for scheduling visits, meetings, and events. This calendar will be a discussion topic at the monthly meetings between the Co-Monitors and the parties to the anticipated consent decree, and it will be posted on the NPD Monitoring website for easy access.

A Note about Understanding the Local Situation

The Request for Applications highlights the ethnic diversity of the Newark community, suggesting that the troubling practices of NPD are not restricted to one ethnic group (though the African American community is a primary focus of the investigative report). The concerns regarding NPD cut across African American, Hispanic, Portuguese, and other ethnic and minority communities. This further complicates the work that must be done by NPD and the responsibilities of the monitoring team. Whatever happens in the name of reform and improvement at NPD must reflect and respond to the community's concerns and be explained to a diverse group of concerned communities. Our proposal addresses the diverse ethnic community in Newark, New Jersey, and incorporates strategies and practices that ensure that all Newark community members have opportunities to voice their opinions and experiences, have access to

the monitoring team, and receive culturally tailored and sensitive information and reports on the progress of reform at NPD. This is essential if true community input and engagement with NPD is to be achieved in Newark.

The Request for Applications states clearly that the monitoring team selected for this initiative must be knowledgeable about and sensitive to the legal environment in New Jersey, as well as to “local issues and conditions” surrounding Newark and NPD. Our proposal addresses this issue directly through the established relationship with the Rutgers School of Criminal Justice. Specifically, the Rutgers Director of Community Outreach for the School of Criminal Justice (Ms. Lori Scott Pickens), who has extensive experience working with Newark communities on issues relating to crime, justice, policing and related community problems, is an integral part of our team approach. Ms. Pickens will serve as our local coordinator for community outreach and input into the monitoring process, for coordination of local activities by the monitoring team, for coordination and communication with local community groups and organizations, and as a liaison with NPD for the visits and activities of the monitoring team. This arrangement ensures that the activities of the monitoring team will be well-coordinated locally and that there will be a strong, fluid connection between the monitoring team, local community groups, and local residents who desire to participate in the monitoring process.

Our approach to this monitoring task is grounded in a data-driven assessment of agency progress toward established reform goals. Our team of subject matter experts and analysts will develop and use objective, measurable criteria for monitoring the implementation of the Settlement Agreement. The NPD Monitoring Team will continually assess progress in implementing and maintaining reforms and will provide technical assistance should agency progress on specific reform goals falter. The team will routinely engage community stakeholders in the process to ensure that agency reforms build community trust and police legitimacy.

Our approach ensures objectivity and promotes consensus building among all stakeholders while tapping the best experts in the field. Collectively, our team has monitored and assessed over 30 police and correctional agencies and has incorporated lessons learned from those engagements into our approach to the Newark monitoring tasks.

VI. Potential Conflicts of Interest or Bias

The NPD Monitoring Team does not have any potential or perceived conflicts of interest involving team members, associated firms or organizations, or any employee(s) assigned to the project, or proposed subcontractor(s), including current or former employment contracts or grants with the City, the NPD, or the United States, and any involvement in the last eight years (whether paid or unpaid) with a claim or lawsuit by or against the City, the NPD, or the United States or any of their officers, agents, or employees. None of the team members proposed in this application have been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.

The NPD Monitoring Team will ensure that for the duration of the monitorship, no individual member of the monitoring team will be permitted to represent any individual or organization in any criminal or civil matter involving the United States Attorney's Office or the District of New Jersey.

VII. Estimated Costs

Table 6 shows our projected budget, including costs for labor, subcontractors, and other direct costs. All costs are loaded with overhead. Table 7 shows the hour allocations for each type of personnel by activity and location.

Table 6. Total Estimated Costs

Name	Role	Year 1			Year 2			Year 3			Year 4			Year 5			Total Years	
		Hrs	Rate	Cost	Hrs	Rate	Cost	Hrs	Rate	Cost	Hrs	Rate	Cost	Hrs	Rate	Cost	Hours	Cost
James Stewart	Co-Monitor	654	\$313.07	\$204,750	492	\$322.47	\$158,653	532	\$332.14	\$176,699	432	\$342.10	\$147,789	432	\$352.37	\$152,223	2,542	\$840,115
Michael Gennaco	Co-Monitor	630	\$276.57	\$174,236	556	\$276.57	\$153,770	596	\$276.57	\$164,833	496	\$276.57	\$137,176	496	\$276.57	\$137,176	2,774	\$767,192
James Coldren	Compliance Coordinator	528	\$304.63	\$160,846	492	\$313.77	\$154,375	472	\$323.18	\$152,543	432	\$332.88	\$143,804	432	\$342.87	\$148,118	2,356	\$759,686
Denise Rodriguez King	Analyst	1008	\$151.33	\$152,545	472	\$155.87	\$73,573	392	\$160.55	\$62,936	312	\$165.37	\$51,595	312	\$170.33	\$53,142	2,496	\$393,790
Zoe Thorkildsen	Analyst	240	\$121.84	\$29,242	120	\$125.50	\$15,059	120	\$129.26	\$15,511	120	\$133.14	\$15,977	120	\$137.13	\$16,456	720	\$92,245
George Fachner	Analyst	328	\$170.92	\$56,061	120	\$176.05	\$21,125	120	\$181.33	\$21,759	120	\$186.77	\$22,412	120	\$192.37	\$23,084	808	\$144,442
Ashley Miller	Analyst	0	\$82.54	\$0	120	\$85.01	\$10,202	120	\$87.56	\$10,508	120	\$90.19	\$10,823	120	\$92.90	\$11,147	480	\$42,679
Tammy Felix	Analyst	0	\$193.68	\$0	120	\$199.49	\$23,939	120	\$205.47	\$24,657	120	\$211.64	\$25,397	120	\$217.99	\$26,159	480	\$100,151
Vivian Elliott	Analyst	160	\$113.60	\$18,177	120	\$117.01	\$14,041	120	\$120.52	\$14,463	120	\$124.14	\$14,897	120	\$127.86	\$15,343	640	\$76,921
Steve Rickman	Technical Expert	216	\$138.28	\$29,869	224	\$138.28	\$30,975	208	\$138.28	\$28,763	208	\$138.28	\$28,763	208	\$138.28	\$28,763	1,064	\$147,133
Multiple Staff Members	Technical Expert	404	\$112.35	\$45,391	136	\$112.35	\$15,280	136	\$112.35	\$15,280	96	\$112.35	\$10,786	96	\$112.35	\$10,786	868	\$97,524
Multiple Staff Members	Compliance Leads	1808	\$112.35	\$203,137	1856	\$112.35	\$208,530	1760	\$112.35	\$197,744	1760	\$112.35	\$197,744	1760	\$112.35	\$197,744	8,944	\$1,004,900
		5,976			4,828			4,696			4,336			4,336			24,172	
LOADED LABOR SUBTOTAL				\$871,117			\$670,994			\$687,951			\$609,418			\$622,398		\$4,466,778
Other Direct Costs (ODC)																		
	Subcontractor																	
	Rutgers University			\$77,577			\$77,577			\$77,577			\$77,577			\$77,577		\$387,887
	Travel (long distance)			\$95,979			\$69,415			\$69,415			\$69,415			\$69,415		\$373,640
	Community Surveys			\$331,878						\$331,878								\$663,757
	IRB			\$6,914														\$6,914
	Rent Office Space			\$11,201			\$11,201			\$11,201			\$11,201			\$11,201		\$56,004
	Website			\$6,914			\$6,914			\$6,914			\$6,914			\$6,914		\$34,571
ODC SUBTOTAL				\$530,464			\$165,108			\$496,986			\$165,108			\$165,108		\$1,522,774
TOTAL ESTIMATED COST				\$530,464			\$165,108			\$496,986			\$165,108			\$165,108		\$5,989,552

Table 7. Hour Allocations by Activity, Personnel, and Location

Phase/Activity/Personnel		Location	Year 1	Year 2	Year 3	Year 4	Year 5
Phase I: Monitoring Preparation							
1. Convene Monitoring Team							
	Analysts	off-site	48				
	Co-Monitors	on-site	80				
	Compliance Coordinator	on-site	40				
	Compliance Leads	on-site	400				
	Technical Experts	off-site	40				
2. Establish and Maintain Local Presence							
	Analysts	off-site	320				
	Co-Monitors	on-site	80				
	Compliance Coordinator	on-site	40				
3. Introduce Monitoring Team to Local Parties							
	Analysts	on-site	24				
	Co-Monitors	on-site	80				
	Compliance Coordinator	on-site	40				
	Compliance Leads	on-site	240				
	Technical Experts	on-site	24				
4. IRB Submission							
	Analysts	off-site	32				
	Compliance Coordinators	off-site	16				
5. Establish Communications							
	Analysts	off-site	24				
	Co-Monitors	off-site	48				
	Compliance Coordinator	off-site	24				
Phase II: Capacity Assessment							
1. Develop Capacity Assessment Protocol							
	Analysts	off-site	48				
	Co-Monitors	off-site	48				
	Compliance Coordinator	off-site	24				
	Technical Experts	off-site	48				
2. Pilot Test Capacity Assessment Protocol							
	Analysts	on-site	80				
3. Conduct Assessment of APD							
	Analysts	on-site	240				
	Co-Monitors	on-site	160				
	Compliance Coordinator	on-site	80				
4. Draft Capacity Assessment Report							
	Analysts	off-site	80				

Phase/Activity/Personnel		Location	Year 1	Year 2	Year 3	Year 4	Year 5
	Co-Monitors	off-site	48				
	Compliance Coordinator	off-site	24				
	Technical Experts	off-site	24				
5. Review & Revise Capacity Assessment Report							
	Analysts	off-site	40				
	Co-Monitors	off-site	32				
	Compliance Coordinator	off-site	16				
Phase III: Technical Assistance							
1. Develop Initial TTA Plan							
	Analysts	off-site	80				
	Co-Monitors	off-site	160				
	Compliance Coordinator	off-site	24				
2. Schedule TTA Delivery							
	Analysts	off-site	80				
	Co-Monitors	off-site	24				
	Compliance Coordinators	off-site	24				
3. Deliver TTA							
	Analysts	off-site	320				
	Compliance Leads	on-site	400				
	Compliance Leads	off-site	400				
	Technical Experts	off-site	180				
Phase IV: Monitoring							
1. Develop Monitoring Metrics							
	Analysts	off-site	48				
	Co-Monitors	off-site	160	600	600	600	600
	Compliance Coordinator	off-site	24	300	300	300	300
	Compliance Leads	off-site	240				
	Technical Experts	off-site	48				
2. Monitor 9 Substantive Areas							
	Compliance Leads	on-site		1600	1600	1600	1600
	Technical Experts	on-site		160	160	160	160
3. Analyst Support							
	Analysts	off-site		400	400	400	400
	Analysts	on-site		320	320	320	320
4. Monthly Meetings							
	Analysts	on-site	32	32	32	32	32
	Co-Monitors	on-site	64	128	128	128	128
	Compliance Coordinators	on-site	32	32	32	32	32
	Technical Experts	on-site	112	112	112	112	96
Phase V: Reporting							

Phase/Activity/Personnel		Location	Year 1	Year 2	Year 3	Year 4	Year 5
1. Six Month Report							
	Analysts	off-site	80				
	Co-Monitors	off-site	100				
	Compliance Coordinator	off-site	40				
	Technical Experts	off-site	80				
2. Quarterly Reports							
	Analysts	off-site	160	320			
	Co-Monitors	off-site	200	320			
	Compliance Coordinator	off-site	80	160			
	Compliance Leads	off-site	128	256			
	Technical Experts	off-site	64	88			
3. Two Year Reports							
	Analysts	off-site			80		
	Co-Monitors	off-site			200		
	Compliance Coordinator	off-site			40		
	Technical Experts	off-site			40		
4. Semi-annual Reports							
	Analysts	off-site			160	160	
	Co-Monitors	off-site			200	200	
	Compliance Coordinator	off-site			100	100	
	Compliance Leads	off-site			160	160	
	Technical Experts	off-site			32	32	
5. Final Report							
	Analysts	off-site					160
	Co-Monitors	off-site					200
	Compliance Coordinator	off-site					100
	Compliance Leads	off-site					160
	Technical Experts	off-site					48

Attachment A. Community-based Organizations in Newark

Agency	Ward	Address
Greater Life Community Outreach Center	South	272 Chancellor Avenue
Apostles House Shelter	North	24 Grant Street
North Ward Community Center	North	346 Mount Prospect St
Unified Vailsburg Services Organization	West	40 Richelieu Terrace
Ironbound Community Development Corp	West	317 Elm Street
Metropolitan Baptist Church	Central	149 Springfield Ave
Bethany Baptist Church	West	275 West Market St.
Greater Abyssinian Baptist Church	South	88 Lyons Avenue
Israel Memorial AME	Central	54 Lincoln Street
Urban League of Essex County	West	508 Central Avenue
Independence Family Services of NJ	Citywide	179 Van Buren Street
NJ Institute of Social Justice	Citywide/ East	50 Park Place
La Casa de Don Pedro	North and West	317 Roseville Avenue
United Way of Essex and West Hudson	Citywide	303 Washington St
Fairmount Promise Neighborhood	West	Multiple Partners including many listed here and the Rutgers University
New Community Corp	West/Central	233 West Market Street
Integrity House Inc.	East/Central	103 Lincoln Park
CURA Inc.	East /Central	61 Lincoln Park
NAACP Newark Chapter	Citywide	454 Washington St
Newark Community Solutions Center for Court Innovations	Community and Youth Courts	31 Green Street
Newark Housing Authority	Citywide	500 Broad Street
Leadership Newark	Citywide	494 Broad Street
Newark Youth Policy Board	Citywide	Multiple agency collaboration chaired by Dean of Medical School at Rutgers
Offender Aid and Restoration	Citywide	303 Washington Street
American Friends and Service Committee	East	1000 Broad Street
Essex County Re-Entry Task Force	Countywide, Newark Based	Multiple Agency Coalition