



## CONSENT DECREE COURT MONITOR OF THE NEW ORLEANS POLICE DEPARTMENT

How Our Strategic Model and Approach – and Diversity of Experiences, Cultural Backgrounds and Perspectives – Can Help the Department Embrace National Best Practices in Community-Oriented Policing – and *Transform Its Culture*

October 5, 2012

*Confidential and Proprietary*



## INSIST ON EXCELLENCE

"Transforming the New Orleans Police Department and its relationship with the community it serves - in a positive, forward-facing, and principled way - requires a monitoring team that can bring to you strategic capabilities in three distinct areas:

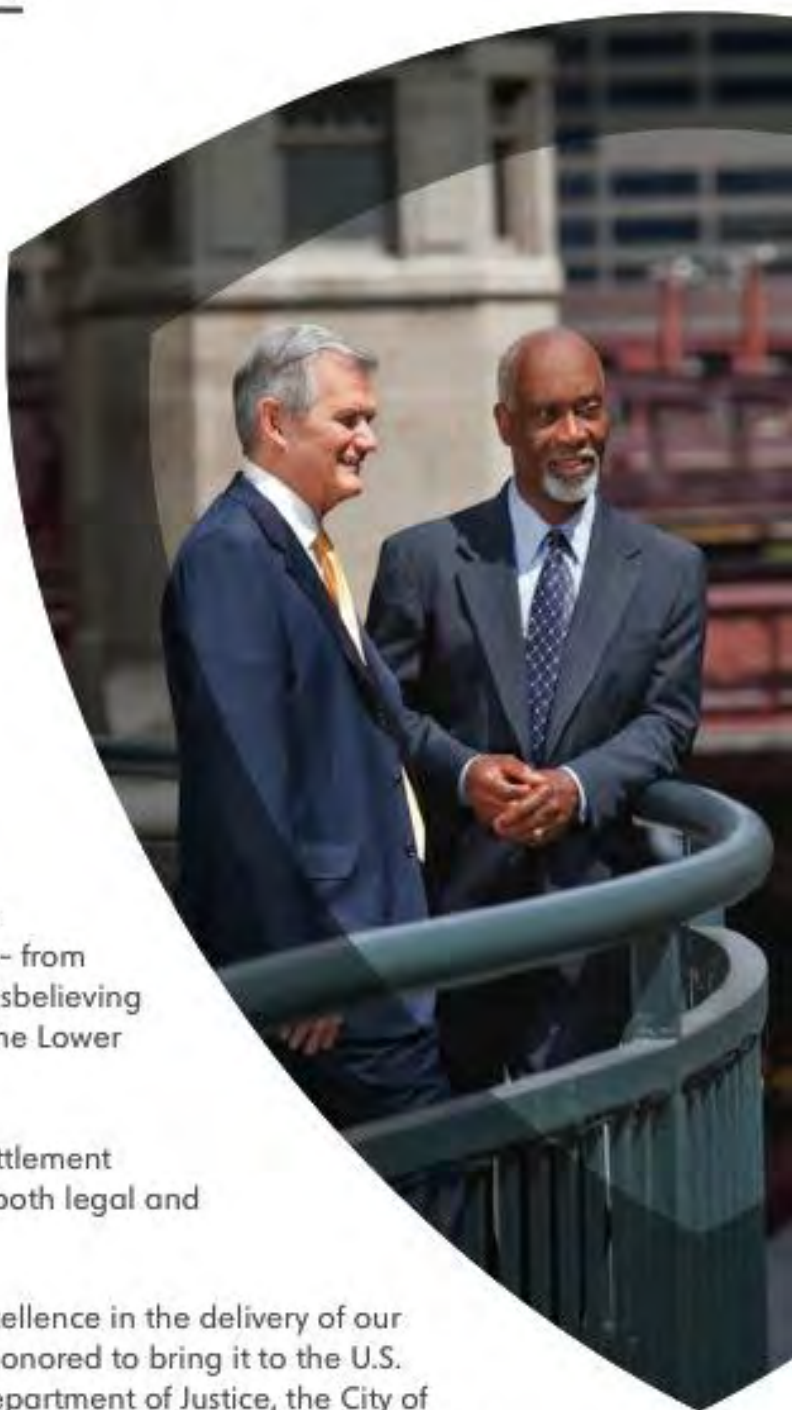
The first is a clear understanding of best practices in equitable law enforcement, use of force reform, community policing and non-discriminatory public safety - as demonstrated and under constant development in progressive and well-run police departments serving communities of all sizes and compositions across the United States.

The second is the ability to earn trust from all of your communities and internal and external stakeholders - from skeptical NOPD personnel to concerned and even disbelieving citizens from Central City to Treme and Lakeview to the Lower Ninth Ward.

The third is our frontline experience in monitoring settlement agreements, consent decrees and court orders from both legal and departmental compliance perspectives.

Day in and day out, we bring this commitment to excellence in the delivery of our assignments to our other clients. And we would be honored to bring it to the U.S. District Court Eastern District of Louisiana, the U.S. Department of Justice, the City of New Orleans, the citizens across every single community the NOPD serves and to you."

- Arnette Heintze and Terry Hillard



October 5, 2012

City of New Orleans  
Mr. Danny Cazenave  
715 South Broad Street, Room 501  
New Orleans, Louisiana 70119

United States Department of Justice  
Ms. Christy E. Lopez  
Civil Rights Division  
Special Litigation Section  
601 D Street NW  
Washington, D.C. 20004

Dear Mr. Cazenave and Ms. Lopez:

Thank you for the opportunity to present our team qualifications to serve as Consent Decree Court Monitor for the New Orleans Police Department to (1) monitor and oversee the NOPD's implementation of the Consent Decree; (2) report the implementation progress and compliance with the Court and (3) use Outcome-based Assessments in order to track and review progress in critical areas of need.

For some time, we have been observing and discussing amongst ourselves the issues and challenges confronting the New Orleans community and New Orleans Police Department (NOPD). Our team is keenly aware of the crucial importance of assisting the NOPD in implementing the necessary changes that will establish best practices in departmental issues including, but not limited to, use of force cases, stops, search and arrest protocol, in order to ensure that the NOPD's operational policies embrace the concepts of bias-free policing and procedural justice. This is the only way to ensure that individuals' civil rights are protected during police interactions and that the community's trust in its police department is restored.

Attached to this letter, please find our formal response to the request for proposal along with the following supplemental information (1) a comprehensive assessment for the King County's Sheriff's Office in King County, Washington; (2) a Hillard Heintze report to the Lemont Police Department; (3) a brochure outlining the strategic capabilities of the SLC and (4) a data disk with an electronic copy of our formal proposal.

### **We Are Ready To Support You**

If I can provide additional information regarding our qualifications, please feel free to contact me at 312-869-8500 or [arnette.heintze@hillardheintze.com](mailto:arnette.heintze@hillardheintze.com). If chosen as your trusted advisor, we will serve you, the City of New Orleans and its citizens, the Department of Justice and the U.S. District Court with integrity and distinction.

Sincerely,  
HILLARD HEINTZE LLC



Arnette F. Heintze  
Co-Founder and CEO, Hillard Heintze

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## EXECUTIVE SUMMARY

We would be pleased and honored to support the City of New Orleans, the U.S. Department of Justice (DOJ) and the U.S. District Court, Eastern District of Louisiana in carrying out the critical role of Consent Decree Court Monitor of the New Orleans Police Department (NOPD).



The City's long journey to this juncture is very familiar to us. We have been closely tracking the issues and challenges confronting the New Orleans community and the NOPD for many years. We are well aware of the department's recent history that triggered the Department of Justice investigation and the context in which the Consent Decree was developed. We have closely followed the allegations of police violence, lying and cover-up and the subsequent criminal trials of officers involved in the post-Katrina killing of Henry Glover, the unprovoked police shootings of unarmed African-American residents crossing the Danziger Bridge and the convictions of five officers of civil rights violations in 2011. We are aware of the earlier attempt to bring the officers to justice and its dismissal by a local judge and the Department of Justice's appointment of Assistant Attorney General Thomas Perez to oversee proposed sweeping changes for the NOPD such as new use of force monitoring procedures, restrictions on the use of force and investigative procedures that were included in more than 400 DOJ recommendations accepted by Mayor Mitch Landrieu and his new Superintendent and veteran NOPD officer Ronal Serpas.

### **A Crucial Threshold – and a Hard Road Ahead**

While the present situation in New Orleans is very difficult, we note that other cities have faced similar challenges in the past and have been able to move beyond the distrust and recrimination between parties and embrace a federal Consent Decree as an opportunity to take a fresh look at their police department's methods of operations, missions and values.

This fresh look has allowed these cities and their police departments to realign policies and procedures with the best practices implemented by professional police departments whose operating philosophies and organizational cultures embrace and celebrate bias-free policing and the concept of procedural justice.

### **Hillard Heintze as Monitor**

Given the complex history of New Orleans policing, police-community relations and the breadth and complexity of the Consent Decree, permanent police reform in New Orleans calls for a Monitor with the credentials, experience and proven results of the Hillard Heintze Senior Leadership Council team. We bring to New Orleans a sophisticated understanding of the City's institutions, politics and cultures, and even its history of crime and attempted police reform. We know the City, we believe in the City and its capacity for reform and rebirth and we are committed to helping the NOPD get it right as the department embarks on a new era of professionalism and service.



## We Are Very Optimistic About the Future of the NOPD

We see the future of the NOPD in very positive terms. The City and the NOPD now face a tremendous opportunity to realign the department's practices with national best practices in community-oriented policing and progressive law enforcement. Given these factors, we have assembled a world-class team of senior law enforcement leaders and civil rights and liberties attorneys who collectively will bring a rich diversity to the Monitor's mission and duties. A diversity of culture. A diversity of ethnicity. A diversity of experiences and perspectives.

### A Brief Overview of Hillard Heintze

Hillard Heintze is one of the leading strategic security advisory and investigative firms in the United States. To protect what matters most, we believe that timely access to trusted counsel, critical insights and the full scope of information vital to strategic decision-making is absolutely essential. In line with this conviction, Hillard Heintze develops best-in-class security strategies and investigations to protect and preserve the safety of our clients' people, property, performance and reputation in the United States and worldwide. Hillard Heintze's insights, assets and resources, including world-class expertise, experience and relationships – in New Orleans, Louisiana and across the nation – underlie the Hillard Heintze Senior Leadership Council's ability to deliver service excellence to the City, communities and people of New Orleans, the NOPD and the Department of Justice.

For the last three years, Hillard Heintze has been recognized by Inc. Magazine as one of America's fastest-growing private companies – and ranked on the annual Inc. 500/5000 list.



The company has also been acknowledged by the Initiative for a Competitive Inner City (ICIC) as one of the 100 fastest-growing inner city firms in the United States, ranking #6 in the nation in 2011 and #11 in 2012.



# ICIC

Initiative for a Competitive Inner City

Headquartered in Chicago, Hillard Heintze also has operations in seven major U.S. metropolitan centers as well as operating capabilities across North and South America, Europe, the Middle East, Africa, Russia and Asia.



### **About the Hillard Heintze Senior Leadership Council**

The Hillard Heintze Senior Leadership Council is an independent council of retired Major City Police Chiefs and other law enforcement experts dedicated exclusively to bringing national and international best practices to the pursuit of excellence in policing and public safety. The Council consists of select individuals with outstanding career-long records of leadership and achievement appointed by Hillard Heintze partners and co-founders Terry Hillard and Arnette Heintze. The Council supports the ability of Executive Directors, federal agency heads, police chiefs, sheriffs, city managers, board and council members and regulators in government agencies, as well as their executive decision-making teams across the U.S. and the world to identify, evaluate, prioritize and implement opportunities to enhance and improve strategies, operations and outcomes in policing and public safety.



### **Vision**

We know – from first-hand experience – that an objective, independent and senior executive-level perspective can sometimes make an enormous difference. This is especially so when this independent counsel can be tapped at will from retired police chiefs, law enforcement experts and civil rights practitioners who are recognized nationally and internationally for principled leadership and both strategic and practical “on the ground” accomplishments.

This is particularly true when these senior advisors don’t just stand completely outside of the organization but also bring to the table insights informed by emerging best practices in policing and public safety which are under constant development at the local, state and federal levels across this nation as well as internationally.

This is the vision that stands behind the Hillard Heintze Senior Leadership Council. This is the inspiration – advancing excellence in policing and public safety – that supports our Council Charter and guides our actions and practices in supporting our colleagues, clients and other constituents across the United States and around the world every day.

### **Key Areas of Focus**

The scope of the Hillard Heintze Senior Leadership Council’s advisory focus includes the following strategic areas:

- **Monitoring of Consent Decrees, Settlement Agreements and Court Orders**
- **Ethics, Integrity and Public Trust**
- **Community Policing**
- **Command, Control and Communications**
- **Recruitment and Training**
- **Information Sharing and Intelligence-Driven Policing**
- **Collaboration and Public and Private Partnerships**
- **Use of Technology**
- **Appropriate Staffing and Resources Allocation**

**Our Proposed Monitoring Team**

The Hillard Heintze Monitoring Team includes the full **Hillard Heintze Senior Leadership Council** – with Terry G. Hillard serving as **Monitor** and Kathleen M. O’Toole and Robert L. Davis as **Deputy Monitors** – as well as Dr. Charles J. Southall, III serving as **Special Counsel to the Monitor**, **Metro-Source** and **MP & Associates** serving as our DBE partners and several carefully-chosen **Strategic Advisors**.



**Terry G. Hillard**  
Retired Superintendent of Police, Chicago, Co-Founder, Hillard Heintze



**Scott Greenwood**  
Constitutional Lawyer, also serves as General Counsel, ACLU



**Robert L. Davis**  
Retired Chief of Police, San Jose; SVP and Managing Director, Hillard Heintze



**Kathleen M. O’Toole**  
Retired Boston Police Commissioner and Chief Inspector of the Garda Síochána, Inspectorate, Ireland



**Arnette F. Heintze**  
Retired U.S. Secret Service Special Agent in Charge, Chicago, Co-Founder and CEO, Hillard Heintze



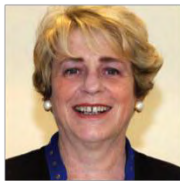
**Robert Parker**  
Retired Director of the Miami-Dade Police Department



**Thomas H. Streicher**  
Retired Chief of Police, Cincinnati



**Carl R. Peed**  
Retired Director of USDOJ Office of Community Oriented Policing Services (COPS)



**Ellen Scrivner**  
Former Deputy Director of NIJ, Deputy Superintendent of the Chicago Police Department and Deputy Director of U.S. DOJ COPS



**Kenneth A. Bouche**  
Retired Colonel and Chief Information Officer, Illinois State Police; COO, Hillard Heintze



**Thomas O’Reilly**  
Retired Director, USDOJ Nationwide Suspicious Activity Reporting (SAR) Initiative PMO



**Dr. Alex Weiss**  
Former Director of the Northwestern University Center for Public Safety

How Our Diversity of Experiences, Ethnicity and Perspectives Can Help the NOPD Transform its Culture and Begin to Earn the Trust of the Communities It Serves

**SPECIAL COUNSEL TO THE MONITOR**



**Rev. Dr. Charles J. Southall, III**  
Senior Pastor, First Emanuel Baptist Church (Central City)

**DBE PARTNERS**



**Judith Williams Dangerfield**  
Managing Partner,  
Metro-Source  
(Treme)



**Murphy Paul**  
President, MP & Associates  
(Lakeview)

**STRATEGIC ADVISORS**



**Dr. Huey L. Perry**  
Executive Director, Institute for Research, Training and Public Service, Southern University



**Dr. Peter Scharf**  
Research Professor,  
Department of Global Health Systems and Development,  
Tulane University



**Phan S. Ngo**  
Deputy Chief, Bureau of Investigations, San Jose Police Department



**John Furcon**  
National Expert in Large-Scale Organizational Change and Cultural Transformation



**The IJIS Institute**  
Nationally Recognized Organization Serving the Law Enforcement and Criminal Justice Community



**Kim H. Tate**  
Retired Special Agent in Charge, New Orleans Field Office, U.S. Secret Service





## What Makes Hillard Heintze Distinctive

Based on our review of the Consent Decree and the RFP as well as a wealth of additional sources documenting the acute challenges currently faced by the City of New Orleans and the NOPD, we have taken great care to create a highly diverse and experienced team that we believe is different – and, through our integration of the capabilities below, unique.

### 1. Front-Line Command-Level Experience in Law Enforcement

- Planned and directed, as **major city police chiefs, sheriff and former federal Senior Executive Service law enforcement leaders**, some of the most complex law enforcement initiatives that federal, state and local policing organizations have undertaken over the past 30 years – in Washington, D.C., in states and in major metropolitan centers across the nation.
- **Individually responsible for leading the significant transformation of major city police departments and law enforcement agencies** in several states and many of the largest municipalities across this nation – including **Chicago, Cincinnati, Boston, San Jose, Virginia Beach and Miami-Dade**.
- Led agencies where problems arose and have been influential – sometimes overtly, and otherwise quietly – in **identifying, leading and solving civil rights violations** through collaborative strategies and partnerships with police and local governments to bring about **long-term sustainable change**.
- Served as the Chair of the Global Justice Information Sharing Initiative and Criminal Intelligence Coordinating Council, a joint DOJ/DHS initiative designed to bring standards to intelligence sharing. In this capacity, **led the development of the Justice Privacy Standards, the Privacy and Civil Liberties Policy Development Guide** and was one of the original architects of the DOJ/DHS Building Communities of Trust program.
- Have richly layered understanding of complex federal, state and major city police departments and **decades of hands-on, day-to-day operational experience working with rank-and-file cops** – training officers, negotiating contracts, improving policies, building morale – in the course of systematically working their way up from low or mid-level duties to the most senior police leaders and executives in the nation.
- Served – and, in one case, continues to serve – on two Advisory Boards: the U.S. Marshal Service Judicial Threats Center, from 2006 to the present and the U.S. Capitol Police Threat Assessment Section, from 2000 to 2006.
- Bring to the Monitor role in New Orleans **senior-level subject-matter expertise in virtually every area critical and relevant to the Consent Decree**.

### WE UNDERSTAND BEST PRACTICES IN LAW ENFORCEMENT

Hillard Heintze has an intimate and highly detailed knowledge of precisely how large police departments operate, where the greatest vulnerabilities to departmental effectiveness and efficiency lie and how to reform them – and sustain these changes – over time.

These areas include use of force; stops, searches and arrests; discriminatory policing on the basis of race, ethnicity and LGBT status; community engagement; services for limited English proficient communities; sexual assault investigations; domestic violence investigations; recruitment; training; supervision; paid details; performance evaluations and promotions; misconduct complaint intake, investigation and adjudication; interrogations; community policing; and officer assistance and support, among many other areas.

## 2. Deeply Informed Perspective on the Concerns of the City's Communities

We are passionate in our belief that, in this country – given the language of the Constitution and our founding principles – it isn't possible to establish a sustainable approach to law enforcement reform, especially in a major city environment such as that of New Orleans, without the **extensive engagement and participation from the various communities** that form the fabric of our urban populations. When our communities are not deeply vested in the best policing and public safety solutions, these solutions fail.

## 3. Leadership Experience in Drafting and Enforcing Consent Decrees, Managing Governance and Oversight Processes and Improving Public Law Enforcement Programs for Ethics, Integrity and Internal Affairs

- Have advanced progressive police reforms – including community policing and outreach initiatives, and police changes regarding use of force and stops and searches – that are now considered national models, while working under consent decrees and other court orders as law enforcement executives and civil rights attorneys.
- Served as subject-matter experts for an analysis of existing integrity and counter-corruption programs within **U.S. Customs and Border Protection (CBP)**. This provided Department of Homeland Security (DHS) and CBP leadership with feedback on their effectiveness, identified areas of vulnerability and identified and recommended best practices and strategies for improving or replacing existing integrity programs.

### BENEFIT TO THE CITY OF NEW ORLEANS AND THE DOJ

**We aren't just a team of academics, consultants or attorneys – though we capture all of these valuable perspectives.**

- With experience in each of the roles and positions we will be overseeing in the NOPD, we will be able to connect immediately with the NOPD's personnel at every level.

This is absolutely vital to changing the culture of the NOPD.

- The authority and credibility we will bring to our interaction with members at every level of the NOPD will significantly mitigate the deep-rooted resistance that police department personnel naturally bring to the first overwhelming waves of a major agency reform initiative.

- Individually, in concert with legal teams, as an external champion or internal change agent within a police agency, challenged discriminatory race-based police practices and worked collaboratively to effect change regarding racial profiling and police misconduct.
- Led statewide reform on interview and interrogation on homicide investigations and brought about laws to require videotaping interrogations and confessions, significantly reducing claims of coerced confessions.
- Created a national approach to information sharing that included privacy rights, civil liberties training and community outreach to add transparency to data collection.
- Conducted a review of the King County Sheriff's Office (KCSO) Internal Investigations Unit (IIU) and the Office of Law Enforcement Oversight (OLEO), analyzing current internal investigations operations and practices. We uncovered a number of critical issues relating to the following three strategic areas: (1) organizational issues; (2) policy and procedural issues; and (3) investigative issues. (See Appendix H for copy of final report.)
- Led and participated in local law enforcement efforts to address concerns of civil rights abuses and civil liberties, including (1) the **creation and implementation of the nation's first voluntary study of vehicle stops** conducted by a major city police department to address concerns regarding **racial profiling** and (2) the creation and implementation of the Major Cities Chiefs of Police Association's nationwide policy that emphasizes support for federal law enforcement agencies.

### A Comprehensive and Rigorous Approach to Monitoring

- The **Hillard Heintze MonitorTRUST™ model** is based on our belief that outstanding performance as a Monitor of any Consent Decree, Settlement Agreement or Court Order resulting in both compliance and sustainable change on the part of the policing agency must be based on deep and abiding adherence to five core principles: (1) Transparency and fairness; (2) Rigorous focus on facts, (3) Uncompromising integrity, (4) Spirited partnership and collaboration, and (5) Transformation.
- Central to achievement of the MonitorTRUST strategy is the constant application of the **Hillard Heintze TrustRESTORE™ system**, an execution methodology that guides all of our court-supporting monitoring engagements. Our application of this methodology helps us ensure that we meet our own very high standards with respect to the following areas: (1) Office of Monitor Administration, (2) Schedule Oversight and Coordination, (3) Data Capture and Analysis, (4) Research and Investigations, (5) Advisory Counsel and Technical Support, (6) Reporting and Support to the Court, (7) Financial and Contract Management, and (8) Quality Control and Outcome Measurement.

## I. PERSONNEL: A WORLD-CLASS TEAM OF LOCAL AND NATIONAL LEADERS

### A NEW NATIONAL MODEL FOR MONITORING: IMPROVING ON CURRENT BEST PRACTICES

The role of a monitor to oversee the work done by a city and its police department as they respond to the mandates of a consent decree executed between the city and the United States Department of Justice is a critical one, since the monitor should be responsible for ensuring that (1) not only have the problematic policies and procedures of a police department changed, but that (2) the actual practices in question have changed as well.

- While cities in the past have typically hired a single individual to serve as a monitor, these monitors may or may not have turned to additional experts at some point later to assist in their work of assessing the changes to policies and procedures; individuals who may or may not have been identified at the beginning of the selection process for the monitor.
- Typical also is that much of the focus of monitors in the past has been to ensure that the technical, quantitative changes a department is making are being tracked and evaluated, such as whether proposed policy and procedural changes meet a consent decree's written requirements.

#### **One Monitor – Supported by a Fully Integrated Advisory Team of Respected National Leaders in Successful, Progressive, Community-Oriented Models of Policing and Public Safety**

Typically, we are accountable by contract to one entity. But to achieve the mission, we have to understand, learn about, listen to, partner with and share insights – where appropriate and authorized – with multiple stakeholders.

Like who? City officials – elected and employed. Police chiefs. Rank and file officers. Domain experts. And, perhaps most importantly, the many different faces and voices in the community.

We have a different approach, one that emphasizes having a nationally recognized team of experts from a wide variety of backgrounds – including civil rights, community policing and every facet of law enforcement – on board from the very beginning of the monitoring process.

Ours is a group of nationally-recognized experts that possesses the collective experience necessary to ensure not only that best practices for policies and procedures are recommended for reform of the New Orleans Police Department but also that the importance of the qualitative review and assessment of any proposed changes is also emphasized. Such an emphasis serves to ensure the NOPD also significantly transforms its philosophical approach to policing – an approach emphasizing that police officers respect, protect and safeguard the civil rights and liberties of everyone they serve, regardless of race, ethnicity, culture, gender, age, religion, sexual orientation, legal status, or language spoken.



One of the unique aspects to our approach for New Orleans is that while we are proposing one Senior Leadership Council member to serve as Monitor and guide the on-the-ground efforts of our compliance reviews, audits, and reporting processes, each policy or procedural change the New Orleans Police Department will bring forward to meet the mandates of the Consent Decree will be shared and vetted in a timely fashion by every single member of the Hillard Heintze team as well as our DBE partners and Strategic Advisors before our responses or additional recommendations are placed in one of our reports. The background and experiences of this varied group of experts will help ensure that policy and procedural changes will be compared and contrasted with (1) the policies and procedures of some of the most progressive law enforcement agencies in the nation and (2) the concerns and perspectives among New Orleans many communities – from Central City to Lakeview and Tremé.

Additionally, the Hillard Heintze Senior Leadership Council is prepared, if appropriate, to provide advice and recommendations to the NOPD. This involvement by the Senior Leadership Council could help the NOPD move forward more quickly in making necessary changes and realizing the positive benefits that come from the practical application of the recommendations. Indeed, one of our goals will be to help New Orleans fulfill the requirements of the Consent Decree as soon as possible, including early demonstration of progress to build “buy-in” from all stakeholders, increase multi-party confidence in the process and accelerate momentum and the pace of change.

Hillard Heintze also has the academic and research backgrounds that allow us to recommend cost-effective ways to gather necessary statistical evidence to demonstrate that newly implemented policies and procedures have had a positive impact on desired outcomes. This is of particular importance when considering how the collection of before and after data concerning use of force, internal affairs complaints, vehicle stops, pedestrian detentions, and citizen surveys will help inform all parties about whether policy and procedural changes are producing the outcomes needed to achieve full and effective compliance with the Consent Decree.

In the pages that follow, we discuss in greater detail the specific approaches we will take to draw upon the unique expertise of each and every Senior Leadership Council member, DBE partner and Strategic Advisor as we collaborate with all parties to ensure the new policies, procedures and practices that are eventually designed and implemented meet the mandates and requirements of the Consent Decree.

## THE CONSENT DECREE COURT MONITOR OF THE NOPD

### **A Wealth of Experiences.**

### **Many Perspectives.**

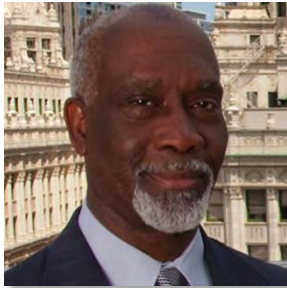
### **One Integrated, Carefully Articulated Point-of-View.**

As a single, integrated Monitoring team, we look at a wide range of critical challenges at the forefront of policing and public safety from different perspectives.

How Our Diversity of Experiences, Ethnicity and Perspectives Can Help the NOPD Transform its Culture and Begin to Earn the Trust of the Communities It Serves



## COUNCIL MEMBERS



### **Terry G. Hillard – Monitor**

Terry Hillard spent more than three decades protecting and serving the 2.8 million citizens of Chicago – including a distinguished tenure as Superintendent of the Chicago Police Department (CPD), overseeing an annual budget totaling nearly \$1 billion. His quiet demeanor and spotless career record made him the Chicago mayor’s top choice to lead the high-profile CPD twice – first in 1998 at a time of turmoil and a second time, when he accepted the mayor’s invitation to take over the CPD on an interim basis in 2011 in the months that preceded Chicago

Mayor Rahm Emanuel’s tenure. He has an exceptional record of accomplishment as commander of the nation’s second largest police force and his ability to shape how 16,000 sworn officers and civilian employees approached their missions, challenges and constituents across Chicago’s diverse communities on the street every day. Hillard is a co-founder of Hillard Heintze.



### **Kathleen M. O'Toole – Deputy Monitor**

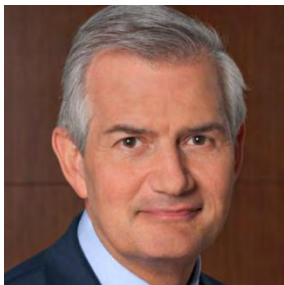
As Boston Police Commissioner, O'Toole managed 3,000 sworn and civilian personnel and an annual budget of \$235 million. She also won accolades – at City Hall and on the streets – for her non-confrontational, cooperative style of leadership, a collaborative, consultative and grassroots-oriented approach that emphasizes partnership with community groups and city organizations to reduce crime and engage people directly in helping to make their neighborhoods safe. She distinguished herself in a similar manner

as member of Massachusetts Governor William Weld’s cabinet and the state’s Secretary of Public Service, overseeing 20 agencies, more than 10,000 employees and an annual budget exceeding \$1 billion. While still in law school in 1979, O'Toole became a patrol officer in the Boston Police Department and from position to position – across numerous patrol, investigative and administrative assignments – she quickly rose through the ranks of local and state law enforcement in Massachusetts. During this period, she served as Superintendent/ Chief of the Metropolitan Police and was also a Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police. Since then, she has also supported the U.S. Department of Justice Civil Rights Division on police profiling cases and served as a member of the Independent Commission on Policing in Northern Ireland as part of the peace process there. O'Toole was chosen from among many other internationally prominent senior police executives to serve as the Chief Inspector of the Garda Síochána Inspectorate, the governance and oversight body responsible for bringing reform, best practices and accountability to the 17,000-member national police service in Ireland.



### **Robert L. Davis – Deputy Monitor**

Robert Davis is a highly regarded and innovative national leader and expert in policing and public safety with a special emphasis on ethics and integrity programs. As Senior Vice President and Managing Director at Hillard Heintze, Davis is responsible for the firm's West Coast operations and leads the Hillard Heintze Senior Leadership Council. Innovation has been the cornerstone of his career in policing and public safety. A 30-year veteran of the San Jose, California Police Department (SJPD), Davis rose from patrol officer to Chief of Police of the tenth-largest city in the nation (2004-2010). Davis oversaw what has historically been the lowest-staffed police department of any major city in the country – with only 1.2 sworn officers per 1,000 residents (the national average is approximately 2.6 officers per 1,000 residents). According to the FBI – and, in many respects, a clear measure of Davis' leadership in recent years – San Jose is routinely ranked one of the safest “big cities” in America. Even more remarkable, given that the Department received this accolade amid seven straight years of budget cuts while fighting crime in a city that adds nearly 20,000 new residents every year. Davis designed, implemented and oversaw the nation's first voluntary study of racial profiling conducted by a local police agency. Davis has served in national and international leadership positions, in part as President of the Major Cities Chiefs Association.



### **Arnette F. Heintze**

As Hillard Heintze's co-founder and CEO, Arnette Heintze has transformed a small high-performing cadre of senior experts into a globally recognized strategic security and investigations firm. Under his leadership, Hillard Heintze has emerged today as one of the fastest-growing private companies in the United States. Earlier in his career, as a U.S. Secret Service Special Agent and a senior agency executive, Heintze planned, designed and implemented successful security strategies for U.S. Presidents, world leaders, events of national significance and the protection of the nation's most critically sensitive assets. In 1990, Heintze was part of the Presidential Protective Division, where he served more than four years on the permanent detail protecting President and Mrs. Bush and President and Mrs. Clinton. In Washington, D.C., Heintze also coordinated the 160 foreign embassies in the city and acted as the Secret Service spokesperson and agent in charge of the Public Affairs Office, where he also led the crisis communication team during some of the nation's most trying times. In April 2000, Heintze's strategic leadership qualifications led to his appointment as a member of the Senior Executive Service and his selection as the Special Agent in Charge of the Secret Service's Chicago field office.





### Ellen Scrivner

Recently retired from a presidential appointment as Deputy Director of the National Institute of Justice (NIJ), Ellen Scrivner has spent her 30-year professional career creating, researching, implementing,

funding, and assessing progressive law enforcement initiatives for both federal and local agencies. As deputy director at NIJ for three years, Scrivner held an executive-level position inside one of the nation's leading criminal justice research agencies. Earlier in her career, Scrivner served for nine years as assistant director of the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS). During that time, she led the formation of the agency's Training and Technical Assistance Division and also created a national training model built around Regional Community Policing Institutes. To date, this program has delivered training and re-training on issues of community policing and outreach to more than 500,000 rank-and-file and command staff police across the United States.

While at COPS, Scrivner oversaw a \$1 billion grant program that provided funding for community policing training to three-quarters of the police chiefs and sheriffs in the U.S. Scrivner is a national expert on police behavior and community policing, and in 1999 coordinated a national conference and presidential roundtable hosted by then-Attorney General Janet Reno on strengthening community and police relations. A former member of the doctorate faculty at the John Jay College of Criminal Justice in New York, Scrivner has published widely on policing issues such as excessive force, racial profiling, community policing initiatives, and bias-based policing. She has also provided technical assistance and counsel to federal law enforcement agencies and to the Kennedy School of Government at Harvard University, and she served for three years as deputy superintendent of the Chicago Police Department, where she led efforts to improve cross-agency cooperation and coordination.

### HOW HILLARD HEINTZE PROVIDES VALUE

As a coordinated panel – supported by a team of Hillard Heintze administrative and operational resources – the Hillard Heintze Senior Leadership Council delivers value to clients and constituents through services such as the following:

- Monitoring Compliance with Settlement Agreements, Consent Decrees or Court Orders
- Development and Promotion of Community-Oriented Policing Strategies
- Comprehensive and Independent Assessments of Police Department Operations
- Statistical Analyses of Calls-for-Service and Staffing
- Development and Application of Best Practice-Based Crime Reduction Strategies
- Enablement of Collaboration, Partnership and Information Sharing



### **Scott Greenwood**

Civil rights attorney Scott Greenwood is an established and longstanding law enforcement reformer who has spent decades challenging police departments and holding them accountable for institutional change around civil liberties issues, including use of force, stops and searches, and racial profiling. He has also worked as a pioneer in collaborative enforcement of the Cincinnati Consent Decree, establishing a partnership with police officials – including fellow Hillard Heintze SLC member and former Cincinnati Police Chief Thomas Streicher – that yielded one of the nation’s most successful implementations of decree-driven police reform. The Cincinnati partnership was directly responsible for significant, permanent structural and cultural change inside the city’s police department and for establishing new working relationships and trust between police and the greater Cincinnati community. Greenwood worked daily on compliance oversight with the city, the Department of Justice and police officials for six years to ensure the Cincinnati Police Department adopted progressive police culture and procedures at the core of its mission. Greenwood also serves as General Counsel, ACLU.



### **Thomas Streicher**

As the former Police Chief of the Cincinnati Police Department (CPD) – a position he held for over ten years – Tom Streicher earned the CPD local and national recognition for his leadership and accomplishments. With Streicher at the helm, the CPD has been awarded distinctions such as the ACLU Leadership Award (2000), the International Association of Chiefs of Police (IACP) Weber Seavey Award (2008) and the IACP West Award for Investigative Excellence (2009). Cincinnati was also recognized by the U.S Department of Justice for successfully meeting the requirements of a Memorandum of Agreement designed to improve aspects of policing including use of force procedures, use of canines, citizen complaint processing, training, inspection and police-community relations. Additionally, the CPD has been recognized for successfully completing the historic Collaborative Agreement, under the auspices of the U.S. Court for the Southern District of Ohio, Judge Susan Dlott, which has never been attempted by any law enforcement agency in the United States. Streicher was awarded the 2011 Police Executive Research Forum (PERF) Leadership Award, “presented annually to individuals who have made outstanding contributions to the field of law enforcement, and who exemplify the highest principles and standards of true leaders in policing on a national level.”

### **Rarely Do We Serve – On Any Single Assignment – A Single Constituency**

Typically, we are accountable, by contract, to one entity. But to achieve the mission, we have to understand, learn about, listen to, partner with and share insights – where appropriate and authorized – with multiple stakeholders. Like who? Agency executives, police chiefs, boards, rank and file officers, domain experts, and perhaps most importantly, the many different faces and voices in the community.



**Kenneth A. Bouche**

Before joining Hillard Heintze, Bouche dedicated 23 years to the Illinois State Police where, as Colonel and CIO, he was responsible for modernizing and standardizing the agency’s technology functions. In this capacity, he oversaw the delivery of critical real-time information to over 1,000 police agencies and 40,000 police and justice end-users on a 24-hour basis. Bouche also served as a Major/Commander responsible for advancing innovation and effectiveness in the operational areas of patrol, community policing, criminal investigations and specialty functions such as South

Suburban Major Crimes Unit, the Public Integrity Unit and the Tactical Response Team. Bouche is also a member of the IJIS Institute’s Board of Directors. From 2001 to 2006, Bouche was the chairman of the Global Justice Information Sharing Initiative. In this capacity, he served as a national leader in improving America’s information-sharing capacity and implementing post 9/11 intelligence reforms. Bouche is Hillard Heintze’s Chief Operating Officer.



**Thomas J. O'Reilly**

Thomas O'Reilly is the Director of the Police Institute, School of Criminal Justice, Rutgers University, which supports collaborative efforts with state and local law enforcement agencies in the areas of integrated research, public safety problem solving, community participation, operational support and criminal justice policy and practice development. From 2006 to 2010, O'Reilly served at the U.S. Department of Justice Bureau of Justice Assistance and the Justice Management Division directing both NSI and National Information Exchange Model (NIEM) outreach. In February 2010,

he was appointed by the U.S. Attorney General as the Director of the Nationwide Suspicious Activity Report (SAR) Initiative Program Management Office (PMO) to implement SAR to all fusion centers nationwide, state and local law enforcement and the major law enforcement components of the federal government. At the same time, O'Reilly served as the U.S. Department of Justice’s Senior Policy Advisor for the Office of the Chief Information Officer and Bureau of Justice Assistance.



**Carl R. Peed**

Carl Peed was appointed in 2001 by Attorney General John Ashcroft to serve as the Director of the U.S. Department of Justice’s Office of Community Oriented Policing Services (COPS). For eight years, he led this key agency’s ground-breaking work in advancing community policing across the nation and supporting the community policing activities of state, local and tribal law enforcement agencies. As the longest-serving Director, Peed oversaw the COPS office which has awarded approximately 40,000 grants to 14,000 law enforcement

agencies; extended over \$2 billion in funds for the use of technology and \$14 billion to facilitate the hiring of 118,000 officers and deputies; and provided several hundred million dollars in resource support to these agencies related to technical assistance, training, conferences and

webcasts. After the events of 9/11, Peed and the COPS office developed resources and training for law enforcement agencies in areas such as intelligence, major event security, IT security and school and campus safety.



**Robert Parker**

Until recently, Robert Parker served as the Director of the Miami-Dade Police Department (MDPD), the largest local police department in the Southeastern United States. As leader of the MDPD, he was responsible for providing public safety services for more than 2.4 million residents and visitors of Miami-Dade County, overseeing the 8th largest police department in the country with an annual budget of over \$548 million and more than 4,700 sworn and non-sworn personnel.

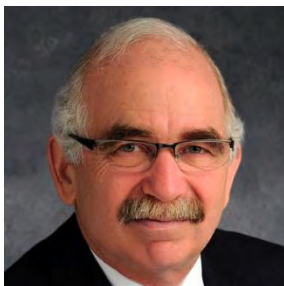
During his 33 years with the Department, Parker served as Assistant Director of Police Services responsible for the operations of three divisions and two bureaus, including the nine uniform district stations; Division Chief of the North Operations Division and the Special Investigations Division; Major in charge of a district command; and Police Bureau Commander in charge of the Economic Crimes and Strategic Investigations Bureaus.



**A.M. "Jake" Jacocks, Jr.**

Jake Jacocks recently retired after ten years as the Chief of Police for Virginia Beach, one of the safest cities in the nation according to a ranking by the FBI. As Chief, he had been responsible for a nationally accredited police department with an authorized staff of 816 sworn and 170 civilian personnel, supported by an annual budget of \$86 million that served a population of over 434,000 and nearly three million visitors annually. At the same time, Jacocks was Second Vice President of the Major Cities Chiefs Association and served on its

Homeland Security and By-laws Committees. Chief Jacocks is a past member of the Executive Committee of the International Association of Chiefs of Police. He was a charter member of the Virginia National Defense Industrial Authority, serving for 2 years. The Governor of Virginia appointed Chief Jacocks as a Military Aide de Camp and as a member of the Governor's Motorcycle Advisory Council.



**Dr. Alexander Weiss**

As a nationally prominent expert and specialist in public safety, law enforcement, and police department operational analysis, Dr. Alexander Weiss brings more than 30 years of experience – and a unique perspective – to the Senior Leadership Council. For nine years, Weiss was Director of the Northwestern University Center for Public Safety and Professor of Management and Strategy at the J.L. Kellogg Graduate School of Management. Prior to his appointment at Northwestern, he was a member of the faculty of the department of

criminal justice at Indiana University, Bloomington. During that time he also served as a senior advisor to the Indianapolis Police Department. In addition, Weiss has 12 years of experience with law enforcement agencies in Colorado. During his tenure with the Colorado Springs Police Department, he served as a field supervisor and director of operations analysis.



## SPECIAL COUNSEL TO THE MONITOR

### Dr. Charles J. Southall, III



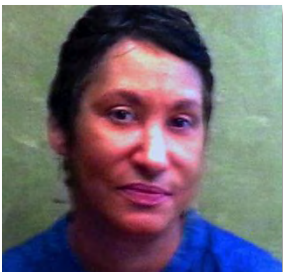
Reverend Southall has been deeply entrenched in the New Orleans community for his entire life. Currently, Southall is the Pastor of the First Emmanuel Baptist Church in New Orleans and Baton Rouge, Louisiana. He is also the President and CEO of Gaskin-Southall-Gordon & Gordon Mortuary, Inc. as well as the Greater New Orleans Rehabilitative Corp. and is the President of New Orleans Faith-Based Initiative. He was the recipient of the Crime Fighter Religious Leader of the Year Award from Chief of Police Eddie Compass in 2003 and was named Louisiana Businessman of the Year in 2004. Southall received the “We Are Still Here” ESPN Telly Award in 2006 and two recognitions from Edgar P. Harney Spirit of Excellence Academy Charter School.

### Metro-Source, LLC

Metro-Source, LLC (Metro) is a professional consulting firm, specializing in land-use and policy planning, community development, outreach and citizens participation. Metro has planning, organizing and community development experience in both urban and rural communities, and specific expertise in implementing the requirements of Title VI, Environmental Justice, and the National Environmental Protection Act (NEPA) for public works projects. The company has had major success in engaging low-income and high-risk communities in urban and rural planning for over 15 years.



A Disadvantaged Business Enterprise (DBE) certified by the New Orleans Aviation Board, Metro’s expertise in social planning was gained in some of the South’s most at-risk communities including New Orleans’ Lower Ninth Ward, the low-lying Plaquemines and St. Bernard Parishes, and the rural Black Belt communities of Mississippi, Alabama and Georgia. Metro is also a certified Small Business, Minority-Owned Business, and Woman-Owned Business through Central Contractor Registration (CCR) System for the U.S. Department of Housing and Urban Development.



### Judith Williams Dangerfield

Metro-Source’s Managing Partner, **Judith Williams Dangerfield**, is a senior expert in providing outreach, communications, and public and community relations services to local, state and federal government agencies as well as non-profit and community-based agencies throughout the City of New Orleans. For the past eight years, Dangerfield served as the Community Relations Facilitator, Project Manager and Senior Community Relations Strategist for the Army Corps of Engineers IHNC Lock Replacement Project in New Orleans Upper and Lower Ninth Ward and St. Bernard Parish communities. Dangerfield has provided



public information, outreach and communications support to the Bring New Orleans Back Commission in the wake of Hurricane Katrina, assisting the Committee with message strategy, as well as logistical support and facilitation of public meetings in New Orleans and the Diaspora, to get input and feedback on the redevelopment plan. Dangerfield has also worked with Total Community Action, Inc., the local anti-poverty agency, providing communications, facilitation and support services for the agency's post-Katrina planning and redevelopment in New Orleans' low-income communities.

Dangerfield conducted the regional outreach and communications for development of the long-range transportation and the Title VI plans for the New Orleans Regional Planning Commission of New Orleans. Dangerfield worked with the City of New Orleans Department of Health to develop outreach programs and strategies for HIV/AIDS and substance abuse prevention and intervention, and with the New Orleans Department of Housing and Community Development on Enterprise Community planning and implementation. In addition, Dangerfield served as policy and communications manager for the New Orleans Workforce Investment Board, developing policies and programs with the significant and meaningful input of both employers and job seekers.

### MP & Associates

MP & Associates was established in 2006 to bring quality consulting and best practices to public and private corporations, as well as government agencies. The firm helps clients and communities create an envisioned future and through the leadership of its experts and clients, translate those visions into reality. MP & Associates brings together decades of experience in assisting clients in the areas of community-police relations, community hardening, leadership development and public safety. MP & Associates offers a comprehensive package of services from one strategic base. Constant supervision, communication and coordination of each and every project are assurances at MP & Associates. Over the past 20 years, MP & Associates principal, **Murphy Paul** and his staff of experienced subject matter experts have developed admirable relationships with community leaders, faith based organizations, politicians, and law enforcement officials at the local, state and federal level. Through relationships and the experience of its associates, MP & Associates has attained a comprehensive understanding of community-related issues.



MP & Associates provides both private and public clients with the ability to impart their message to diverse communities. Through partnerships and the collective experience of MP & Associates staff, new ideas and initiatives are explored to improve community-police relations, community hardening and public safety. MP & Associates employs an assortment of strategies and best practices to build community-police relations and improve the quality of life in targeted communities, such as the following:

- Community assessment to determine the appropriate means of communicating and partnering with each community
- Customized plans enabling the client to impart its message to communities
- Assist with the implementation of community relations plan as approved by the client

- Assist with the development of communication tools and outreach programs
- Periodic and final quantitative and qualitative reports assessing the community relations programs



### **Murphy Paul**

The firm's President, Murphy Paul, has more than 20 years of law enforcement experience. He currently serves as Lieutenant Colonel/Deputy Superintendent of Support Services, Louisiana State Police. He received a Bachelor's degree in Criminal Justice from Loyola University in New Orleans. Paul is also a graduate of the FBI National Academy. Throughout his law enforcement career, he has developed and nurtured relationships with local, state and federal law enforcement officials as well as community leaders throughout the

State of Louisiana. Paul is a founding member of Heart 2 Heart Ministries, located on Tulane Avenue.

## **STRATEGIC ADVISORS**

Because the deeply complicated issues facing New Orleans are important to understand from the first day of the Monitor's appointment, we have identified experts who will work with the Senior Leadership Council to understand these issues and the impact they have on the community. The following individuals will support the Monitor as they are true experts in their fields and experienced in guiding change in police departments in crisis.



### **Dr. Peter Scharf**

Tulane Professor Peter Scharf is a nationally renowned criminal justice researcher with a special focus on field assessments, performance metrics, police deadly force training and the public health implications of crime. He has spent decades researching, publishing and serving as a Congressional witness on issues of law enforcement, and he is a highly visible New Orleans public intellectual who regularly participates in public forums and appears in local media regarding issues of police and civic reorganization and improvement. He has trained many of the

officers in the Department, served on a number of boards of community organizations (Central City partnership, New Orleans FBI Citizen's Academy and was named an honorary citizen by NOPD in 2011 as a part of the Memorial Day Celebration). Dr. Scharf has twice authored Congressional testimony regarding policing issues in New Orleans – in 2007 and again in July of this year – and he has authored numerous publications on New Orleans police strategy and response. He has also presented to FBI Citizen's Academy, Alliance for Good Government and TV News Shows research based views on progress related to crime and policing in the City.



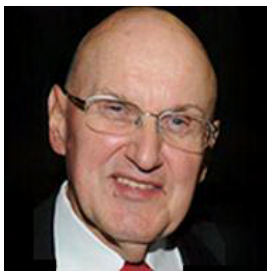
**Dr. Huey L. Perry**

Southern University Political Science and Public Policy Professor Dr. Huey L. Perry is a nationally recognized expert, author, lecturer and social science researcher on race, race relations, urban and Southern politics, and public policy. Dr. Perry is the executive director of Southern University's Institute for Research, Training and Public Service, and he has published widely in the academic press and in peer-reviewed journals on issues of urban politics and policy, including pre- and post-Katrina New Orleans. His research in New Orleans spans almost three decades and his knowledge of City and South Louisiana politics, culture, economics and race relations is among the strongest of any academic or researcher in or out of the state. Dr. Perry is also a world-class research expert with specialties in focus group and survey methodologies that will be put to use by the Senior Leadership Council in both communicating with New Orleans stakeholders and assessing Consent Agreement compliance.



**Kim H. Tate**

With nearly two decades of experience working for the U.S. Secret Service in New Orleans and eight years as a Criminal Investigator for the State of Louisiana, 19<sup>th</sup> Judicial District Attorney's Office, Kim Tate has first-hand knowledge of the inner workings of and challenges facing the City of New Orleans. At present, Tate is months from retiring as the Special Agent in Charge of the New Orleans Field Office, where he supervises four managers responsible for all Secret Service activity in Louisiana. When he was Assistant Special Agent in Charge of the New Orleans Field Office, Tate authored new Louisiana criminal legislation which received full support from the Louisiana Governor, the District Attorneys Association and the Louisiana Sheriffs Association. He also kept federal, state and local law enforcement and prosecutorial partners, Congressional liaison and state government leaders apprised of the Secret Service's missions, scope and activity.



**John Furcon**

With three decades of experience defining large-scale organization improvement projects and bringing them to fruition in a timely and precise manner, John is an expert in executive coaching, team building and promoting workforce diversity and inclusion. He has served as a court-appointed monitor in addressing discrimination and civil rights violations in a number of major federal lawsuits. His skill is in mediating both sides of very complicated issues and bringing about conclusions fair to both sides and the community as a whole.



### **Phan S. Ngo**

San Jose Police Department (SJPD) Deputy Chief of Investigations Phan S. Ngo serves at the SJPD's Deputy Chief for the Bureau of Investigations, a unit that receives on average 59,000 criminal cases a year and operates with an annual budget of approximately \$46 million. Earlier in his career, Ngo served as a Lieutenant for the SJPD's Internal Affairs Unit, where he oversaw investigations of citizen and department-initiated complaints; monitored officer-involved criminal investigations and officer-involved incidents involving serious injuries or death; coordinated disciplinary hearings; coordinated with the City

Attorney's Office and Office of Employee Relations in Civil Service Commission and Arbitration hearings. Ngo also conducted the SJPD's Internal Affairs Peer Review Study, which gathered best practices information from 17 major police departments and collaborated with a national consulting firm to produce one of the most extensive nationwide internal affairs peer reviews. In 2011, Ngo received the 2011 Mover of Mountains Award for Public Safety and Community Bridge Building. Winners of this prestigious award are chosen for their dedication to those less fortunate or for ensuring the human and civil rights of others. Ngo has also been the recipient of the San Jose Police Department's Outstanding Duty, Day-to-Day Excellence and Community Commitment awards.



### **The IJIS Institute**

The IJIS Institute was founded in 2001 as a result of the U.S. Department of Justice's interest in raising private sector participation in the advancement of national initiatives affecting justice and public safety, and more recently homeland security. Today, the IJIS Institute represents the leading companies serving these and other related sectors. The IJIS Institute is a nationally recognized organization serving the law enforcement and criminal justice community. The Institute functions as a 501(c)3 non-profit, funded by a combination of federal grants and professional technical services fees from industry and government. IJIS Institute expert staff possesses experience and expertise in the design of standards-based information management and information sharing technical architectures, providing "neutral" technical assistance and advisory services to government and industry. The Institute proposes to provide a team of information technology experts to advise the monitors on the establishment of an information management and sharing environment, including performance of an independent assessment of the relevant systems and data sources available to the monitors. The IJIS Institute team will recommend an approach and oversee the design and implementation of the information management environment utilizing applicable national information sharing standards for data exchange and system interoperability.

As a strategic advisor to the Monitor, the IJIS Institute would expect to work with technology experts from the NOPD and/or directed contractors in the design and implementation of the information management and sharing environment. Further, the IJIS Institute is prepared to provide services to conduct tests of the efficacy of the information management environment, including periodic inspections of the systems and data sources used in monitoring progress. Management of the information management phase of the monitoring effort will help to ensure that all stakeholders, including the general public, are feeling higher confidence in the reports on progress against the fundamental objectives of the consent decree.



## II. QUALIFICATIONS: NATIONAL EXPERTISE IN MONITORING AND POLICING OVERSIGHT

Every member of the Hillard Heintze Senior Leadership Council who will work with NOPD has demonstrable, real-world, and career-defining experience transforming police departments and other law enforcement agencies. We are experts in police reform and best practices. We are leading researchers and academics on issues of police policy and procedure. We have managed permanent and disruptive culture change from Chicago and Cincinnati to New Jersey and Dublin, and we have spent our careers advancing forward-thinking, community-focused, problem-oriented policing methods and reforms. We are also national leaders in all aspects of law enforcement organizational change called for inside the New Orleans Police Department under the terms of the Consent Decree.

Together with the Strategic Advisors we have engaged to assist with the effort in New Orleans, the Senior Leadership Council team has the credentials – and the knowledge – necessary to advance forward-thinking, community-focused, problem-oriented policing methods and reforms inside the New Orleans Police Department.

### **BENEFIT TO THE CITY OF NEW ORLEANS AND THE DOJ**

**We will earn trust – from NOPD officers and from the New Orleans communities. And we will help the communities – carefully at first and confidently later – begin to place their trust in the City’s police officers.**

By combining our understanding of the challenges, issues and deficiencies confronting the NOPD with our skill in organizational change, we will help the NOPE systematically – and sustainably – win the trust of communities across the City of New Orleans.





How Our Diversity of Experiences, Ethnicity and Perspectives Can Help the NOPD Transform its Culture and Begin to Earn the Trust of the Communities It Serves

Qualifications Specified in RFP	Consent Decree Court Monitoring Team of the New Orleans Police Department																					
	The Hillard Heintze Senior Leadership Council												Strategic Advisors					DBEs				
	Arnette Heintze	Terry Hillard	Kathleen O'Toole	Kenneth Bouche	Robert Davis	Carl Peed	Thomas Streicher	Scott Greenwood	Alexander Weiss	Robert Parker	A.M. Jacobs, Jr.	Thomas O'Reilly	Ellen Scrivner	Dr. Charles Southall	Dr. Peter Scharf	Phan Ngo	Dr. Huey Perry	John Furcon	Kim Tate	IJIS Institute	MP & Associates	Metro Source
Law Enforcement Practices	√	√	√	√	√	√	√	√	√	√	√	√		√	√			√		√		
Monitoring, Auditing, Evaluating Performance of Organizations	√	√	√	√	√	√	√	√	√	√	√	√		√				√	√			
Evaluating Organizational Change Including Outcome Measures	√	√	√	√	√	√	√	√	√	√	√	√		√	√			√	√			
Institutional Transformation and Change Management	√	√	√	√	√	√	√	√	√	√	√	√		√	√			√				
Development Continuous Quality Improvement Infrastructure	√	√	√	√	√	√	√	√	√	√	√	√			√			√				
Mediation and Dispute Resolution	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√			
Statistical and Data Analysis			√						√			√	√		√		√	√		√		
Information Technology				√								√	√		√			√		√		
Data Management	√			√					√			√	√		√		√	√		√		
Working with Agencies, Municipalities and Collective Bargaining Units	√	√	√	√	√	√	√	√	√	√		√	√		√	√			√			
Working with Communities Whose Primary Language is Spanish or Vietnamese	√	√	√	√	√	√	√	√		√		√	√	√		√			√			
Familiarity and Understanding of Local Issues and Conditions	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√		√	√
Effective Engagement with Diverse Communities	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√
Creation and Evaluation of Meaningful Civilian Oversight Mechanisms	√	√	√	√	√	√	√	√		√		√	√					√	√			
Familiarity with Federal, Louisiana and Local Laws, Policies and Rules Governing Police Practices	√		√			√		√					√	√	√				√	√	√	√
Completing Projects within Deadlines and Budget	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Preparing for and Participating in Court Proceedings	√	√	√	√	√	√	√	√		√	√	√	√		√	√		√	√		√	
Report Writing for a Broad Variety of Stakeholders	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√

## **LAW ENFORCEMENT PRACTICES, INCLUDING TRAINING, COMMUNITY POLICING AND PROBLEM-ORIENTED POLICING, COMPLAINT AND USE OF FORCE INVESTIGATION**

Our entire Senior Leadership Council has both led and advanced progressive law enforcement practices like those required to assist the New Orleans Police Department in establishing lasting, institutionalized reforms of its procedures, practices and relations with community members based on Consent Decree mandates. Each member of the Senior Leadership Council – including Monitor Terry Hillard and his pioneering work inside the Chicago Police Department – has demonstrable professional skills and experience in changing police department patterns and practices, especially on issues of use of force and community-police relations. Former Cincinnati Police Chief Thomas Streicher and civil rights attorney Scott Greenwood both advanced departmental change under a federal Consent Decree, establishing reform processes and outcomes widely acknowledged today as a national model of success in departmental culture change and accountability. Other SLC members have pioneered executive-level work expanding community policing across the nation with the U.S. Department of Justice Office of Community Oriented Policing Services (COPS) and National Institute for Justice, while still others have initiated problem-oriented reform procedures and practices in big city police departments, from Miami to Chicago, and Boston to San Jose. Our breadth of experience in compliance and reform is exactly what is needed in New Orleans, given the scope and complexity of the NOPD Consent Decree.

Members of the Senior Leadership Council team have unique and real-world field experience implementing change and accountability practices to police departments that are directly relevant to the challenges posed by the New Orleans Consent Decree. We have led, managed and overseen policy and procedural changes that anticipated the current shift in law enforcement practice toward procedural justice and evidence-based practices, and we are leading experts in research-based methods of police department reform. We offer:

1. Strategic insight and hands-on experience with the often difficult day-to-day realities of cultural reform inside police departments;
2. Credibility with department officials and rank-and-file officers as well as with members of the New Orleans community whose ideas must be heard and incorporated into the reform process if these changes are to be sustained over time; and
3. A deep and lasting commitment to helping make New Orleans a new national model of reform and problem-oriented policing that serves all citizens with integrity, honor, trust and respect.

Both Justice Department research and internal studies of NOPD indicate that broad training and re-training is necessary within the New Orleans Police Department, and those same studies provide suggestions for training requirements that would affect patrol officers, supervisors and department leadership. These needs can only be met by police training experts deeply knowledgeable about education and training methodologies, rigorous assessment practices, and targeted subject-matter expertise related to advancing policing and public safety and transforming urban law enforcement agencies. The Hillard Heintze Senior Leadership Council has the capacity and the expertise to meet and carry out the requirements stipulated in the Consent Decree and bring lasting change to the New Orleans Police Department. Highlights of our team's qualifications in this area include the following:

### Training: A Critical Area for the NOPD

Former Superintendent of the Chicago Police Department (CPD) and Hillard Heintze co-founder **Terry Hillard** led the development of a revamped training and re-training program for all CPD officers on issues such as use of force, stops and searches, police pursuit, racial profiling, and community outreach. The training program that Hillard championed included a series of Chicago Police Department videos on issues ranging from force options to diversity across the city's complex racial, ethnic and religious communities – including Chicago's sizable Muslim community. These videos were completed in 2001 and were subsequently adopted by other law enforcement agencies, including the FBI and TSA, as vanguard training materials following the terrorist attacks of 9/11.

- While complying with and advancing a Department of Justice Consent Agreement that closely followed race riots in early 2001, Senior Leadership Council member and former Cincinnati Police Chief **Thomas Streicher** oversaw a wholesale overhaul of the department's training and education procedures on use of force and community engagement. Streicher also pushed for department adoption of new technologies like on-body recording devices for patrol officers that enhanced department accountability.
- As administrator for the Department of Law and Justice, Senior Leadership Council member **Thomas O'Reilly** managed a now-permanent change inside the department, and handled responsibilities for supervising the training and re-training of police personnel on issues of stops, arrests, consent to search, and seizure. O'Reilly oversaw new training protocols inside the department and drove innovative distance learning initiatives – developed in partnership with a New Jersey-based adult education expert – that reached all members of the department's 4,000 sworn officers and command staff. He also managed the creation of new internal computer systems that automated the collection and mining of data collected by officers in the field. This data was used to measure consent decree compliance and also to drive innovation and reassessment of training goals.

### Community Policing: Nudging the NOPD Forward – Into the 21<sup>st</sup> Century

The New Orleans Consent Decree defines requirements for community engagement necessary for NOPD to build trust with minority and other citizen communities now alienated from the department. These needs can only be met with expertise rooted in community policing implementation practices. Problem solving, community engagement, organizational change processes, and methodologically sound assessment procedures are not just requirements of the Consent Decree, they are essential new tools in ensuring lasting success of institutional reform inside the NOPD. Our Senior Leadership Council has documented, proven ability to meet New Orleans Consent Decree requirements related to community engagement and policing.

- As former Boston Police Commissioner and Chief Inspector of the Garda Siochana Inspectorate, Ireland's national police force, **Kathleen O'Toole** is an internationally recognized leader in progressive law enforcement practices. In Boston, where she oversaw 3,000 sworn and civilian personnel, she developed and implemented community policing strategies in the city that reduced violent crime and established historic inroads into the city's minority communities. O'Toole established a truly

cooperative and collaborative approach to leadership in Boston, with a focus on police partnerships with community groups and organizations.

- Recently retired from a presidential appointment as Deputy Director of the National Institute of Justice, Senior Leadership Council member **Ellen Scrivner** has spent her 30-year professional career creating, researching, implementing, funding, and assessing progressive law enforcement initiatives for both federal and local agencies. As deputy director at NIJ for three years, Scrivner held an executive-level position inside one of the nation's leading criminal justice research agencies and there worked closely with agency staff to develop, research and underwrite with federal funds cutting-edge and science-based policing strategies employed in local police departments across the United States.

Earlier in her career, Scrivner served for nine years as assistant director of the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS). During that time, she led the formation of the agency's Training and Technical Assistance Division and also created a national training model built around Regional Community Policing Institutes. To date, this program has delivered training and re-training on issues of community policing and outreach to more than 500,000 rank-and-file and command staff police across the United States. While at COPS, Scrivner oversaw a \$1 billion grant program that provided funding for community policing training to three-quarters of the police chiefs and sheriffs in the U.S.

- For eight years, Senior Leadership Council member **Carl R. Peed** served as director of the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS). As the agency's longest-serving director, Peed established himself as a national leader on issues of community policing, driving innovative and path-breaking work in community-police partnerships in departments of all sizes across the United States. Peed's work at COPS included a focus on technology – including web-based training and conferencing – and the ongoing training of new police hires in community-policing strategies and partnerships.

### **Complaint and Use of Force Investigations: A Core Focus of the Consent Decree**

Justice Department investigations have documented broad concerns related to uses of deadly force inside the NOPD. Key to establishing permanent cultural reform inside the department is the Monitor's expertise in assisting the NOPD in training and re-training personnel in legal standards governing acceptable uses of force in policing. Moreover, the New Orleans Monitor must be able to assist with the development of new department procedures that reflect best practices in force options and progressive policing strategies that both reduce racial disproportionality in uses of force and establish trust with community members who presently question the legitimacy of department rules governing force options. Senior Leadership Council members have already done this work in big city police departments across the nation:

- As Superintendent of the Chicago Police Department, **Terry Hillard** introduced wholesale department changes in use of force training and protocols as well as community outreach – including mandating use-of-force reports for departmental use and initiating a first-ever Community Diversity Forum – following a pair of highly publicized and very controversial police shootings of African American young adults in 1999. The use-of-force reports were a first in Chicago and Hillard initiated an internal



monitoring system that required command staff to track data on a monthly and quarterly basis, and to file formal progress reports on an annual basis. Hillard introduced to the department policies and procedures for less-than-lethal force that continue to serve as a national model for other major city police departments.

- **Thomas Streicher** directed the effort to completely revise Cincinnati's use of force policy and procedures to bring the Cincinnati Police Department into compliance with standards mandated by the U.S. Department of Justice as dictated in a Memorandum of Agreement, or Consent Decree, following the riots in Cincinnati in 2001. Streicher's groundbreaking work on these policies and procedures was ultimately overseen by the U.S. Federal Court for the Southwestern District of Ohio and determined to be a model of compliance as well as a model policy. It should be noted that his work, over a five-year period from 2002 to 2008, involved a collaborative effort with the U.S. DOJ, American Civil Liberties Union and a host of community groups to ensure any and all concerns were addressed during this process. When the consent decree was formally dissolved in 2008, the Cincinnati Police Department was found by the court-appointed special master to be in 100-percent compliance.
- **Kathleen O'Toole** led departmental reforms in Boston regarding use of force following a highly publicized incident after a 2004 Red Sox playoff game during which a 21-year-old female college student was killed after being struck in the head with a crowd-control projectile fired by Boston police.

In 2006, shortly after being appointed to her post in the Republic of Ireland as Chief Inspector of the country's national police force, the Garda Siochana Inspectorate, the Minister of Justice directed O'Toole to review the tragic death of a young man with mental health issues who was killed by the police following a barricade incident. O'Toole was tasked with reviewing the findings of a three-year tribunal, headed by an Irish federal judge, that were critical of police actions during the barricade incident. She was also tasked with developing recommendations to address the shortcomings that were implemented in updating and modernizing use of force policies for the Irish National Police.

In addition to her work reforming police departments from the inside, O'Toole is also a practicing attorney with a specialty in constitutional law and criminal procedure. She served as a member of the Independent Commission on Policing in Northern Ireland, also known as the Patten Commission, created as part of the Belfast Agreement in the Northern Ireland peace process. The commission examined policing in Northern Ireland and made recommendations for permanently altering its police culture. The effort was driven by the deep need to restore police trust and accountability with members of the Northern Ireland community, and the commission's work led in 1999 to a report including 175 key recommendations – many since implemented – for establishing permanent reform. Important among those suggestions were multiple community policing and community liaison initiatives.

## MONITORING, AUDITING, EVALUATING OR OTHERWISE REVIEWING PERFORMANCE OF ORGANIZATIONS, INCLUDING EXPERIENCE IN MONITORING SETTLEMENTS, CONSENT DECREES OR COURT ORDERS

In New Orleans, the Consent Decree includes stringent requirements for documenting incidents, training and organizational change outcomes. Rigorous auditing, process management and research methodologies will be needed to meet these requirements. The majority of our work at Hillard Heintze is in providing auditing, review and evaluating program best-practices for police departments, government agencies and Fortune 500 organizations. Several members of the Senior Leadership Council, as well as our Strategic Advisors, also have recent and highly relevant experience monitoring settlements, consent decrees and court orders. The experience and abilities of Hillard Heintze Senior Leadership Council members to meet those requirements include the following:

- **Thomas Streicher** and **Scott Greenwood** worked from 2002 to 2008 on both sides of consent decree compliance in Cincinnati – Streicher from inside the police department and Greenwood on the outside as a civil rights and civil liberties attorney who had sued the department. Working together and collaboratively with federal legal authorities and members of the Cincinnati community, including the ACLU and the Black United Front, Streicher and Greenwood helped institute reforms that were not only compliant with consent decree requirements but that radically altered the police department's posture toward and standing in the city's minority communities. Streicher and Greenwood helped introduce to the department policies rooted in procedural justice, or procedural fairness, and the Cincinnati Police Department is now a national working model and laboratory for the expansion of these important and state-of-the-art policing concepts that seek to improve policing, reward self-regulation by police, bolster public support for law enforcement and public opinion of the entire judicial system and, importantly, introduce and reinforce de-escalation practices among police officers.
- During his tenure as administrator of the New Jersey Department of Law and Public Safety, a position that put him second in command, **Thomas J. O'Reilly** served as the department's project manager in responding to a pair of consent decrees – one federal and the other growing out of state litigation. O'Reilly was responsible for managing and mapping out a solution for compliance with hundreds of individual points of reform called for between the two agreements. This work included creating mechanisms for training, re-training, supervision and assessment of compliance inside the 4,000-officer department. O'Reilly oversaw the Department of Law and Public Safety's consent decree compliance on a day-to-day basis for seven years.
- At the request of the King County Auditor's Office in Seattle, Senior Leadership Council members **Robert Davis** and **Thomas Streicher** performed a detailed assessment of the policies, procedures and practices of the King County Sheriff's Office relating to the intake and investigation of citizen complaints and internal affairs investigations. As part of our audit, Davis and Streicher also reviewed what steps King County could take to enhance the ability of the newly appointed Director of Law Enforcement Oversight to perform his role of monitoring intake and investigations of citizen complaints. Our recommendations in King County included numerous changes to KCSO policies and procedures, all of which have subsequently been embraced and endorsed by the sheriff's office and King County Council. Further, members of the King County Council

recently introduced legislation that would require the sheriff's office to provide ongoing documentation of departmental progress implementing our recommendations.

- For 10 months last year, Hillard Heintze, working in tandem with officials from the Department of Homeland Security, served as subject-matter experts for an analysis of existing integrity and counter-corruption programs within U.S. Customs and Border Protection (CBP). This analysis provided DHS and CBP leadership with feedback on their effectiveness, identified areas of vulnerability and identified and recommended best practices and strategies for improving or replacing existing integrity programs.
- Strategic Advisor **John Furcon** has provided compliance oversight management for consent decree compliance multiple times and over the course of several decades. He was the project manager for the Los Angeles County Sheriff's Department as that agency responded to a consent decree related to gender discrimination. In that case, Furcon spent eight years working with the department developing and implementing a series of reforms – including a department training program for all personnel – that achieved a 90 percent reduction in complaints of sexual harassment and discriminatory conduct and the satisfaction of federal court orders.

## EVALUATING THE BREADTH AND DEPTH OF ORGANIZATIONAL CHANGE INCLUDING THE DEVELOPMENT OF OUTCOME MEASURES

In New Orleans, the development of performance measures to assess Consent Decree progress and compliance will require rigorous, accepted and field-tested research methodologies. Establishing and implementing these research methodologies requires a unique skillset that multiple members of the Senior Leadership Council team have established as social science researchers. The New Orleans Monitor must be able to establish measurable baselines and outcomes in order to reasonably and accurately track NOPD progress under the terms of the Consent Decree. Our team is highly qualified to perform those assessments: Senior Leadership Council members in their roles as high-ranking law enforcement officials have between them decades of experience evaluating organizational change, including the development of outcomes measurements – from local police departments in San Jose and Miami to federal agencies responsible for administering \$1 billion in community policing grants to the national police force of Ireland. Our members and strategic advisors have led major internal investigations, managed complex departmental reviews and procedural overhauls, and served as consultants and advisors to public agencies and private companies seeking to implement organizational change.

- In addition to his consulting work with, among other governmental agencies, the National Research Council's Committee to Review Research on Police Policy and Procedure, **Dr. Alexander Weiss** has led multiple management studies for small, medium and large police departments throughout the United States. In the last five years, Dr. Weiss has led reviews and analyses of a wide range of internal operating procedures, including department staffing policies, internal affairs policies and procedures, traffic incident management plans, and resource deployment.
- Senior Leadership Council Strategic Advisor and Tulane Research Professor **Dr. Peter Scharf** specializes in developing outcomes assessments for the study of law enforcement policies and agencies, especially as those outcomes relate to violent crime.

In 2006, Scharf developed a series of outcome measurements that drove permanent change on issues related to institutional integrity and law enforcement ethics inside the U.S. Department of Justice. These measurements included use of force issues as well as information-sharing technologies. Dr. Scharf built those measurements following a series of internal surveys of DOJ stakeholders that provided personnel buy-in and participation in the development of agreed-upon assessment measurements.

Dr. Scharf's expertise in assessing law enforcement outcomes dates to the early 1980s, when he co-authored *Badge and the Bullet*, a pioneering study of police use of deadly force published in 1983. Dr. Scharf is currently applying his outcome measurement expertise in a federally funded study of violent crime in New Orleans. Among the data he is tracking for assessment purposes in that study are homicide reduction figures and offender recidivism rates.

- **John Furcon** has spent three decades analyzing public- and private-sector organizations, including non-profit groups, and recommending both personnel and organizational changes to improve performance, processes and institutional effectiveness. A former principal at Buck Consultants LLC and a former partner at PricewaterhouseCoopers, Furcon's clients have included industrial and manufacturing firms like Pratt & Whitney and Gillette, financial services firms including Morgan Stanley, Bank of New York Mellon and TIAA-CREF, and governmental bodies and agencies, including the City of Detroit, the Los Angeles County Sheriff's Department, the Commonwealth of Massachusetts, the U.S. Department of Justice and the U.S. Postal Service.
- As referenced above, the entire Senior Leadership Council, led by members **Robert Davis** and **Thomas Streicher**, in July of 2012 completed wholesale reviews of internal affairs policies inside the King County (Washington) Auditor's Office; of procedures and practices within the King County Sheriff's Department; and of the working relationship between the newly installed King County Office of Law Enforcement Oversight unit with the King County Sheriff's Department.

## INSTITUTIONAL TRANSFORMATION AND CHANGE MANAGEMENT

Virtually every member of the Senior Leadership Council has direct experience ensuring institutional transformation and change management in large law enforcement organizations – from the 16,000-member Chicago Police Department to the 1,400-member San Jose Police Department and across municipal, state and federal bureaucracies. Our SLC members have also been responsible for ensuring institutional transformation and change management through their work as monitors and auditors, providing independent reviews and assessments of organizations including the King County Sheriff's Office and the Department of Homeland Security Customs and Border Protection.

Reforming the NOPD, with the department's long history of policing issues and resistance to change, will require exceptional tact and diagnostic skill on the part of the Monitor. It will also require demonstrated experience and success bringing permanent transformation to entrenched and dysfunctional police cultures. The Senior Leadership Council and the rest of our Monitor team have that experience:



- **Kathleen O'Toole's** work in Ireland involves some of the most transformational change initiatives ever undertaken in a public policing environment – cultural shifts that, in some measures, can be compared with some of the challenges in New Orleans.
- Our assessment of the King County Sheriff's Office involved a range of issues central to institutional transformation and change management. **Davis and Streicher** reviewed what steps King County could take to enhance the ability of the newly appointed Director of Law Enforcement Oversight to perform his role of monitoring intake and investigations of citizen complaints. Our recommendations in King County also included numerous changes to fundamental KCSO policies and procedures, all of which have subsequently been embraced and endorsed by the sheriff's office and King County Council. Further, members of the King County Council recently introduced legislation that would require the sheriff's office to provide ongoing documentation of departmental progress implementing our recommendations.
- The Senior Leadership Council's work for the U.S. Customs and Border Protection involved analysis that provided DHS and CBP leaders with feedback on their effectiveness, identified areas of vulnerability and identified and recommended best practices and strategies for improving or replacing existing integrity programs.
- Former Virginia Beach Chief of Police **A.M. "Jake" Jacocks, Jr.** drafted and implemented one of the nation's first anti-discriminatory policing policies and also was among the first to implement a highly restrictive vehicle pursuit policy and a policy prohibiting shooting at moving vehicles. As Commander of Professional Standards in Virginia Beach, Jacocks led the investigation of an officer involved in the fatal shooting of a young man armed with a knife who confronted officers upon their response to a call reporting a disturbance. Although the shooting was ruled justified by the Commonwealth's District Attorney's Office, the incident became very high-profile and led to improved use of force policies for the collapsible baton and pepper spray, and the department's implementation of additional less-lethal tools, including agency-wide deployment in all primary zone cars of the Sage less-lethal launcher that fires a hard rubber projectile. This initiative was implemented with community involvement and received the public approval of family members of the young man who was killed while wielding a knife.
- Strategic Advisor **John Furcon** has provided oversight management for consent decree compliance multiple times and over the course of several decades. He was the project manager for the Los Angeles County Sheriff's Department as that agency responded to a consent decree related to gender discrimination. In that case, Furcon spent eight years working with the department developing and implementing a series of reforms – including a department training program for all personnel – that achieved a 90 percent reduction in complaints of sexual harassment and discriminatory conduct and the satisfaction of federal court orders.

## DEVELOPMENT OF FLEXIBLE BUT DURABLE CONTINUOUS QUALITY IMPROVEMENT INFRASTRUCTURE

All of the major-city police officials who are members of the Senior Leadership Council have experience developing flexible but durable continuous quality improvement infrastructures inside their former agencies and departments. The Monitor responsibilities in New Orleans require both advanced change-management skills – like those developed by Philip Deming, Joseph Juran and Herbert Simon – and the ability to permanently institutionalize those skills in meeting Consent Decree requirements. Assessing those outcomes will be an important step in ensuring lasting cultural change inside the NOPD, and the Senior Leadership Council team brings to New Orleans the skills needed to guide and drive that change.

- As an Illinois State Police Department Colonel, Senior Leadership Council member and Hillard Heintze Chief Operating Officer **Kenneth Bouche** managed the Information and Technology Command, one of five divisions for the Illinois State Police. There, he created the Illinois State Police Strategic Management Bureau, with a focus on creating a sustainable agency-wide strategic plan that took a holistic approach to areas of planning, performance measurement, and budget development. The planning process implemented by Bouche at ISP was adopted by the State of Illinois as a best practice for all agencies, and his planning process continues to ensure quality improvement and process assurance 10 years later.

In 2000, Bouche designed and formed a grassroots effort to create the Illinois Integrated Justice Information System (IJIS), a collaboration of 26 Illinois criminal justice entities that work together to improve information sharing. The group is responsible for the creation of the Illinois Integrated Justice Information System Strategic Plan, which has won national recognition among law enforcement officials as the best-practice for exchanging critical information between public safety decision makers. By following the plan and achieving justice integration, long-term fiscal expenditures for participating agencies declined as IJIS members shared systems, eliminated redundant data entry and made more efficient use of resources. IJIS's work continues today.

In a different response to quality improvement needs, Bouche led the first multi-jurisdictional development of a protocol to videotape confessions in an effort to remedy the false-confession issue in Illinois. As it became clear that there was a problem obtaining reliable confessions in capital cases, Bouche's Illinois State Police committee developed and then led the implementation of a statewide strategy to videotape all interrogations and confessions in every homicide investigation in Illinois. Additionally, the project team created a pilot to implement standardized statewide identification procedures and training for photo arrays, line-ups and in-person identifications in violent crimes investigations. Like racial profiling, once all the emotional issues were dissected and all sides focused on the common problem, investigators saw that videotaping was not a detriment to interrogations and could be a tool to improve evidence collection. Police antagonists on this issue saw there were many deeper issues than police coercion in false confessions that activists previously refused to acknowledge. This process has continued to show a positive impact on minimizing false confessions in Illinois for the last 13 years.

## MEDIATION AND DISPUTE RESOLUTION

As a team of former longtime law enforcement executives at the federal, state and local levels, and in some cases as licensed attorneys, members of the Senior Leadership Council team have broad and extensive professional experience in mediation and dispute resolution. Our experience includes mediating intra-agency disputes among personnel and bargaining units, and inter-agency disputes between command-level staff. Our attorney members have on multiple occasions served as mediators in disputes ranging from business and corporate to personal.

We believe and have seen that mediation can be a powerful, non-adversarial tool in bridging divides, establishing lines of communication and negotiation, and ultimately in settling disputes between polarized factions that, despite their differences, agree to an ongoing relationship. We seek procedural solutions to settlement discussions, and we look to shepherd resolutions by helping develop proposals and counter-proposals between the parties that can move negotiations away from sticking points and onto less contested and contentious ground. The aim of our work as mediators is to help parties reach that initial point of agreement and then to expand on it, delving back into the original dispute with new and more cooperative perspectives. We believe in serving as a fair and confidential guide that allows the parties to reach their own decisions and agreements.

In New Orleans, the parties involved in the Consent Decree – the police department, Department of Justice, and the City – are wedded to a court-mandated reform process and will, during the course of that long relationship, no doubt encounter disputes that are difficult to resolve. In those instances and when appropriate, we will seek to make recommendations that mediate disputes.

## STATISTICAL AND DATA ANALYSIS

In meeting Consent Decree requirements in New Orleans, the Monitor will need sophisticated statistical and data collection skills. From our experience in other large institutions, data is often collected and segregated in “silos,” and internal statistical capacity is limited if it exists at all. Some important information is maintained in digital form while other crucial data remains in paper form that requires manual processing. Senior Leadership Council members have the data management and statistical analytical experience – coupled with a strong knowledge from the outset of NOPD systems – to meet data collection and analysis needs under the Consent Decree.

The Senior Leadership Council team counts among its members and Strategic Advisors some of the most sophisticated and seasoned law enforcement police data analysts and researchers in the United States. They include award-winning social science researchers from some of the most prestigious, methodologically rigorous and influential research institutions in the country. Moreover, with the addition of Southern University Professor Huey Perry, our team now includes one of the leading survey and focus group researchers on issues of race and class in America.

- A nationally recognized expert in analyzing police department operations and procedures and a former director of the Northwestern University Center for Public Safety, Senior Leadership Council member **Dr. Alexander Weiss** has spent decades

reforming law enforcement agencies across the United States. After the state in 2003 mandated tracking data for all traffic stops in Illinois – elected officials were concerned about possible policing issues related to racial profiling in traffic stops, disposition and searches – Weiss developed the data-collection protocols and since 2004 has been responsible for performing a statewide analysis of voluminous records from 1,100 law enforcement agencies involved in more than two million traffic stops. In his role with the Illinois Traffic Stop Study, Weiss has worked closely with police departments and community groups across the state, building relationships and bridges to better and more effective policing procedures.

In 2011, Weiss worked with the City of Urbana, Illinois to address racial disproportionality in traffic stops. The focus of this effort was to inform the city about the Illinois Traffic Stop Study, a statewide collection of data on traffic stops, for which Weiss conducted the annual analysis. The goal of the analysis was to better understand the factors that may have contributed to what appeared to be evidence of disproportionate stopping of minority drivers in Urbana. Weiss worked closely with the chief of police and the city's human relations officer and city attorney.

In 2010, Weiss conducted a comprehensive review of the complaint intake, review and disposition process for the Northwestern University Police. This project was in response to concerns addressed in the university community that the department had not provided enough mechanisms for students to lodge a complaint against an officer, and that the department's internal investigation process was not transparent.

- Among his other career accomplishments in statistical and data analysis, Strategic Advisor **Dr. Peter Scharf** is the author of a National Institute of Justice study of police use of deadly force that required data collection and analysis from thousands of law enforcement agencies across the United States. Dr. Scharf is the author of the Office of Justice Programs and Bureau of Justice Assistance *Guide to Crafting JIS Performance Measures (2008)*, and he is conducting ongoing BJA grant-funded research and statistical analysis of murder rates and recidivism reduction in New Orleans. Dr. Scharf's New Orleans-area research also includes a pair of assessments measuring the efficacy of programs and policies designed to aid and assist offender re-entry into civilian life.

Dr. Scharf earned his doctorate at Harvard University and conducted graduate-level research on issues of changes in moral and ethical behavior under the direction of noted American moral and cognitive philosopher Lawrence Kohlberg, and has also taught advanced statistical techniques at three major universities. He has presented his research in four different appearances at Congressional hearings related to violent crime in New Orleans – most recently in July, 2012, when he summarized city murder patterns.

- Southern University Professor **Dr. Huey Perry** is an acknowledged national thought-leader and researcher at the intersection of race and political process. A University of Chicago political science graduate, Dr. Perry is a nationally recognized expert in both focus group and survey methodologies dealing with socially sensitive issues, including race and class. He has performed complex statistical research and analysis of African American life, politics and culture in New Orleans, including collaborative work with University of New Orleans Professor Susan E. Howell assessing issues of social and political equity over a multiple-year period in New Orleans.



Dr. Perry is currently is working with the Louisiana Department of Public Safety and Corrections on a grant to define the effectiveness of prisoner treatment and re-entry programs in the state.

## INFORMATION TECHNOLOGY

A critical element in the effective monitoring of the compliance actions as contemplated in the consent decree is the availability and reliability of the information applicable to the measurement of progress against those actions. For this reason, access to trustworthy data from various operational sources and information systems will be essential. Provision of this data will best be accomplished through the design of an information management architecture that can enable the system capabilities required by the professional monitoring team to: 1) effectively collect data from operational systems; and, 2) use the data for the analysis and measurement of progress compliance. The information management architecture and system capabilities need to provide pertinent information on the extent to which the conditions that led to the Consent Decree has changed, as well as to provide the monitors and the Court with the information required to assess progress toward the resolution of the underlying problems cited in the Consent Decree.

Effective use of force management and early warning information systems have been core components of effective Consent Decree compliance processes in Los Angeles and in other cities. Information technology experience in data mining, dynamic GIS mapping and impact analysis will be important as the Monitor seeks to assess Consent Decree compliance in New Orleans, and our Senior Leadership Council members and Strategic Advisors possess that experience.

They are highly skilled experts in Information Technology issues and solutions, and they also possess detailed, current knowledge of New Orleans law enforcement conditions from ongoing work in support of criminal justice initiatives in the city, parish and state.

- **The IJIS Institute** is the nation's de facto criminal justice Information Technology think-tank, leading nationwide reforms and supporting state and local justice agencies across the country, including Louisiana and New Orleans. In August of 2010, the City of New Orleans requested a technical assistance (TA) engagement be performed by the IJIS Institute as part of the information-sharing and integrated systems strategic planning process currently underway within the New Orleans criminal justice system. In response to that request, IJIS drove discussions that led to a commitment from all parties to work cooperatively with the Department of Justice in making reforms that will help strengthen the criminal justice information systems environment for New Orleans.

In August 2006, the IJIS Institute conducted a TA site visit to assess the technological environment of the criminal justice system of Orleans Parish and provided a report with recommendations for feasible approaches to integrating key criminal justice information systems and for enhancing information sharing and data exchange. Since then, the OPISIS program has helped introduce an unprecedented level of cooperation among criminal justice executives and their technology staffs, and has successfully implemented a number of information-sharing projects within the parish.

Given the experience gained in the last four years, and given the Landrieu administration's interest and support, the City of New Orleans is planning both a review of short- and long-term goals and to develop a coherent and realistic enterprise-wide model for their CJIS compliance with national standards. This TA engagement was requested by city officials in order to develop a detailed definition of steps needed for realizing that model.

The scope of the engagement included an enterprise review of the City of New Orleans and Orleans Parish CJIS environments, and it also involved two TA site visits to specifically address challenges in enabling information-sharing and data exchange between city and parish agencies. Areas of focus included:

- Confirmation of short-term and long-term information sharing and integration goal
- An assessment of current IT systems, technology, projects and plans
- A review and update of the justice enterprise model
- The development of a strategy for alignment with national information standards
- An update of IT project implementation priorities and planning
- Over nearly three decades, **Kenneth Bouche** has established a career as an executive leader and senior advisor at the forefront of applying best practices in technology, information sharing and intelligence to the highly specialized needs of the law enforcement, homeland security and corporate security communities.

As chair of the Global Justice Information Sharing Initiative (Global), a federal advisory committee to the U.S. Attorney General, Bouche created a collaborative environment pairing state and local law enforcement associations with Global to break down barriers and end turf wars between law enforcement and various federal intelligence agencies – particularly the Department of Homeland Security, which at that time was competing with the DOJ on an overlapping mission. Through identification of a common mission and shared success, Bouche helped shape an atmosphere where the federal government was able to focus on common outcomes of information and intelligence sharing. As chairman of the Global Intelligence Working Group, Bouche did the following:

- Led the development and implementation of the National Criminal Intelligence Sharing Plan and the Fusion Center Guidelines, which are the current standards for intelligence sharing in the U.S.
- Directed the continued development of the Global Justice XML Data Model, which ultimately led to the National Information Exchange Model (NIEM), the most comprehensive data model ever instituted in the justice discipline which has grown from a national to a globally instituted data model.
- Represented state and local law enforcement on the committee to develop Homeland Security Presidential Directive/HSPD-5 with the purpose of developing federal policy to manage domestic incidents by establishing a single, comprehensive national incident management system.

- Chaired a committee to review the Code of Federal Regulations (CFR), Title 28 (28 CFR) regarding intelligence, information sharing and the protection of human subjects.

As an Illinois State Police Lieutenant Colonel and department CIO, Bouche led the state's racial profiling reforms that supported legislation to limit and identify false confessions in capital cases. He also created a Public Integrity Unit to investigate police shootings and criminal acts.

## DATA MANAGEMENT: EXPERTISE AND THE NOPD CONSENT DECREE REQUIREMENTS

Advanced data management skills, including experience capturing and processing multi-source data, are an absolute necessity in meeting the requirements for ongoing data monitoring and analysis called for in the New Orleans Consent Decree. Given the broad and arguably unprecedented scope of the NOPD decree, experience managing and utilizing data is a key component of the Monitor's role – and it is critical to the success of all efforts to accurately measure and analyze department progress and change. The Senior Leadership Council team has the necessary data management skills and experience necessary to guide Consent Decree compliance in New Orleans.

Our data management expertise comes from the ranks of both our Senior Leadership Council members, which includes a former Department of Justice executive who was responsible for developing a complex national suspicious-activity data-gathering process for the department, and our highly capable back-office support staff led by a former Illinois State Police expert.

- **Thomas O'Reilly** served at the U.S. Department of Justice's Bureau of Justice Assistance and Justice Management Division, directing both the NSI and National Information Exchange Model NIEM program – roles in which he developed the only national data model for suspicious activity reporting.

In February 2010, O'Reilly was appointed by the U.S. Attorney General as the Director of the Program Management Office for the Nationwide Suspicious Activity Report Initiative in order to implement SAR in all Fusion Centers nationwide, linking state and local departments to the major law enforcement agencies within the federal government. This program, which represents the largest aggregation of field-based data in the nation, has generated over 20,000 suspicious activity reports, resulting in 900 investigations.

- Hillard Heintze Director of Information Technology and former Illinois State Police Bureau Chief within the Information and Technology Command, **Steven Bova** has spent his professional career helping law enforcement agencies manage and protect their data. Bova has led, driven and implemented Information Technology protocols and standards for both state and local Fusion Centers – the critical intelligence-sharing hubs of the justice system. In this work, Bova ensured that IT protocols complied with specific agency and national standards, including 28 CFR Part 23, the FBI CJIS policy pertaining to implementation of Criminal Intelligence Systems Operating Policies; the Global Justice XML Data Model; Justice Reference Architecture; and the National Information Exchange Model to achieve inter-operability among participating agencies.

- Earlier in his career, Bova served as Bureau Chief within the Information and Technology Command of the Illinois State Police. He also served as Chief Technical Analyst inside the Illinois Technology Office. In these capacities, Bova led and directed initiatives to improve information sharing among law enforcement agencies and the public and to better prepare and secure critical information systems in the event of an emergency.

## **WORKING WITH GOVERNMENT AGENCIES, MUNICIPALITIES AND COLLECTIVE BARGAINING UNITS**

As former law enforcement executives, almost every single member of the Senior Leadership Council has decades of direct experience working continuously with government agencies, municipalities and collective bargaining units and other stakeholders to effect widespread cultural, procedural and structural change inside their respective departments.

- Federal and National Agencies and Programs – U.S. Army, Air Force, Federal Bureau of Investigations (FBI), Department of Homeland Security (DHS), DHS Homeland Security Studies and Analysis Institute, Government Accountability Office (GAO), Department of Defense; Department of Justice, Department of Education, Marine Corps, Naval Reserve, U.S. Secret Service, Secret Service National Threat Assessment Center, U.S. Marshal Service Judicial Threats Center, U.S. State Department, U.S. Department of Transportation, National Highway Traffic Safety Administration, National Institute of Justice, Federal Emergency Management Agency and multiple Joint Terrorism Task Forces. Additional programs and committees include the First Summit of the Americas, Israel-Jordan Peace Signing Ceremony, National Special Security Event (NSSE) Review Committee, National Special Security Event Training Program, Presidential Directive Decision 62 (PDD-62), Safe School Initiative, Targeted Violence Information Sharing System (TAVISS), Global Justice Information Sharing Initiative, U.S. Secret Service – Crisis Communications, U.S. Secret Service – Multi-Agency Command Center, U.S. Secret Service – Major Event Security, U.S. Secret Service – Presidential Protective Division and U.S. Secret Service – Risk Analysis and Vulnerability Assessments for National Assets and Events.
- State and Local Agencies and Programs – Louisiana Attorney General's Office, New York County District Attorney's Office, Louisiana State Police, Virginia National Defense Industrial Authority, Illinois Police Department, Illinois State Police, Massachusetts State Police, Miami-Dade Police Department, Chicago Police Department, Baton Rouge City Police Department, Cincinnati Police Department, Virginia Beach Police Department, Indianapolis Police Department, Colorado Springs Police Department, San Jose, California Police Department, Chesterfield Fire Department, Boston Police Department, the Metropolitan Police Department, Albuquerque Police Department, Burr Ridge and Willowbrook, Illinois Police Departments, Village of Pingree Grove, Illinois, DuPage County Emergency Telephone System Board, Delaware Ohio Police Department, Rockford Illinois Police Department, Holland Michigan Police and Fire Departments, Northwestern University Police Department, University of Notre Dame Police Department and Lansing Michigan Police Department. Additional municipalities, programs and committees include the City of Roseville, California, Colonial Williamsburg Foundation, Department of Security and Safety, Chicago Terrorist Task Force, Cook



County Sheriff's Office Electronic Monitoring, Illinois Terrorism Task Force, Illinois Task Force on Racial Profiling, Illinois State Capitol Complex, Illinois Statewide Terrorism and Information Center, Maryland Stadium Authority, Maryland State Department of Education – SEED School of Maryland, Massachusetts Maritime Academy, the University of Southern Mississippi, Chicago's O'Hare International Airport, City Colleges of Chicago, City of Atlanta 911 Center, Esperanza Charter School – New Orleans, Louisiana, Illinois State Capitol Complex, Washington State's King County Sheriff's Office, Lee County (Alabama) Emergency Management Agency, Metra, Metropolitan Pier and Exposition Authority and the NATO 2012 Chicago Host Committee.

### **APPROPRIATE LANGUAGE SKILLS AND EXPERIENCE WORKING WITH LIMITED ENGLISH PROFICIENT PERSONS AND COMMUNITIES, IN PARTICULAR COMMUNITIES WHOSE PRIMARY LANGUAGE IS SPANISH OR VIETNAMESE**

Each of the Senior Leadership Council members who have served in executive-level law enforcement positions has worked extensively with Spanish-speaking communities. Some are fluent Spanish speakers while others built their executive-level careers in some of the most heavily Latino and Spanish-speaking cities in the United States. One of our Strategic Advisors is among the highest-ranking Vietnamese-American police official in the country.

- Former San Jose Police Chief and Senior Leadership Council member **Robert Davis** is a fluent Spanish-speaker. Davis has worked extensively with representatives and members of the Spanish-speaking population of San Jose and Northern California – a group dominated by Mexican-Americans and Mexican immigrants – and he also has served as an instructor, advisor and best-practices consultant to law enforcement agencies throughout South America that are seeking to improve delivery of police services and community relations while also addressing longstanding issues of police corruption.
- Other Senior Leadership Council members, like former Chicago Police Department Superintendent **Terry Hillard** and former Miami-Dade Police Chief **Robert Parker**, possess more limited Spanish language skills but have spent decades working closely, collaboratively and effectively with members of many different and distinct Spanish-speaking communities, including Chicago's large Mexican-American and Puerto-Rican communities and Miami-Dade's significant Cuban-American community.
- San Jose Police Department Deputy Chief and Senior Leadership Council Strategic Advisor **Phan Ngo** is among the highest-ranking Vietnamese American police officials in the United States. A naturalized American citizen whose family fled South Vietnam before the communist victory in 1976, Ngo has served on the San Jose force for 23 years. While working as Captain of the Bureau of Field Operations, he spearheaded the department's neighborhood problem-oriented policing efforts and oversaw a first-ever Police Citizen's Academy for member of the city's Vietnamese community. With Ngo as lead facilitator, those academy meetings were conducted entirely in Vietnamese – a first for the San Jose department and, we believe, a first in the United States.

Ngo's outreach efforts were organized after a pair of controversial police-involved use of force incidents involving Vietnamese males occurred. These involved the shooting of a knife-wielding man who suffered from mental illness and the videotaped arrest of a

college student that many San Jose residents, including members of the Vietnamese community, considered excessively violent.

## FAMILIARITY AND UNDERSTANDING OF LOCAL ISSUES AND CONDITIONS

Sophisticated knowledge of New Orleans and the City's political, policing and community institutions is essential for any Monitor to function successfully in overseeing compliance with the Consent Decree. The Monitor will need to be able to network and build trust across multiple constituencies in building legitimacy for the monitoring and Consent Decree effort. That work requires an understanding of local history leading up to the Consent Decree and a parallel understanding of longstanding barriers to change in South Louisiana. The Monitor also will need contacts among all of the many key constituencies and stakeholders who will make or break police reform in the city – community members, government officials, organized labor groups, including the police unions, and the New Orleans civil rights and business communities.

Our team of Senior Leadership Council members and Special Advisors has longtime personal and professional knowledge and understanding of local issues and conditions in New Orleans. Many of us are residents and former residents and will bring unique, well-informed, and culturally diverse perspectives to our work as Monitor. Hillard Heintze co-founder Arnette Heintze is a Baton Rouge native and former New Orleans law enforcement official, and our uniquely well-connected Special Advisors have for decades been on the front lines of efforts to reform and improve civic institutions in New Orleans, including the police department.

We believe our local team members – headed by local DBEs Metro-Source and Managing Partner Judith Dangerfield, and Murphy Paul of MP & Associates; grounded in New Orleans by Tulane University Professor Dr. Peter Scharf and Rev. Dr. Charles J. Southall; and assisted in research methodology and historical expertise by Southern University-Baton Rouge's Dr. Huey Perry – will provide the full Hillard Heintze Senior Leadership team with exceptional local insights at every step of this engagement.

- Hillard Heintze founder and CEO **Arnette Heintze** is a South Louisiana native who spent the first 11 years of his professional career with various federal, state and local law enforcement agencies in and around New Orleans. Hillard Heintze has been licensed in Louisiana since 2007, when the firm was retained by the Louisiana Recovery School District (RSD) to assist with a comprehensive review of security processes and procedures across RSD campuses. Within the first few weeks of this engagement, we identified more than \$12 million in annual savings to RSD. Our work with the schools advanced our already intimate understanding of multiple political, economic and social issues related to post-Katrina recovery and civic rebirth in New Orleans.
- Tulane Professor **Peter Scharf** is a nationally renowned criminal justice researcher with a special focus on field assessments, performance metrics, police deadly force training and the public health implications of crime. He has spent decades researching, publishing and serving as a Congressional witness on issues of law enforcement, and he is a highly visible New Orleans public intellectual who regularly participates in public forums and appears in local media regarding issues of police and civic reorganization and improvement. He has trained many of the officers in the Department, served on a number of boards of community organizations (Central City Partnership, New Orleans

FBI Citizen's Academy and was named an honorary citizen by the NOPD in 2011 as a part of the Memorial Day Celebration. Dr. Scharf has twice authored Congressional testimony regarding policing issues in New Orleans – in 2007 and again in July of this year – and he has authored numerous publications on New Orleans police strategy and response. He has also presented to FBI Citizen's Academy, Alliance for Good Government and TV News Shows research based views on progress related to crime and policing in the city.

In addition to his standing in the city's academic firmament, Dr. Scharf maintains deep personal and professional connections with New Orleans' minority and business communities established over 18 years observing and researching New Orleans politics, policing, urban planning and reform. He also has a strong but independent working relationship with City Hall, having served as a member of Mayor Mitch Landrieu's Criminal Justice Transition Team Task Force.

Dr. Scharf's standing in multiple New Orleans stakeholder communities, coupled with Strategic Advisor **Dr. Huey Perry's** similar standing, provides the Senior Leadership Council with access to the City's critical social and business-community venues and networks needed to obtain some of the data necessary to properly measure Consent Decree compliance and also to make an objective yet informed view of police department reform. Scharf and Perry maintain extensive contacts with all major local media outlets and a broad range of civic, criminal justice and community sources.

- Southern University Political Science and Public Policy Professor **Dr. Huey L. Perry** is a nationally recognized expert, author, lecturer and social science researcher on race, race relations, urban and Southern politics and public policy. Dr. Perry is the executive director of Southern University's Institute for Research, Training and Public Service, and he has published widely in the academic press and in peer-reviewed journals on issues of urban politics and policy, including pre- and post-Katrina New Orleans. His research in New Orleans spans almost three decades, and his knowledge of the City and South Louisiana politics, culture, economics and race relations is among the strongest of any academic or researcher in or out of the state. Dr. Perry is also a world-class research expert with specialties in focus group and survey methodologies that will be put to use by the Senior Leadership Council in both communicating with New Orleans' stakeholders and assessing Consent Agreement compliance.
- Rev. Dr. Charles J. Southall, III, senior pastor of First Emmanuel Baptist Church in Central City, is a deeply respected leader of the African American religious and business community in New Orleans. Rev. Southall operates the Gaskin, Southall, Gordon and Gordon Mortuary in New Orleans' Dryades neighborhood, and he also serves as president of the New Orleans Faith-Based Initiative and the New Orleans Rehabilitative Corporation. He is a longtime community activist and advocate and has broad and intimate connections throughout the City's African American and minority communities. Rev. Southall also understands the impact of crime and a flawed justice system in the New Orleans area – he has seen it from both sides. As Chaplin for the NOPD and board member of the Comprehensive Central City Initiative of New Orleans, Inc., as well as a leader in the Innocence Project New Orleans, he understands the local landscape.
- MP & Associates is a designated Louisiana Disadvantaged Business Entity and consulting firm specializing in building relationships and lines of open and honest

communication between police departments and community members. The Lakeview-based firm, run by Louisiana State Police Lt. Col. Murphy Paul, specializes in community assessment and outreach, and has experience developing and implementing community relations plans inside New Orleans's African-American communities.

- Treme-based Metro-Source, LLC is a consulting firm and designated State and Local Disadvantaged Business Enterprise with specialties in community development, outreach and citizen participation. Managing Partner Judith Williams Dangerfield brings a broad understanding of the negative impact that the NOPD problems have had on the city's minority communities, and she has for more than eight years served as a community relations and outreach specialist to the City's Lower Ninth Ward and St. Bernard Parish communities on behalf of the Army Corps of Engineers' IHNC Lock Replacement project. Dangerfield has assisted the Bring New Orleans Back Commission with public relations and outreach support, and she has also provided professional communications planning assistance to New Orleans-based anti-poverty agency Total Communication Action, Inc. Dangerfield is a leader in the New Orleans Economic Development Consortium and is a local expert on the disproportional impact of crime on the city's poor.

The local contacts maintained by our team are essential to the Senior Leadership Council's work, given the complexity of the New Orleans Consent Decree. The roots of the Decree stretch back more than 30 years, and the agreement reflects the challenges that reformers and would-be reformers have faced since the NOPD first faced significant scrutiny of its practices and procedures – and its arguable singular departmental culture – in the 1970s. Detailed knowledge and understanding of the NOPD culture and the department's often complicated and sometimes corrupt history is an absolutely fundamental requirement for any Monitor to operate effectively and to help bring real and permanent change to the police department.

Likewise, an effective Monitor must have a nuanced understanding of the more recent history that informs so much of public sentiment and department animus toward reform – including the trials of the NOPD officers involved in the Katrina-era police killing of Henry Glover, and the subsequent unprovoked police shootings and killings of unarmed African Americans at the Danziger Bridge. These shootings, and the criminal prosecutions that eventually followed, are defining moments in contemporary New Orleans policing – and understanding how they continue to influence both the NOPD and community feeling is an essential component of defining an objective and knowledgeable advantage as Monitor of the Consent Decree process.

These conflicts – some of which are still in the process of emerging – require a New Orleans-based monitoring field team that has the capacity and skill to:

1. Understand proposed New Orleans Consent Decree milestones and outcomes in a broad political, organizational and cultural context
2. Maintain a broad network of contacts with community organizations to gather needed information and build legitimacy and support for the monitoring effort
3. Have working relationships with the varied stakeholders whose contributions and cooperation are required for an effective monitoring effort (District Attorney, DOJ, City of New Orleans, the NOPD, FBI, U.S. Attorney, police unions, religious groups, Orleans Parish Sheriff and community groups)



4. Be able to serve as a credible local spokesperson for the monitoring effort
5. Be perceived as independent, fair and objective in carrying out the Monitor's duties

## EFFECTIVE ENGAGEMENT WITH DIVERSE COMMUNITIES

Navigating the different values, politics, races and culture complexities of New Orleans is key to building support for, and a feeling of legitimacy toward, the City's Consent Decree process. Without this vital grassroots support, lasting police reform will face the same historical hurdles toward effective and permanent change that city residents have experienced for decades.

One of the core strengths and competencies of the Senior Leadership Council and our team of DBE partners and Strategic Advisors is the experience and commitment we bring to working transparently, respectfully and collaboratively with diverse communities and stakeholders. That includes skeptical and sometimes hostile minority groups – in New Orleans these include African American, Latino, Vietnamese and LGBT community members – but it also includes government and elected officials, police labor union representatives and rank-and-file officers. That said, we recognize the issues around police reform in New Orleans are racially charged and require forthright and careful handling by the Monitor. Our Senior Leadership Council members and support experts have been instrumental in driving police department change, often under comparably divisive circumstances, and doing so, as a matter of deeply rooted principle and process, with the painstakingly earned support of affected communities.

We have won over city council members, we have negotiated rules changes with the Fraternal Order of Police, and we have embraced former adversaries as partners in police reform. We have established new community forums for soliciting and acting upon resident feedback. In short, we have been pioneers in community policing. Moreover, our Strategic Advisors have spent years building coalitions and lines of communication with minority communities in New Orleans, and they bring those ties, those connections, and those perspectives to our team as we seek to engage all of the people of New Orleans in reforming the city's long-troubled police force.

Some representative and relevant examples:

- **Terry Hillard** was the third African American to head the nation's second-largest police department. Hillard took office during a time of racial tension inside the department and in the wake of a police scandal that deeply shook community-police relations, especially in the city's west side African American neighborhoods where a group of corrupt officers – including some with gang affiliations – were indicted by federal prosecutors for operating an extortion ring that targeted drug dealers. Hillard oversaw procedural and organizational changes in the department that rebuilt institutional trust and accountability, improved racial relations inside the department, and personally led a move toward greater police accountability with the people of Chicago.
- **Thomas Streicher's** abiding commitment to reform led to a collaborative and mutually supportive working relationship with Cincinnati-area civil liberties groups and minority communities, and led Chief Streicher to be recognized in 2011 with the Police Executive Research Forum's Leadership Award. More importantly, police and city officials in

Cincinnati continue to use the Consent Decree as a guiding document and roadmap to reform even after its dissolution. Streicher helped develop a process to include local stakeholders – including elected officials, minority community groups and leaders, and local civil liberties organizations like the ACLU – into the police department’s decision-making process that introduced an unprecedented culture of openness and collaboration within the Cincinnati Police Department.

- After six years of failed attempts to create racial profiling legislation by various special interest groups, **Terry Hillard** and **Ken Bouche** worked together to unite the Illinois Association of Chiefs of Police Association, the Illinois Sheriff’s Association, American Civil Liberties Union of Illinois, Council on American Islamic Relations (CAIR)-Chicago and other special interest groups to work with the Illinois General Assembly to create, obtain sponsorship, and support the passing of a law what is now seen as an effective national model for racial profiling data collection.
- Strategic Advisors Rev. **Dr. James Southall III**, **Metro-Source, LLC** and **MP & Associates**, the latter two of which are certified DBEs, are all New Orleans-based, with offices ranging from Central City to Treme to Lakeview.
  - Rev. Dr. Southall is a highly respected Baptist minister and business owner who has been recognized for his community work by organizations ranging from the New Orleans Police Chief of Police and a city charter school to ESPN. Southall is both a chaplain to the New Orleans Police Department and an active member of the Innocence Project of New Orleans.
  - Metro-Source, LLC Managing Partner Judith Williams Dangerfield is a longtime public policy and community development expert whose work in New Orleans has spanned serving as a community liaison for an Army Corps of Engineers dam lock replacement project in the Lower Ninth Ward and St. Bernard Parish to public health outreach in black and Latino communities on behalf of a U.S. Department of Health and Human Services HIV/AIDS prevention, intervention and treatment program. Ms. Dangerfield and her firm have also facilitated community meetings and public outreach in minority communities on behalf of the Bring New Orleans Back Commission. Likewise, Murphy Paul of Lakeview-based MP & Associates has both two decades’ experience in law enforcement as well as almost a decade’s experience mapping and executing community relations strategies in New Orleans’ black neighborhoods.
- Strategic Advisors **Dr. Peter Scharf** and **Dr. Huey Perry** are both longtime academic researchers in New Orleans, and during several decades examining race and class, politics and power from a social science vantage point, they have developed and maintained very close professional working relationships with multiple racial, ethnic, socioeconomic, and gender communities in the city. Their connections to the city’s underclass, its unreported and undocumented residents, its aggrieved, and its forgotten and often unseen citizens is a truly unique and unparalleled qualification for our team as we seek to help manage police department reform that reaches, and means something, to all New Orleans residents.

## CREATION AND EVALUATION OF MEANINGFUL CIVILIAN OVERSIGHT MECHANISMS

Several of our team members have been leaders in establishing or significantly advancing the mission, scope of authority, resources and governance mechanisms of effective civilian agencies charged with providing oversight of public policing functions. A few of the more salient examples include the following:

- On a national level, in 2010, **Terry Hillard** assembled and led the team for National Organization of Black Law Enforcement Executives (NOBLE) of subject-matter experts in conducting and assessing the Gainesville, Florida Police Department on its discipline process and use of force policies and procedures, including addressing the issues with the community through community town hall meetings.
- As noted earlier, during his tenure as Superintendent, Hillard also created Multiple-Cultural Diversity Forums, which included every ethnic group within Chicago as well as participation by important community advocates and activists. These forums were credited with narrowing the gap between the police department and minority resident communities, and were responsible for the creation of training videos on how CPD officers should interact with citizens – videos that were utilized by many national agencies, such as the FBI, ATF, and DEA, and were also distributed to state and local jurisdictions by the Department of Justice.
- **Thomas Streicher** directed the effort to completely revise Cincinnati's use of force policy and procedures to bring the Cincinnati Police Department into compliance with standards mandated by the U.S. Department of Justice. Streicher's groundbreaking work on these policies and procedures was ultimately overseen by the U.S. Federal Court for the Southwestern District of Ohio and determined to be a model of compliance as well as a model policy. It should be noted that his work, over a five-year period (2002 to 2008), involved a collaborative effort with the DOJ, American Civil Liberties Union and a host of community groups to ensure any and all concerns were addressed during this process. The process involved the development and revision of the agency's policies and procedures on use of force; communicating the changes to and training all members of the agency on same; implementation and monitoring of the entire process by the Department command staff, a special master (federal magistrate) as designated by the U.S. Federal Court, the ACLU, and an independent monitoring appointed by the U.S. Federal Court to determine effective compliance with same.
- These efforts along with the implementation of ECDs and development of a process for review of all use of force incidents to determine options for alternative tactics in the same of similar incidents by way of in-service training for all department members has resulted in more than a 50 percent decline in use of force incidents in the Cincinnati Police Department. Additionally, injuries to citizens were reduced by approximately 45 percent, injuries to officers were reduced by more than 70 percent and citizen complaints against officers for excessive force were significantly reduced to single digits on an annual basis. The entire timeframe for these efforts was from 2001 to 2011 on an evolving basis with an eye toward continuous improvement through process evaluation by internal and external agencies.

- **Scott Greenwood** has served as chiefs' special counsel and expert on in-custody deaths and less-lethal use of force in San Francisco (2010) and use of force policies and practices for ECDs in Charlotte (2011). Greenwood was also the principal negotiator and lead counsel in *In re Cincinnati Policing*, 209 F.R.D. 395 (S.D. Ohio 2002), the leading collaborative police reform agreement in the United States, and Collaborative Agreement Global Damage Claims Settlement, (S.D. Ohio 2003), the then-largest racial profiling misconduct damage settlement in the U.S. His efforts, working with Chief Streicher and others, resulted in what the court-appointed Monitor termed "one of the most successful police reform efforts ever undertaken in this country."
- The Senior Leadership Council's work assessing the policies, procedures and practices of the King County Sheriff's Office relating to the intake and investigation of citizen complaints and internal affairs investigations also serves as an example of our monitoring team's contributions to meaningful civilian oversight mechanisms for policing agencies.

### **FAMILIARITY WITH FEDERAL, LOUISIANA AND LOCAL LAWS, POLICIES AND RULES GOVERNING POLICE PRACTICES**

Our familiarity with federal, Louisiana and local laws, policies and rules governing police practices is extensive.

- That insight and experience begins with Hillard Heintze co-founder and CEO **Arnette Heintze**. Heintze is a South Louisiana native, raised in the country outside of Baton Rouge. He graduated from LSU with a Bachelor of Law Enforcement degree in 1977. Heintze spent the first seven years of his professional career in local and state law enforcement in and around New Orleans – first with the Baton Rouge City Police, as a uniformed police officer, then with the Louisiana Attorney General's Office, as a criminal investigator. Much of his work with the Attorney General's Office was concentrated in New Orleans. From 1980 to 1983, Heintze served with the Louisiana State Police as a Region 1 detective, covering New Orleans and the surrounding parishes. Upon joining the U.S. Secret Service in 1983, Heintze spent five years assigned to the New Orleans Field Office, where he worked protection and investigations assignments in every neighborhood of New Orleans.
- Hillard Heintze Senior Vice President and retired Special Agent in Charge of the U.S. Secret Service office in New Orleans **Kim Tate** – a college classmate of Heintze's – began his professional career in law enforcement as an investigator with the State of Louisiana, 19th Judicial District Attorney's Office, in East Baton Rouge Parish. Tate joined the U.S. Secret Service in New Orleans in 1985, and the majority of his career – 17 years – has been spent in the City. He served as the Special Agent in Charge from 2002 to 2012.
- Strategic Advisor **Murphy Paul** of MP & Associates is a Lieutenant Colonel of Support Services for the Louisiana State Police, and from 2010 to 2012 served as Command Inspector in the agency's Criminal Investigations unit. Paul began his career as an Orleans Levee District Police Officer and joined the state police force in 1994. He spent five years assigned to the department's Bureau of Investigations, where he worked undercover in state and federal investigations.



- **Dr. Peter Scharf** and **Dr. Huey Perry**, Strategic Advisors to the Hillard Heintze Senior Leadership Council team, are longtime academic researchers of police practices in New Orleans. Dr. Scharf, of Tulane University, has published widely on issues of police use of force since the early 1980s and has on four separate occasions testified before Congress on issues of crime and policing in New Orleans. Dr. Perry, a nationally renowned expert on race and racial politics, has been performing research in New Orleans and publishing studies of the city's politics, police, law and institutions of power for almost four decades.

### COMPLETING PROJECTS WITHIN ANTICIPATED DEADLINES AND BUDGET

As Monitor, the Senior Leadership Council is supported by a full team of communications professionals. The Hillard Heintze Communications Division is a robust, high-performance, best-practice-setting group of strategic communications experts, writers, editors, graphics specialists and project management professionals who actively support the communications and deliverable schedules and commitments of all Hillard Heintze subject-matter experts and client support teams. This support will apply to the monitoring engagement in New Orleans for the full duration of the contract.

Every month, the Hillard Heintze Communications Division generates more than 150 outputs and approximately 1,500 published pages across 18 types of deliverables from reports and analytical summaries to executive briefs, advisory memorandums and status reports. The additional reports and briefings associated with the Monitor's duties, activities and reporting schedule represent an incremental increase to the Communications Division's daily pipeline and, given these factors, we have no concern at all that Hillard Heintze can complete all Monitor deliverables within anticipated deadlines and budget.

### PREPARING FOR AND PARTICIPATING IN COURT PROCEEDINGS

As former executive-level law enforcement officials, attorneys, and academic experts, every member of the Senior Leadership Council has appeared in court – at the state and federal levels—as a law enforcement official, an expert witness, or as counsel. In testimony directed related to consent decrees, **Kathleen O'Toole** appeared as an expert witness during the DOJ's enforcement of the New Jersey Consent Decree, and Strategic Advisor **John Furcon** has appeared multiple times as an expert witness in consent decrees regarding race and age discrimination, hiring and promotions practices. Senior Leadership Council member **Scott Greenwood** has participated in hundreds of court proceedings related to civil rights litigation and consent decree enforcement.

### REPORT WRITING FOR A BROAD VARIETY OF STAKEHOLDERS

We believe that no other Monitor candidate or group can offer reach-back support in communications with as much depth and breadth in communications skill, controls, and protocols to support the on-time and on-demand schedule of the Monitor at a very high level of quality, completeness and accuracy. The following factors support our perspective:

How Our Diversity of Experiences, Ethnicity and Perspectives Can Help the NOPD Transform its Culture and Begin to Earn the Trust of the Communities It Serves

1. The pacing and breadth of the Monitor communications deliverables,
2. The vital sequencing and dependency relationships between those deliverables,
3. The need for multiple stakeholder input, not necessarily for agreement but for suggestions, and
4. The essential requirement that these reporting and advisory documents be carefully designed to ensure understanding and awareness among very different sets of Consent Decree constituents on a wide range of compliance issues.

A brief description of the extensive report-writing controls, capabilities, and resources we believe will prove invaluable to the Monitor's oversight duties is included in Section IV, "Support from a High-Performance, Fully-Staffed Communications Team."

### III. REFERENCES FOR THE FULL MONITORING TEAM

#### REFERENCES FOR HILLARD HEINTZE

##### 1. King County Auditor and King County Sheriff's Office (KCSO)

In November 2011, the King County Auditor's Office engaged Hillard Heintze to provide assistance with an internal audit of the King County Sheriff's Department's internal affairs operations and an audit of the county's newly formed Office of Law Enforcement Oversight (OLEO). The Senior Leadership Council (1) reviewed the current policies and procedures of the Sheriff's Department's Internal Investigations Unit (IIU) and compared them to best practices for internal affairs investigations nationwide; (2) conducted a detailed review and analysis of IIU's investigations to determine if current policies and procedures are being followed; (3) conducted a review and analysis of the initial steps the OLEO has taken to provide civilian oversight services to IIU, as well as provided best practice recommendations to both the new head of OLEO and the King County Sheriff to assist their two departments in establishing an effective working relationship; and (4) provided guidance and recommendations to the County's Auditor's Office on strategies for conducting future audits of IIU and OLEO.

- **Ms. Cheryle A. Broom**  
King County Auditor  
c/o Ron Perry, Deputy Auditor  
King County Courthouse  
516 Third Ave., Room W-1033  
Seattle, Washington 98104  
Telephone: (206) 296-1655
- **Ms. Julia Patterson**  
King County Council Member  
c/o Sharon Daly  
Executive Assistant and Constituent Relations  
District 5  
516 Third Ave., Room 1200  
Seattle, Washington 98104  
Telephone: (206) 296-1000
- **Sheriff Steven D. Strachan**  
King County Courthouse  
516 Third Ave  
Room W-150  
Seattle, Washington 98104  
Telephone: (206) 296-4155

## 2. Homeland Security Studies and Analysis Institute

Since February 2008, Hillard Heintze has served as the senior law enforcement advisors to the Homeland Security Studies and Analysis Institute (HSSAI). HSSAI was established by Congress in The Homeland Security Act of 2002, as a non-profit federally funded research and development center (FFRDC) operated on behalf of the U.S. Department of Homeland Security (DHS). Since its inception, HSSAI has completed more than 300 tasks and provided support to virtually every major staff function and component within DHS. Hillard Heintze has provided operationally relevant support to several HSSAI projects.

Together with HSSAI, Hillard Heintze and the Hillard Heintze Senior Leadership Council served as subject-matter experts for an analysis of existing integrity and counter-corruption programs within U.S. Customs and Border Protection (CBP). This provided DHS and CBP leadership with feedback on their effectiveness, identified areas of vulnerability, identified and recommended best practices and strategies for improving or replacing existing integrity programs.

- **Mr. Robert V. Tuohy**  
Vice President and Deputy Director  
Homeland Security Studies & Analysis Institute  
2900 South Quincy Street  
Arlington, Virginia 22206  
Telephone: (703) 416-2000
- **Mr. James F. Thomscheck**  
U.S. Customs and Border Protection (CBP)  
Assistant Commissioner, Office of Internal Affairs & Chief Security Officer  
Telephone: (202) 344-1800

## 3. Metra

Metra is the second-largest public commuter railroad in the country and the railway system that serves the city of Chicago and six neighboring counties. Between May 2010 and June 2011, at the authorization of the Metra Board of Directors which had established the new Metra Office of Inspector General (OIG), Hillard Heintze served as the Interim Metra OIG. In short, Metra (1) gave Hillard Heintze jurisdiction over Metra and all Board members, officers, employees, contracts and others doing business with Metra and (2) charged it with investigating allegations of fraud, waste, abuse and mismanagement, among other OIG responsibilities.

Hillard Heintze completed the following strategic OIG activities: OIG Infrastructure Development and Formalization of Core Processes; Receipt and Documentation of Allegations and Initiation of OIG Investigations; Near-Term and Long-Term OIG Program Development; OIG Advisory Counsel to the Board; OIG Education and Outreach; and development of the First Metra OIG Annual Report (publicly available on both the Metra and Hillard Heintze websites).

- **Mr. Larry Huggins**  
Metra Chairman of the Board  
Telephone: (312) 322-6777

- **Mr. Alex Clifford**  
Metra Executive Director and Chief Executive Officer  
Telephone: (312) 322-6777
- **Ms. Carole Doris**  
Metra Chairman of the Board (Retired)  
Telephone: (312) 322-6777

#### 4. Department of Defense – Office of Inspector General

Since 2011, Hillard Heintze has performed a variety of tasks in support of the Department of Defense (DoD) Office of Inspector General (OIG) in fulfillment of a five-year contract at \$1.2 million per year focused on supporting the DoD OIG's mission, among other priorities, to promote accountability, integrity and efficiency, advise the Secretary of Defense and Congress and inform the public. These tasks include the following nine areas:

1. Administration and Management Human Resources Strategic Planning Support
  2. Administration and Management Human Resources Manpower Assessment Support
  3. Administration and Management Acquisition Support
  4. Administrative Investigations Writer-Editor and Readiness System Support
  5. Investigations (INV) Logistics Support
  6. Cybercrime Support
  7. Investigations Process Improvement Support
  8. Intelligence Programmatic and Technical Support
  9. Intelligence Readiness System Support
- **Mr. James Hitchcock**  
Department of Defense  
Manager, Defense Criminal Investigative Service  
Telephone: (703) 604-8439



## REFERENCES FOR COUNCIL MEMBERS

These references specifically speak to work that members of the Hillard Heintze Senior Leadership Council have performed in raising and setting new law enforcement standards and practices that directly relate to the Joint Memorandum for Entry of Consent Decree filed by the City of New Orleans and the U.S. Department of Justice on July 24, 2012.

### 1. City of Cincinnati, Ohio

In Cincinnati, when the city and police department agreed to U.S. Department of Justice-supervised reforms, SLC member Scott Greenwood drafted and enforced those agreements. Greenwood served as the architect of the collaborative, aspirational agreement between the parties that sought significant and permanent change in the relationship between police and community members. Central to that effort was a change in the philosophy of the Cincinnati Police Department, moving away from a more closed and defensive institutional posture toward an open embrace of transparency and community policing.

As Cincinnati Police Chief, Senior Leadership Council member Thomas Streicher directed the effort to completely revise the city's use of force policy and procedures to bring the Cincinnati Police Department into compliance with standards mandated by the U.S. Department of Justice's Consent Decree. Streicher's groundbreaking work on these policies and procedures was ultimately overseen by the U.S. Federal Court for the Southwestern District of Ohio and determined to be a model of compliance as well as a model policy. When the Consent Decree was formally dissolved in 2008, the Cincinnati Police Department was found by the court-appointed special master to be in 100 percent compliance.

Greenwood and Streicher worked very closely with one another, and with others across the Cincinnati legal, law enforcement and minority communities, throughout this very successful process.

- **The Honorable Susan J. Diott**  
Chief Judge, United States District Court, Southern District of Ohio  
Potter Stewart U.S. Courthouse, Room 227  
100 East Fifth Street  
Cincinnati, Ohio 45202  
Telephone: (513) 564-7630

### 2. State of New Jersey

As New Jersey Attorney General, Mr. John Farmer negotiated the Racial Profiling and NAACP Consent Decree and supervised SLC member Thomas O'Reilly in his work overseeing the New Jersey State Police compliance program efforts. During this initiative, Mr. Farmer held responsibility for policy and legal matters; Judge Edward M. Neafsey (see below) was responsible for several specific subject-matter areas; and Thomas O'Reilly held responsibility coordinating and integrating consent decree compliance program activities, ranging from developing solutions to ensuring resource availability to designing the business processes for programs required by the Monitor within the New Jersey State Police.

Additionally, SLC member Kathleen O'Toole served as an expert for the U.S. Department of Justice Civil Rights Division on the New Jersey State Police profiling case. She examined all department policies, procedures and practices and identified problem areas, weaknesses and gaps. O'Toole's findings and recommendations were incorporated into the Consent Decree.

- **Mr. John Farmer**  
Dean, Rutgers University School of Law  
123 Washington Street  
Newark, New Jersey 07102  
Telephone: (973) 353-5551
- **The Honorable Edward M. Neafsey**  
State of New Jersey, Judge of the Superior Court (Retired)  
(Telephone number available on request)

Judge Neafsey served as the New Jersey First Assistant Attorney General during the compliance phase of monitoring the Consent Decree for the state. Judge Neafsey was a principal architect of the Internal Affairs process, and worked closely with SLC member Thomas O'Reilly on compliance program implementation.

### 3. City of Chicago, Illinois

As Chicago Police Superintendent, SLC co-founder and member Terry Hillard stood with the community after four officers involved in a car chase shot and killed a young African American woman named LaTanya Haggerty. Hillard subsequently led the City of Chicago through the process of initiating an innovative and ultimately transformational citywide cultural diversity program that addressed issues such as police use of force, police brutality and corruption. This program proved to be one of the country's most successful Community Policing programs, one that continues to serve as a positive model for the nation today.

- **Rev. Dr. Michael L. Pflieger**  
Saint Sabina Church  
1210 West 78th Place  
Chicago, Illinois 60620  
Telephone: (773) 483-4300
- **The Honorable Patrick Fitzgerald**  
United States Attorney for the Northern District of Illinois (Retired)  
(Telephone number available on request)

### 4. Los Angeles County, California

Senior Leadership Council Strategic Advisor John Furcon served as project manager for the Los Angeles County Sheriff's Department as that agency responded to a Consent Decree related to gender discrimination. Furcon worked with the department to develop and implement a series of reforms – including a department training program for all personnel – that achieved a 90 percent reduction in complaints of sexual harassment and discriminatory conduct.

- **Thomas M. Laing**  
Chief  
Los Angeles County Sheriff's Department  
Field Operations Region III  
4700 Ramona Boulevard  
Monterey, California 91754  
Telephone: (323) 526-5712

## 5. City of Virginia Beach, Virginia

As Police Chief, SLC member Jake Jacocks led Virginia Beach in reaching an agreement to enter into a consent decree to address unintentional disparate impacts of standardized entry tests used to screen applicants for the position of police officer. Jacocks directed that the method of scoring the test be modified, even though his decision was not fully supported by the commercial test developer. The consent decree was originally expected to be in place for three to five years but due to Chief Jacock's efforts, the department was able to negotiate an abbreviated consent decree term of just 30 months because of its accelerated compliance with the terms of the decree.

- **Mr. Jim Spore**  
City Manager  
City of Virginia Beach  
Building 1, Municipal Center  
Virginia Beach, Virginia 23456  
Telephone: (757) 385-4242
- **Mr. Mark Stiles**  
City Attorney  
City of Virginia Beach  
Building 1, Municipal Center,  
Virginia Beach, Virginia 23456  
Telephone: (757) 385-4242

## 6. Dublin, Ireland

In the aftermath of a major corruption scandal, the Irish Government created a new structure to oversee its 17,000-member national police service, the Garda Siochana (Guardians of Peace). SLC member Kathleen O'Toole was recruited as Chief Inspector of the Garda Siochana Inspectorate and reported directly to the Irish Minister of Justice. Over the course of six years, O'Toole recommended hundreds of reforms that were unanimously accepted by Government for implementation. The reforms focused on all strategic and operational aspects of Irish policing, including organizational values, accountability, community policing, front-line operations, investigations, training and education and administration.

- **Mr. Sean Aylward**  
Secretary General (Retired)  
Irish Department of Justice and Equality  
(Telephone number available on request)

## 7. State of Illinois

When racial profiling became a statewide controversy leading to new state legislation, SLC member Alex Weiss was tasked with implementing, leading and directing the Illinois Traffic Stop Study, an analysis of traffic stop data for some 1,100 Illinois law enforcement agencies. Weiss is a national expert serving as an advisor to the National Institute of Justice, the National Research Council, the U.S. Department of Transportation and the National Highway Traffic Safety Administration.

- **Ms. Suzie Myers**  
Illinois Department of Transportation  
2300 S. Dirksen Parkway  
Springfield, Illinois 62764  
Division of Traffic Safety  
Telephone: (217) 785-2364

## 8. City of New Orleans, Louisiana

In August of 2010, the City of New Orleans requested a Technical Assistance (TA) engagement be performed by Senior Leadership Council Strategic Advisor, the IJIS Institute, as part of the information-sharing and integrated systems strategic planning process currently underway in the New Orleans criminal justice system. IJIS's work was funded by a Technical Assistance grant provided by the U.S. Department of Justice, Bureau of Justice Assistance, and was performed under the direction of the U.S. Department of Justice Civil Rights Division. IJIS worked closely with the Mayor of New Orleans and the city's police chief, as well as with the city and parish criminal justice representatives in making reforms that will help strengthen the criminal justice information systems environment and prevent abuse and misuse of protected justice information for New Orleans.

Additionally, although Senior Leadership Council member Dr. Ellen Scrivner has worked in New Orleans, due to strict ethics rules for former executive-level personnel, Dr. Scrivner is not in a position, for a period of two years, to ask anyone she worked with in the Department of Justice for a reference, including those most aware of her work in the Pattern or Practice area as well as her role with the New Orleans Police Department Consent Decree.

- **Mr. Christopher Traver**  
U.S. Department of Justice, Bureau of Justice Assistance  
810 Seventh Street NW  
Washington, D.C. 20531  
Telephone: (202) 616-6500
- **Allen Square**  
Chief Information Officer (CIO)  
City of New Orleans  
1300 Perdido Street  
New Orleans, Louisiana 70112  
Telephone: (504) 658-4000

#### IV. PROPOSED ACTIVITIES: HOW THE COUNCIL WILL CONDUCT MONITORING OPERATIONS OF THE NOPD

Over the course of our careers as major city police chiefs, law enforcement experts, civil rights attorneys and community advocates, we have persistently encountered gaps, disconnects and inconsistencies in the way that monitoring activities supporting Consent Decrees, Settlement Agreements and Court Orders are typically carried out. This is particularly so with respect to four drivers of court monitoring effectiveness that we have found to be crucial in meeting the objectives of these negotiated contracts.

When a Monitor's activities have proven ineffective or unsuccessful in achieving one or several intended outcomes – for example in Detroit, St. Croix and Oakland – we have found that, while the Monitors duties have been met in one or several of these areas, **they have not been met in all of them**. Conversely, when a Monitor's activities have proven highly effective and successful – for example in Cincinnati and New Jersey – we have determined that this impact has been achieved, in great measure, through careful, coordinated and disciplined attention to the following factors – **not individually (and this is important) but from an integrated, holistic perspective**.

These four drivers include the following:

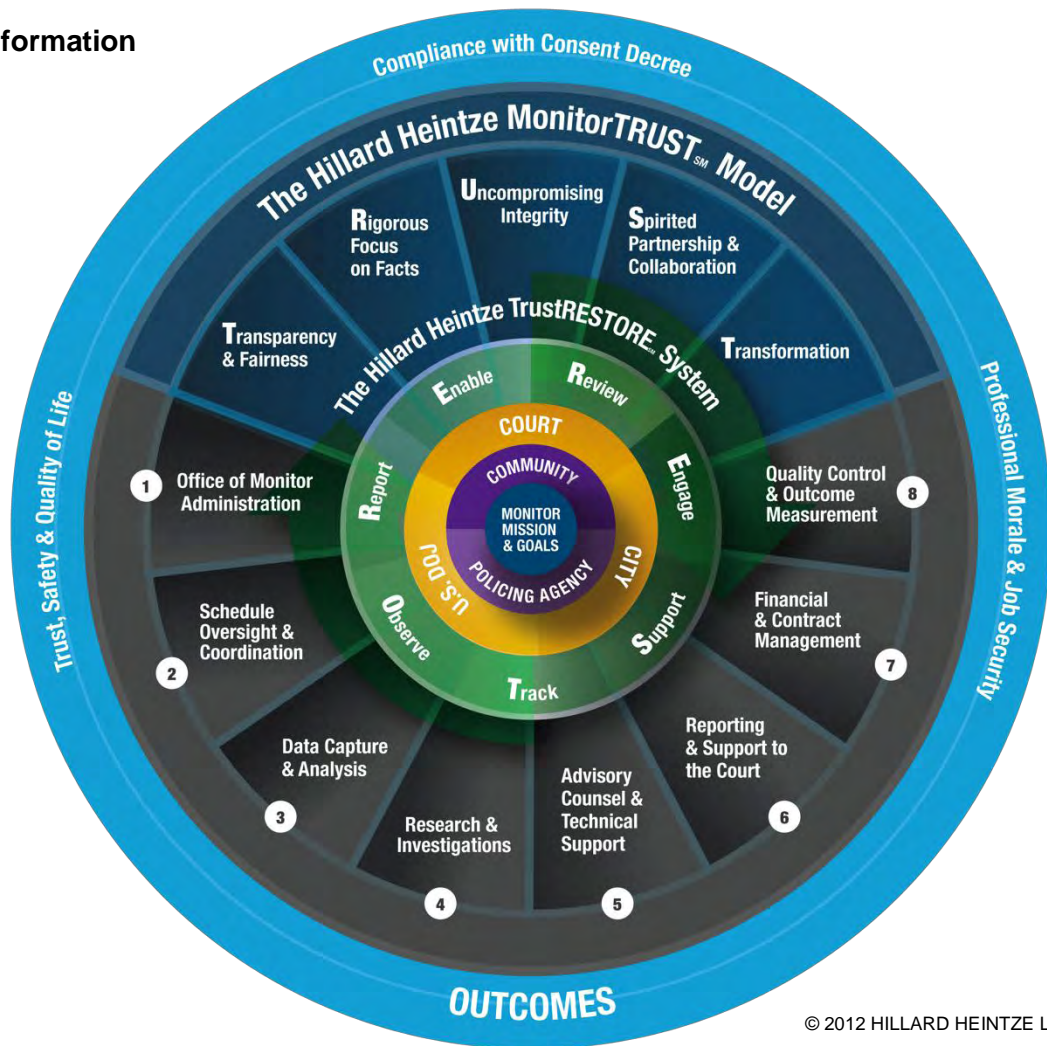
- 1. Independent and Objective Evaluation and Analysis** – A neutral, independent, third-party senior executive-level perspective is essential. An independent and objective Monitor (a) avoids some, if not all, of the political implications, departmental intrigue and natural resistance to court-sanctioned oversight; (b) brings a “fresh” outlook to issues, some of which may have escaped resolution over long periods of time; and (c) frames analysis, insights and recommendations in terms of best practices currently being developed in leading police departments around the nation.
- 2. Solicitation of Multiple Perspectives and Viewpoints** – Longstanding issues in any organization are often hard to solve internally because positions become entrenched and it becomes difficult for even well-meaning decision-makers and influencers to (a) continually and creatively view challenges from multiple perspectives and, most importantly, (b) build the consensus.
- 3. An Acute Focus on Collaboration and Partnership** – Transformational change in any policing agency requires a consistent investment on the part of many groups in common ground. The Monitor must know how to focus – in the right measure, at the right time, and with the right parties – on listening, understanding and guiding the community, the police and the city government towards a shared investment in the outcome in order for every group to feel vested and successful in the outcome.
- 4. Clear and Open Lines of Communications** – At the heart of an effective monitoring and oversight capability is the Monitor's timely, constant and effective communication – with the Court, with the city, with the local police force and with the community.



**A HIGHLY INTEGRATED APPROACH TO CONSENT DECREE MONITORING – AND TO THE NEW ORLEANS ENGAGEMENT**

After transferring our skills to the private sector, we set out, collectively as the Hillard Heintze team and as members of the Senior Leadership Council, to design, execute and deliver on an effective framework supporting a major-city Monitor’s mission. The results of our efforts, the **Hillard Heintze MonitorTRUST™ model**, is based on our belief that outstanding performance as a Monitor of any Consent Decree, Settlement Agreement or Court Order resulting in both compliance and sustainable change on the part of the policing agency must be based on deep and abiding adherence to five core principles:

- **Transparency** and fairness;
- **Rigorous** focus on facts;
- **Uncompromising** integrity;
- **Spirited** partnership and collaboration;
- **Transformation**



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## Our TrustRESTORE™ Methodology

Central to achievement of the MonitorTRUST strategy is the constant application of the **Hillard Heintze TrustRESTORE™ system**, an execution methodology that guides all of our court-supporting monitoring engagements.

This system is based on the conviction that in order to deliver the five T-R-U-S-T elements outlined on the preceding page, every member of the Hillard Heintze Senior Leadership Council and its supporting team – the Special Counsel, our DBE partners and our Strategic Advisors, in this case – must be alert and prepared at the right time in the appropriate way to:

- **Review** and capture information that explains the policing agency's performance as well as opportunities for compliance-aligned improvements;
- **Engage** and coordinate voices across the community served by the policing agency;
- **Support** understanding and exchange between the community, the police organization and the Monitor – as the Court's representative;
- **Track** and analyze outcomes – and use this information to help improve the policing agency's performance as well as the community's understanding of progress benchmarks targeted, missed and achieved;
- **Observe** and monitor every facet that falls within scope of the Consent Decree;
- **Report** and communicate compliance-related status, progress, challenges and issues; and,
- **Enable** sustainable change

## Hillard Heintze TrustRESTORE Overview of Key Activities

### 1. Office of Monitor Administration

- Develop monitoring plan and key methodologies
- Oversee accountability and monitoring activities of entire team
- Respond to issues raised by City, NOPD and DOJ and by the community
- Support regular communications with all parties

### 2. Schedule Oversight & Coordination

- Define, sequence and prioritize team activities
- Manage and balance task-based workloads
- Allocate resources where they are needed most
- Coordinate and confer with various oversight entities to facilitate resource allocation

### 3. Data Capture & Analysis

- Develop data collection plan
- Analyze data sources
- Maintain confidentiality of all documents

### 4. Research & Investigations

- Develop research and investigative plan
- Execute, analyze and present findings

### 5. Advisory Counsel & Technical Support

- Provide technical assistance to NOPD
- Create a collaborative learning environment for training
- Recommend implementation strategies

### 6. Reporting & Support to the Court

- Ensure timely, regular reports to the Court on NOPD's progress and potential obstacles
- Provide subject matter expert on NOPD activities, programs, data and outcome measures

### 7. Financial & Contract Management

- Manage and control costs and expenses.
- Report on Monitor costs and expenses

### 8. Quality Control & Outcome Measurement

- Determine metrics and outcome logic model
- Conduct outcome measurements

### **How Our Structured Approach to Monitoring Benefits the Court and New Orleans**

When engaged together, the **MonitorTRUST™** model and **TrustRESTORE** system support our ability to provide the Court and New Orleans with the following benefits:

- Provision of plan to conduct compliance audits and reviews ensuring NOPD compliance with the requirements and purpose of the Consent Decree;
- Provision of plan, continually updated as necessary, outlining both the Monitor's reporting deliverable schedule and the Monitor's delivery of Monthly Status Reports and other briefings;
- Efficient and effective monitoring team cross-task management and coordination in alignment with the Consent Decree terms, yielding significant and sustainable economies of scale and reductions in effort duplication;
- Accountability of each Hillard Heintze team member via clearly defined roles and responsibilities mapped specifically to each task – including cost, schedule, and quality management;
- Continuous focus on benefits realization for the Court, including outcome measurement at multiple levels;
- Visibility across all NOPD areas under evaluation, audit, and review by the monitoring team;
- Integration of deliverables planning and submission;
- Defined processes and procedures for effective management and, where applicable, standardized routines and procedures;
- Centralized management of the Office of the Monitor with a careful approach to balancing structure and the ability to adapt as monitoring processes, priorities and environment evolve; and
- Systematic metrics-supported issue management, progress assessment, and outcome measurement.

## **SELECT HIGHLIGHTS OF OUR PROPOSED ACTIVITIES**

### **Methods of Reporting Information**

The Monitor stands at the intersection of crucial information flows to five principal audiences: (1) the Court, which has final authority on activities including reporting and messaging; (2) the Department of Justice; (3) the City's leadership, including the Mayor, Police Chief and the City Attorney's office; (4) all the members of the New Orleans Police Department; and (5) the general public. All concerned stakeholders need to be informed of the work of the Monitor and the progress of NOPD. We understand that proactively communicating with all stakeholders is critical to creating a collaborative environment, and we commit to regular reporting on all Monitor activities.

The internal mandate is straightforward – the Monitor's report goes to the Court. External reporting obligations, however, can vary and the authority to release information will be decided by the Court. Unlike government auditors or corporate compliance officers, who report their discoveries principally to internal decision makers, monitors are charged with ensuring accurate, unbiased information is collected to validate progress on very serious problems. This includes, with the Court's concurrence, notifying external stakeholders – the public – of the Monitor's findings. This dual reporting responsibility is one of the defining hallmarks of the Consent Decree process and the Monitor's role. In fact, at the very heart of a successful consent decree is a set of issues defining precisely what the Monitor's reporting obligations, parameters and processes should be – and if chosen we will work with the Courts and Parties to define them carefully.

Detailed quarterly reports will be issued summarizing the Monitor's activities and observations throughout the preceding quarter. Additionally, reports will be issued upon the completion of major reviews, findings, investigations, advancements and inspections. It should be noted, however, that during the course of the Monitor's activities, all records will be considered sensitive in nature and not available for outside review without the permission of the parties and the Court. Lastly, we will complete an annual report within 75 days of the end of the year with a summary of the year's activities as well as the status of the progress towards meeting the mandates of the Consent Decree.

### **Support from a High-Performance, Fully-Staffed Communications Team**

The report-writing controls, capabilities, and resources we believe will prove invaluable to the Monitor's oversight duties include:

- Rigor, discipline and methodologies that ensure the Monitor team is highly effective at delivering work product;
- Targeted report-writing metrics and performance measures related to quality assurance and control, timeliness, agility, efficiency and ability to scale;
- The functional agility to respond immediately and with quick turnarounds to the Monitor's communications requirements as they arise;
- A collaborative, high-performance framework that allows multiple authors – whether Senior Leadership Council team members, including the Special Counsel to the Monitor,

our DBE partners and our Strategic Advisors and our internal communications specialists and subject-matter experts at Hillard Heintze – to author and develop critical briefings, reports, and plans simultaneously and in real-time with minimal critical path-related risks to publication deadlines or security;

- Controls and resources that ensure consistency in style, tone, language and format;
- Accountability and key process documentation that enables continuous learning, training and best-practice updates – all of which will be mapped specifically to the specialized requirements we expect to emerge on this initiative; and
- Exceptionally strong communications team culture of integrity and unwavering commitment to the pursuit of excellence at multiple levels – from content authorship, style, and presentation to cross-functional teaming and integration both internally and with other oversight agencies and constituents with a stake in the success of the New Orleans monitoring program.

A brief description of the Hillard Heintze Communications Division is included in Section II, “Report Writing for a Broad Variety of Stakeholders.”

### Frequency of Proposed Activities

The following hourly estimates of activities (as further described in the price proposal) help demonstrate the frequency of activities projected for the first year:

- Develop a Monitoring Plan, Conduct Compliance Audits & Outcome Analysis – 1,650 hours
- Reporting and Meetings – 1,360 hours
- Review, Analyzing and Comment on Policies – 1,335 hours
- Use of Force – 1,578 hours
- Community Engagement – 1,085 hours
- External Communication – 786 hours
- Liaison with Govt. Integrity Agencies or Appointments – 386 hours
- Technical Assistance – 811 hours

### Responsibilities of Personnel

- **Monitor** – Responsible for leading and managing the process of evaluating NOPD compliance with the terms of the Consent Decree. The Monitor is the Court’s representative to the parties and the public and is responsible for ensuring that the NOPD is making progress towards the goals and requirements of the Consent Decree and that the Hillard Heintze monitoring team is effective and efficient in their support to the Monitor’s duties.



- **Deputy Monitors** – Responsible for daily supervision of distinct activities of the team and for serving as the Monitor’s representative, in the Monitor’s absence. Deputy Monitors are responsible for studying and evaluating the NOPD’s implementation of the Consent Decree. They regularly report on the NOPD’s progress implementing the Consent Decree mandates as well as any obstacles to implementation.
- **Senior Leadership Council Member** – Responsible as the subject-matter experts for the various areas of study. They lead and conduct outcome assessments, develop and carry out a plan to conduct compliance audits and reviews to ensure the NOPD’s compliance with the requirements and purpose of the Consent Decree and oversee outcome assessments.
- **Strategic Advisors** – Serve as research and justice academic and justice subject-matter experts responsible for conducting research, reviewing data and developing conclusions on specific areas such as use of force, secondary employment, police procedures and participate in conduct Outcome Assessments.
- **Principals** – Responsible primarily for management of local resources, acting as local subject management experts and community coordinators.
- **Outreach Coordinator** – Responsible for coordinating community outreach, survey implementation, logistics and other resources.
- **Community Liaison** – Responsible, as highly visible, deeply entrenched leaders in the New Orleans community, for helping to advance and sustain liaison to the community and the NOPD on critical issues, communications, outreach and training.
- **Research Staff** – Responsible, as highly trained Hillard Heintze investigative researchers who support SLC Members and strategic advisors on research, data analysis, survey development, communications and training.
- **Administrative Staff** – Responsible for administrative, staff and office support activities for multiple team members. Duties include fielding telephone calls, receiving information, documenting meetings, data collection, word processing, filing, and faxing.

### **Coordination with City and the NOPD to Arrange Visits, On-Site Record Reviews and Interviews**

We are well aware of the organizational challenges that come with initiating large-scale institutional change. The issues of cost, the diversion of officers’ time from doing police field work versus attending training, coordinating and accommodating the Monitor’s interviews and research, and other Consent Decree activities will place strains on the NOPD’s limited resources. For instance, the training requirements in Cincinnati and New Jersey required very high expenditures on overtime to keep the police presence at an acceptable level while officers were stepping out of service for training.

We will work closely and collaboratively with the City and the NOPD to ensure our presence is not a burden and that our requests of department staff and resources for information and data are reasonable and as minimally invasive as possible. Hillard Heintze will also identify and harness alternative delivery methods and best practices for training that are cost effective.

These include, for example, progressive approaches to adult education, distance learning, video learning with decision trees and other strategies. Regardless of the methods chosen, the burden of cost and staffing must always be considered and mitigated.

### **Coordination of Monitoring, Information Gathering and Communications**

While the Monitor's communications takes many forms, the monitoring team's main focus is on the formal communications to the Court, parties and community that ensure all concerned stakeholders are informed of the work of the Monitor and the progress of the NOPD. Communications during the first year are particularly critical to creating a collaborative environment. Therefore, we commit to quarterly reports on activities with a comprehensive six-month report as well as an annual report. We will maintain quarterly and full annual reporting in subsequent years.

### **Information Management Architecture and System Capabilities**

A critical element in the effective monitoring of the compliance actions, as contemplated in the Consent Decree, is the availability and reliability of the information applicable to the measurement of progress against those actions. For this reason, access to trustworthy data from various operational sources and information systems will be essential to overseeing the NOPD's progress.

Provision of this data will best be accomplished through the design of an information management architecture that can enable the system capabilities required by the professional monitoring team to: (1) effectively collect data from operational systems, and (2) use the data for the analysis and measurement of progress compliance. The information

management architecture and system capabilities need to provide pertinent information on the extent to which the conditions that led to the Consent Decree have changed, as well as to provide the Monitor and the Court with the information required to assess progress toward the resolution of the underlying problems cited in the Consent Decree.

**A structured approach to the NOPD's information management architecture and system capabilities is vital to achieving the goals of the Consent Decree.**

### **How We Recommend Such a Structure Be Established**

To create such a system, Hillard Heintze strongly advises that a structured approach be taken to the development of the information management architecture and system capabilities. This includes the following steps:

1. Assemble subject matter and technical experts to work with the Monitor to define the critical measures to be used to assess progress on Consent Decree actions.
2. Convene technical experts to assess the capability of existing information management systems to collect the data and produce the required metrics to support collection and analysis of measurement criterion.

3. Convene information system architects to design and implement a standards-based information-sharing environment that will integrate existing systems with new information management capabilities, as required to ensure the accurate and timely collection and analysis of required data.
4. Bring together an expert Data Quality team to set standards that will ensure the integrity of the data collected meets the expectations of the Monitor and the Court.

We consider the IJIS Institute to be the organization best positioned in the nation to provide this critical support to the Monitor and the Court.

### **How the IJIS Institute Can Provide Value to the Monitor and Facilitate Oversight of the Consent Decree**

The IJIS Institute is ready to provide a team of information technology experts to advise the Monitor on the establishment of an information management and sharing environment, including performance of an independent assessment of the relevant systems and data sources available to the Monitor.

The IJIS Institute team will recommend an approach and oversee the design and implementation of the information management environment utilizing applicable national information sharing standards for data exchange and system interoperability. In this independent role, the IJIS Institute would expect to work with technology experts from the NOPD and directed contractors in the design and implementation of the information management and sharing environment. Further, the IJIS Institute is prepared to provide services to conduct tests of the efficacy of the information management environment, including periodic inspections of the systems and data sources used in monitoring progress. Management of the information management phase of the monitoring effort will help to ensure that all stakeholders, including the general public, are feeling higher confidence in the reports on progress against the fundamental objectives of the Consent Decree.

### **SPECIAL FOCUS ON HOW WE WILL OBTAIN AND ANALYZE KEY INFORMATION**

#### **Use of Force**

A law enforcement agency's establishment of the policies and procedures for how it trains and allows officers to use force is one of the single most important and sensitive tasks it undertakes. Because police officers are empowered to use force, up to and including deadly force, it is important that police officers have strict guidelines for how and when that force is implemented and how it is reported. Yet it is also important that a police department go beyond the mere establishment of written guidelines for the use of force. Truly progressive and professionalized police departments must take steps to ensure that officers are actually following use of force policies and procedures in practice, and supervisors and command staff must establish formal systems for tracking and managing the force department officers' use. In order to assist the NOPD in complying with these key requirements of the Consent Decree, the Senior Leadership Council will assist in reviewing and assessing department policies and procedures as they relate to any and all uses of force, with a focus on the following:

- Conducting a thorough review and assessment of all of the training curricula and materials associated with any and all uses of force in the basic police academy and during in-service trainings.
- Determining whether ongoing training requires officers merely to provide cognitive knowledge of policies and procedures regarding the use of force, or whether they are required to demonstrate psychomotor competencies in the use of force.
- Determining the qualifications, training, and certification processes of those selected to provide use of force training for NOPD.
- Conducting a review of the use of force methodologies selected for use by the NOPD (Koga method, Krav Maga, etc.) to learn why these force options were selected.
- Whether accurate and timely records are kept of individual employees' demonstration of use of force competencies.
- Determining the requirements for NOPD supervisors to authorize use of force, review use of force reports, conduct field investigations on the use of force, and report the use of force through the chain of command.
- Determine whether NOPD has some form of Use of Force Response Team or process to investigate the use of force, and whether there is a formal review process for all uses of force on a routine basis.
- Assess the procedures for investigating deadly force, including who responds to the scene; how soon involved officers are interviewed after the incident; the chain of command notification processes; the role played by the Internal Affairs Commander and by New Orleans Independent Police Monitor Susan Hutson during and after the initial investigation; and whether a formal review of the use of deadly force is conducted after a case has been processed through any criminal proceedings.
- Determining whether NOPD formally collects data on all uses of force by personnel, and whether that data, if collected, is categorized to show race/ethnicity, national origin, age, gender, religion, or LGBT status, when known, of both individuals upon whom force is used and for officers who are using force.
- Determining whether NOPD makes its use of force data available routinely to the public as a matter of policy.

### **Stops, Searches and Arrests**

Some of the strongest indicators as to whether individuals in any community are being treated equally and fairly when they interact with the police can be seen within the data and statistics a police department generates for the vehicle and pedestrian stops its officers make; the number of and outcome of any person and vehicle searches; and the comparative rates of arrest for individuals from different racial, ethnic and other minority backgrounds. While any number of social variables can have an impact on these statistics, it is extremely important that a thorough review and comparative analysis be done of the stops, searches and arrests conducted by the officers of the New Orleans Police Department.

The information generated by such a review and analysis will serve to inform NOPD and the greater New Orleans community about needed changes in policies, procedures and practices that will ensure police officers respect Constitutional guarantees and protections while providing law enforcement services. This data will also help inform NOPD officials about needed changes in department recruitment processes, training programs, promotional testing processes and community outreach programs. As we supervise the NOPD in complying with Consent Decree requirements, the Senior Leadership Council team will assist in reviewing and assessing NOPD policies and procedures related to vehicle and pedestrian stops and to NOPD personnel conduct during those stops, with a focus on the following:

- Conduct a vehicle and pedestrian stop demographic study; review and analyze the data to determine whether there is evidence of racial profiling or bias-based policing practices. The data reviewed will include the reason(s) for the stop (traffic or penal code violations, etc.), the location of the stop, and the race/ethnicity, age and gender of those involved in the stops.
- Conduct a thorough review of NOPD action and arrest reports to determine the number of person and vehicle searches conducted by NOPD officers; whether the searches led to arrests; whether those arrested as a result of the searches had formal charges filed with a local, state or federal court; and the outcome of the prosecutions for cases involving searches. This review will determine the race/ethnicity, age and gender of those involved in the searches, as well as the national origin, religious identity or LGBT status of the individuals where possible, with a focus on identifying any disparate treatment of those searched. The time period covered for this review will be determined after consultation with the Court.
- Conduct a thorough review of arrests made by NOPD officers, with a focus on determining the reasonable suspicion involved in the initial police-citizen interactions and the probable cause for the arrests; whether formal charges were filed with local, state or federal courts; and the eventual outcomes of any prosecutions. The arrests will also be tracked by race/ethnicity, age, gender, national origin, religious identity and LGBT status. The time period covered for this review will be determined after consultation with the Court.
- Conduct a complete and thorough review of all NOPD training courses and curricula covering department policies and procedures that govern vehicle and pedestrian stops; personal and vehicle searches; probable cause for making arrests; and arrests. This work will include reviews of basic police academy training and ongoing training of career employees.
- Conduct a complete and thorough review of the NOPD General Orders Manual procedures that detail supervisory roles in reviewing and approving any arrest and arrest reports.
- Conduct a thorough review of all Internal Affairs complaints made against NOPD officers regarding actions taken during a vehicle stop, pedestrian stop, person or vehicle search or arrest. The complaints will be tracked by race/ethnicity, age, gender, national origin, religious identity and LGBT status. The time period covered for this review will be determined after consultation with the Court.



## Recruitment

One of the most important steps city officials can take to ensure their municipality has a professional police department that operates according to Constitutional requirements and with respect for all citizens is to recruit and eventually hire people who have a commitment to these standards. Efforts to make improvements in the recruitment and hiring of police officers have been made across the nation over the last several years, and these efforts have served to identify best practices that have yielded positive results. Our Senior Leadership Council will work with the recruitment and hiring teams of both the City of New Orleans and the NOPD to provide technical expertise necessary to complete the following:

- Conduct a complete review of all policies and procedures employed by the City of New Orleans and NOPD to advertise for, recruit, test, conduct background investigations of, and hire police officer candidates, with an additional focus on any efforts made to encourage candidates with diverse backgrounds to prepare for and apply to for the department.
- Conduct a demographic study of those who are hired by the NOPD, with a focus on determining whether those hired reflect the diversity of the New Orleans community. This will include a review of the race/ethnicity, gender, LGBT status, cultural background and primary language spoken by those who apply and those who are hired.
- Conduct a review of any City of New Orleans or NOPD programs that seek to train and encourage youth to become interested in joining the NOPD when they are eligible.
- Conduct an assessment of the success rate of those hired by the NOPD at critical stages of their initial training, including the number who successfully pass the basic police academy; complete the Field Training Program; and complete the initial probationary hiring period, with a focus on determining reasons for failure or withdrawal during any of these phases. The time period covered for this review will be determined after consultation with the Court.

## Training: Recruit, In-Service

The initial training a police officer receives in the Police Academy sets the performance standards for an officer's entire career, and it defines the professional standards for an agency as a whole. Yet while it is important to review and assess the training provided in the Police Academy, it is also important to assess the ongoing training New Orleans officers receive throughout their careers to ensure the NOPD's policies and procedures are understood and followed by all personnel. We will conduct a review and assessment of all training curricula and materials that address key areas covered within the Consent Decree with a focus on comparing and contrasting the NOPD policies and procedures with those recognized as best practices by progressive law enforcement agencies across the country. The documents we will review related to the following:

- Constitutions of the United States and the State of Louisiana
- Ethics
- Laws of arrest, search and seizure
- Making stops on vehicles and pedestrians
- The use of any and all levels of force

- Rules of evidence
- Chain of evidence
- Report Writing
- Courtroom testimony
- Conducting interrogations
- Conducting both photo and in-person lineups
- Community policing techniques
- Community relations
- Anger management

We will also conduct a review and assessment of the ongoing training the NOPD provides to personnel throughout their careers in the areas noted above, with a focus on determining whether the training meets standards set by the State of Louisiana and whether NOPD tracks the training compliance for each individual officer. We will also measure whether ongoing training meets the standards recognized as best practices throughout the country by organizations such as CALEA, and whether that training is based mostly upon cognitive recognition of policies and procedures or also involves requirements to demonstrate ongoing psychomotor skills capabilities, especially in areas such as the use of force.

- As an additional step to help determine the quality of the NOPD training, we will conduct a review and assessment of the following:
  - Selection process for NOPD trainers
  - Whether the NOPD trainers have received adequate training and certification as subject matter experts
  - The quality of the NOPD training facilities, including any use of force training equipment such as Shoot-Don't-Shoot equipment
  - The quality of the NOPD's ability to maintain training records for all personnel, and whether these procedures are adequate to monitor and track training compliance by all personnel

### **Training: Supervisors and Command Officers**

It is widely recognized by progressive police agencies across the nation that police personnel who can have the greatest impact on the professional reputation of an agency are the patrol officers – those who serve in our city neighborhoods on a day-to-day basis. The behavior of our patrol officers in adhering to department policies and procedures, and delivering respectful, bias-free police service, is what drives community respect for policing institutions and resident engagement with law enforcement agencies. It is imperative in reforming any police department culture, and especially in reforming the long-troubled police culture in New Orleans, that supervisory personnel responsible for overseeing patrol officers receive proper training to fulfill their vitally important roles maintaining high department standards on a daily basis. To that end, and in order to assist the NOPD in complying with Consent Decree mandates, we will conduct a review and assessment of the following key areas of supervisor and command-level training inside the NOPD, with a focus on determining compliance rates for meeting state training standards and on the quality of in-service training:

- The role of a supervisor
- Leadership
- Ethics
- Proactive supervision – understanding the concept of Failure to Supervise
- Ensuring bias-free policing and procedural justice
- Sexual harassment prevention, intervention and investigation training
- The use of an Early Intervention System for NOPD personnel
- Handling citizen complaints against subordinates
- Coordinating and communicating through the chain of command
- Conducting a report review and the report approval process
- Arrest and search and seizure approval processes
- Providing mentoring to subordinates, as well as succession planning
- Completing written performance appraisals and methods for presenting these appraisals to subordinates

### **Secondary Employment**

Numerous law enforcement agencies across the country allow their personnel to engage in secondary employment with private commercial entities, private individuals or other government agencies, including school districts, to provide police services that a city is unable to support. While there are many advantages that can come to a city by allowing others to fund police services, secondary employment carries with it great risks, particularly when there is little oversight of who is hiring the officers, how officers working these jobs are selected, how these officers are paid, how complaints against those working these jobs are handled and whether there is any supervision of secondary employment officer activities to ensure compliance with an agency's standards. Since the NOPD does allow secondary employment activity that has been the source of significant controversy and, according to the Department of Justice corruption, we will conduct a review and assessment of the NOPD policies, procedures, and practices regarding secondary employment, with a focus on comparing them with those of progressive police agencies across the country. The following are the key areas of concern:

- Determining whether a formal process exists that tracks which private individuals, commercial entities and other employers are requesting officers to work secondary employment; our review will also assess whether there are any restrictions on who or what kind of employers may hire officers, for example, gambling institutions, businesses engaged in the direct sale of alcoholic beverages, entities involved in political activities
- Determining whether a formal process exists that tracks which officers are working secondary employment; this review will also assess whether this process requires officers to complete a formal written request to work secondary employment and then routinely report on their off-duty work activities

- The approval process for allowing officers to work secondary employment, including which department personnel are authorized to approve or assign secondary employment details, and the length of time a secondary employment permit is valid before it must be reviewed and renewed.
- The process for determining the level of compensation that is allowed for officers working secondary employment details.
- Determining if the NOPD rules limit the number of hours officers are allowed to work secondary employment in any given time period, such as on a weekly basis, and whether a tracking or reporting system exists to provide such information in a timely fashion.
- Reviewing and assessing the process by which the NOPD Internal Affairs Unit is notified of and handles any citizen complaints against officers working secondary employment.
- Determining the level of supervision by on-duty supervisors of officers working secondary employment.
- Comparing the number of complaints received by officers working secondary employment with those of officers working regular work shifts, with an emphasis on reviewing the types of complaints secondary employment officers are generating (such as use of force and rude conduct).

### **Performance Evaluations and Promotional Processes**

The quality of the process by which a law enforcement agency conducts and tracks employee performance appraisals is a key indicator of whether that agency is able to ensure compliance by personnel with department policies and procedures. Because this issue is so central to institutional accountability and culture, we will conduct a review and assessment of the NOPD's actual performance appraisal forms and all the NOPD written policies and procedures for completing the performance appraisals, with a focus on comparing these with best practices widely recognized within the nation's law enforcement community. Our review will focus on the following key areas of concern:

- The process by which the NOPD trains its supervisors to complete performance appraisals, as well as the process by which the department trains employees to understand the purpose and function of the written NOPD performance appraisal.
- The system the NOPD employs to track and ensure timely completion of performance appraisals.
- The process by which the NOPD chain of command reviews and approves performance appraisals.
- The process for the NOPD chain of command employees in handling disagreements over what is placed into a performance appraisal.
- The process for determining who is allowed to review an employee's performance appraisal, and how any review of an appraisal is documented.

In addition to reviewing the items noted above, we will also conduct a review and assessment to determine the following:

- The percentage of performance appraisals completed on time, categorized by each rank.
- The percentage of performance appraisals that were contested by subordinates, categorized by each rank, with an analysis of the outcomes.
- A comparison of those employees receiving Internal Affairs complaints with data contained in their most recent performance appraisals (with data reported out in the aggregate to maintain confidentiality).

Because selecting the most professional and capable employees to become supervisors and command officers is a fundamental step in building strong law enforcement agencies, we will also review the NOPD policies, procedures and practices governing the department's promotions process, with a focus on comparing the NOPD practices with those of other law enforcement agencies and tailoring recommended changes to ensure Consent Decree compliance. Our review and assessment will include examinations of the following:

- The civil service process used by New Orleans and the NOPD to notify eligible candidates of upcoming tests, as well as the process for maintaining promotional lists and ultimately making selections from such lists.
- The process by which the NOPD provides formal mentoring or promotional study groups for those eligible for promotion to any rank.
- The materials and study content required for any written test, in-basket exercise, or oral board assessment, along with the grading procedures for such processes.
- Whether the required study materials and tests include sections addressing the following:
  - Use of force review and investigation
  - The proper review and sign-offs of subordinate reports
  - Procedures for authorizing legal stops, detentions, and arrests
  - Procedures for authorizing legal searches and seizures
  - Complaint investigation, including how to coordinate a complaint with Internal Affairs
  - Constitutional law issues as they involve Constitutional requirements to respect citizen rights and civil liberties
  - How to supervise officer responses to calls involving persons with mental health challenges
  - Entering work-related data for subordinates into an automated Early Intervention System, as well as procedures for conducting interviews and counseling for those identified by a supervisor as needing early intervention to prevent misconduct
  - Conducting and coordinating community policing programs and meetings



- Understanding the concept of Failure to Supervise, and its ramifications for the department.

We will also provide assistance in conducting a review and analysis of the following, which will help inform us of the status of the NOPD efforts to diversify the supervisory and command level ranks of the Department:

- The race/ethnicity, age, gender, national origin, LGBT status, and non-English language-speaking skills, when known, of individuals promoted to any and all ranks within the NOPD.
- The percentages of each of the above compared to the overall demographics of the NOPD and to the different ranks to which individuals are promoted.
- The percentages of each of the above compared to the overall demographics of the residents of the City of New Orleans.

### **Misconduct Complaint Intake and Investigation**

Ensuring that citizen complaints are handled expeditiously and fairly, and that internal complaint review and disposition is fair and objective, builds credibility and strengthens community trust of law enforcement agencies. Assuring that Internal Affairs processes are thorough, fair and objective is also important in maintaining high department morale within a police agency; officers need to know they are being treated fairly in the complaint process. In assessing and monitoring the NOPD compliance with the Consent Decree, the Senior Leadership Council will conduct a review and assessment of all the NOPD written policies, procedures and practices governing misconduct complaint intake and investigation, with a focus on the following to ensure best practices are identified that can be implemented by NOPD:

- The process by which the NOPD selects personnel to serve in the Internal Affairs Unit (IA).
- The formal training that IA personnel receive in receiving and investigating complaints.
- How and where complaints may be made to the NOPD (in-person, via letter, telephone, on-line).
- Whether initial complaints made in person or over the telephone are video- and/or audio recorded.
- Whether complainants are required to sign formal documents in order to file a complaint.
- How case assignments are made within IA, and the process for tracking progress of the cases as they are being investigated, with a focus on the NOPD's ability to complete IA cases within designated and/or required legal timelines.
- The process for determining departmental responsibility for complaint investigation involving command staff personnel, Internal Affairs personnel or cases in which a conflict of interest for an officer receiving a complaint may exist within the chain of command.

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- The process by which IA investigators are required to communicate the status of a complaint investigation with the complainant, and the formal process for notifying complainants of the outcome of the IA investigations.
- The caseload levels for IA investigators.
- The process by which investigative cases are reviewed by supervisors or command personnel to determine formal findings and how disciplinary recommendations are determined.
- Whether a Discipline Matrix exists and is used to ensure consistency in the level of discipline meted out for similar cases of misconduct, with an eye to determining whether the NOPD utilizes progressive discipline concepts and practices.
- The formal civil service processes the NOPD uses to inform officers of IA investigation outcomes, and the due process procedures afforded to police personnel subjected to discipline-- particularly as that due process relates to any formal grievance procedures used by the City of New Orleans and the NOPD.
- The percentage of discipline cases taken to a civil service hearing or arbitration for review that are upheld.
- The percentage of cases involving allegations of officer misconduct in which the officer's supervisors are also named within the same misconduct complaints.
- The process by which IA complaint information is entered into an Early Intervention System that allows the NOPD to address behaviors that could lead to further or future misconduct.

It is also important to conduct a review and assessment of demographics for both those citizens alleging misconduct and for the officers involved; this data could help identify trends indicating bias-based policing or racial profiling, as well as other important statistical data, including the following:

- The race/ethnicity, age, gender, national origin, religion and LGBT status of those filing the complaints, as well as that of the officers accused of misconduct, with the timeframe for this review to be determined after consultation with the Court.
- The location within New Orleans where the police activity occurred that generated a misconduct complaint.
- A review of the types of misconduct complaints generated, classified by categories and percentages, and by case outcomes (sustained, not sustained, exonerated).
- The number of officers generating more than one complaint in a given timeframe, such as within a 12-month period.
- The number of complaints filed against officers who had already been identified as needing early intervention through any Early Intervention System.

We will also review the NOPD protocols regarding the routine collection of Internal Affairs data and department policies concerning release of such information to the public as part of efforts by the department to provide institutional transparency. We will also review the processes by

which the NOPD interacts with and coordinates complaints with New Orleans Independent Police Monitor Susan Hutson.

### **Community Engagement**

Successful big city police departments across the nation have instituted numerous policies and procedures for how they interact with and engage the public, and how they leverage community resources to prevent and reduce crime through community policing programs. To help ensure that the NOPD complies with Consent Decree mandates, we will work with the department and with community stakeholders to review and assess the following, with a focus on comparing the NOPD efforts with nationally recognized best practices:

- The formal training the NOPD personnel receive in community relations and community policing, both at the police academy and through in-service training.
- Whether a formal process exists to capture the NOPD community engagement efforts, and whether this information is produced in written documents or reports made available to the public.
- The status of any formal Community Policing Programs, such as Neighborhood Watch and Citizen Police Academies.
- Whether formal community policing programs are conducted in languages other than English to accommodate the diverse resident populations of New Orleans.
- The extent to which professional surveys of residents' attitudes about the NOPD are conducted, whether such surveys are conducted routinely to allow for measurement of departmental community outreach efforts and whether this information is made publicly available.

### **Officer Assistance and Support Services**

It is difficult for a professional police department to provide quality services in assisting residents if the department does not provide assistive and support services to ensure personnel are prepared to handle the professional challenges unique to law enforcement. In reviewing whether the NOPD is able to work through and with department personnel in complying with Consent Decree requirements, we will conduct an assessment of Officer Assistance and Support Services programs provided by the NOPD, with a focus on the following:

- The status of any Crisis Intervention Training (CIT) program to help the NOPD personnel provide assistance to other employees during times of stress.
- The extent to which any Early Warning System helps the NOPD identify those who may need extra up-front counseling and training to prevent potential misconduct.
- The extent to which the NOPD provides a Chaplaincy Program that meets the needs of a diverse department with individuals who adhere to a number of different religions.
- The extent to which the NOPD provides formal mentoring services to officers seeking promotion, as well as to those who have been recently promoted.

### **Interrogation Practices and Photo Line-Ups**

Numerous strides have been made in the last decade by police departments intent on ensuring their policies, procedures and practices for conducting interrogations, in-person lineups and photo lineups provide information that can be used to prosecute cases while also being sensitive to the Constitutional rights of the accused and reducing or eliminating instances of false accusations. In our efforts to monitor the NOPD compliance with Consent Decree requirements, we will assist in reviewing and evaluating the NOPD policies and procedures as they relate to suspect interrogation and lineups, with a focus on the following:

- The process by which interviews and interrogations are conducted in the field.
- The process by which interviews and interrogations are conducted by various NOPD detectives units, including Homicide, Sexual Assault and Robbery.
- The processes governing how and when videotaped and/or audiotaped interrogations are conducted, and the process controlling how this information is reviewed and stored for evidentiary purposes.
- The training provided to field personnel and detectives for conducting interrogations, in-person lineups and photographic lineups, with a focus in whether personnel are using “Six-Pack” photo displays, in which multiple photos are shown to a victim or witness all at the same time, or whether personnel are using a sequential photo lineup process, in which individual photos are displayed one at a time and a process of elimination is implemented.
- The process by which photos are selected for use in a photo lineup, and the protocols controlling how individuals may be selected for in-person lineups.
- The process by which any utilized photo lineups are saved for evidentiary purposes.

### **Transparency and Oversight**

While acknowledging that maintaining the confidentiality of ongoing police investigations and of sensitive personal and criminal information is extremely important, law enforcement agencies must be as open and transparent in their operations as possible – regardless of whether that department is operating under a Consent Decree. Best policing practices – not to mention common sense and American case law – demand no less. To help build a culture of openness and transparency inside the New Orleans Police Department and to help the department comply with Consent Decree mandates, we will be reviewing and assessing the NOPD policies and procedures related to public disclosure of department information, with a focus on the following:

- The operations of the NOPD media relations/press information unit.
- The training received by those responsible for formal NOPD media relations staff.
- The policies and procedures governing the issuance of press releases, the kind of information contained in those press releases and the chain of responsibility for review, authorization and release of press releases.
- The training provided to officers and supervisors in media relations, at the basic police academy level, in-service trainings and in supervisor and command officer courses.

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- Whether the NOPD conducts ongoing data collection for all uses of force; whether the department routinely compiles reports of such usage; and whether the NOPD makes these reports available to the public.
- Whether the NOPD conducts an ongoing collection of demographics and other important data regarding all vehicle stops and pedestrian stops made by officers, and whether this information is routinely provided to the public.
- Whether the NOPD publishes and makes publicly available an annual report of both misconduct complaints filed against personnel and investigative outcomes of those investigations.
- Whether the NOPD makes available online data regarding all calls for service, and whether residents or others have the ability to customize searches to review crime in their neighborhoods.
- The status of any ongoing open door policy maintained by the NOPD chief of police, and the level of face-to-face community interactions the chief has during a specified time period.



## V. POTENTIAL CONFLICT OR BIAS

The Hillard Heintze team understands the importance of ensuring that both actual and perceived conflicts of interest do not impair our ability to perform the duties of Monitor if we are awarded the Professional Services contract. Because of the crucial role the Monitor will play, any loss in public confidence would be particularly harmful to our work. We understand and respect that our team must be, and be perceived as being, above reproach at all times and that because of the sensitive nature of our work, it is imperative that we avoid even the appearance of impropriety or conflict of interest.

As a result, we have taken great pains to ensure full transparency on this matter. We have discussed this priority with every member of our team and can say without reservation that there are no conflicts of interest present on the Hillard Heintze team related to working with the courts and parties on the Consent Decree. Please see Appendix C for our Conflict of Interest Disclosure affidavits, notarized conflict of interest statements from Hillard Heintze, the members of the Senior Leadership Council and our strategic partners/subcontractors.

One team member, Dr. Ellen Scrivner has disclosed a potential conflict based on the fact that she was part of the U.S. Department of Justice review team in New Orleans. We do not believe this presents a conflict, but have submitted this question to the Department of Justice for an opinion as to whether a perception of conflict exists. We do not know how long it will take to respond, but will not engage Dr. Scrivner on the New Orleans monitoring team until we have been cleared to do so.

## VI. LOCAL PRESENCE

One of the most compelling reasons that Hillard Heintze is well positioned to serve as the New Orleans Consent Decree Court Monitor is that we can deliver two crucial drivers of success in overseeing the NOPD's compliance with the Consent Decree requirements. One is Hillard Heintze's national-level expertise in best-practice-based policing and public safety reforms, as outlined in the pages above.

The other is our long-standing roots in New Orleans and Louisiana – relationships, contacts, knowledge, experiences, careers and a firm-driven commitment to both bringing excellence to the role and responsibilities of the New Orleans Consent Decree Court Monitor and helping the NOPD demonstrate to the nation that it can – in spite of its past challenges – transform its culture and begin to earn the trust of the communities it serves.

As Monitor, Hillard Heintze's presence in New Orleans will be significant – in the following ways.

- **Office: We will establish an Office of the Monitor in New Orleans** – We are currently evaluating several alternatives for doing so. This will provide our local team members as well as the community with a single, physical “point of presence” to support the Monitor's activities and demonstrate to the NOPD and the community that our oversight is emerging “from the inside” and not merely imposed upon New Orleans “from the outside.”
- **Team: A significant percentage of our monitoring team is based in New Orleans** – We understand the community because we live in it. We believe our local team members – headed by local DBEs Metro-Source and Managing Partner Judith Dangerfield, and Murphy Paul of MP & Associates; grounded in New Orleans by Tulane University Professor Dr. Peter Scharf and Rev. Dr. Charles J. Southall; and assisted in research methodology and historical expertise by Southern University-Baton Rouge's Dr. Huey Perry – will provide the full Hillard Heintze Senior Leadership team with exceptional local insights at every step of this engagement.
- **Finances: A very significant allocation of our fees and expenses will benefit DBEs in the City** – As outlined in our Pricing Proposal, in addition to the 35% required DBE contribution we have outlined in our budget, we are also committing to spending a majority of our overall expense budget with certified disadvantaged business enterprises in the local area

## VII. PRICE PROPOSAL

Hillard Heintze is deeply committed to advancing the ability of our policing and public safety institutions here in the United States to achieve increasingly higher levels of excellence in the way each officer on the street enhances the safety and security of our cities' residents while, at the same time, respecting, protecting and safeguarding their civil rights and liberties. As we have pointed out in the pages above, we see absolutely no conflict between these two principles. Indeed, it is essential to do both.

Given our commitment to this purpose, we will not allow pricing to be a barrier to our services. Too often we have seen the exorbitant fees charged by some consent decree monitors denigrate the spirit of this process, threaten to commandeer a disproportionately large percentage of a city's reform-related budget at the expense of the execution-related costs, and distract critical stakeholders with issues related to funding and compensation rather than the shared mission at hand.

Hillard Heintze will do everything in its scope of influence to avoid such circumstances. We will work with all parties involved to ensure a fair and equitable level of compensation. We have developed the attached budget by analyzing the responsibilities of the Monitor and estimating the number of hours required to fulfill these duties for each year over a four-year period. We accept full and binding accountability to deliver the entire scope of services required within all budget parameters established.

***Because we are confident in our approach and our understanding of the tasks at hand, we are willing to commit to the budget attached as a not-to-exceed, project-based fee for the work outlined in our proposal.***

### BUDGET FOR ALL COSTS

We estimated expenses at 18% of the labor costs. We will not exceed this number. Also, we will only bill actual expenses incurred. Our expenses will be reasonable, in-scope, transparent, and presented without mark-up.

While the value of our proposal is that we bring experienced national-level expertise to support the Court, we also recognize that local expertise is crucial to our effectiveness as Monitor, the achievement of our mission and, by extension, the NOPD's success in transforming its culture and performance. We also know that the minority community in New Orleans is most affected by the issues identified and must be an integral part of the solution. As an example of our commitment to utilizing Louisiana businesses, it is our plan to engage TravelCorp for travel-related services on this project. TravelCorp is a New Orleans-based travel company that is a privately held, minority, woman-owned business, ORCA certified and also registered as a Woman Owned Business through the Woman's Business Council South.

***Therefore, in addition to the 35% required DBE contribution we have outlined in our budget, we are also committing to spending a majority of our overall expense budget with certified disadvantaged business enterprises in the local area.***

## BREAKDOWN OF DIFFERENT ACTIVITIES

Included with this document is our proposed budget for each of the four potential years of monitoring. *The digital version of the proposed budget is provided as a separate Excel file in the PDF portfolio response submission.*

In order to determine a proposed budget, we relied on the Consent Decree Court Monitor's duties as set out in the Consent Decree. Our budget includes the companies and job classifications of Hillard Heintze personnel, the Special Counsel to the Monitor and personnel from our DBE partners, Metro-Source and MP & Associates. Our proposed budget identifies the following categories of activities to be performed by members of the project.

- **Monitoring Plan, Compliance Audits and Outcome Assessments** – This category encompasses monitoring, including the development of a plan and methodology for conducting outcome assessments, compliance reviews and audits to ensure the NOPD's compliance with the requirements of the Consent Decree, in the timeframes established by the Decree. We will conduct outcome assessments on the substantive areas addressed by the Consent Decree: use of force; stops, searches and arrests; discriminatory policing (Race, Ethnicity, National Origin, Gender, LGBT Status); recruitment; training (In-Service and Recruit); supervision (including systems for early intervention); secondary employment (formerly known as "Paid Details"); performance evaluations and promotions; misconduct complaint intake and investigations; community engagement; officer assistance and support services; transparency and oversight; interrogation practices; and photographic lineups.
- **Reporting and Meetings** – This category encompasses monthly meetings with the superintendent, representatives of the City Attorney's office and the DOJ where we will prepare and present quarterly written reports covering the Monitor's activities during the quarter as well as an overview of the requirements in the Agreement and their status. We will regularly report to the Court on the NOPD's progress implementing the Consent Decree and meet with community stakeholders.
- **Review, Analyzing and Comment on Policies** – This category encompasses the Monitor's review and comments on the policies developed by the NOPD to comply with the Consent Decree as well as work with parties to resolve any disagreements. Additionally our experts will review training materials and revised policies to ensure they are consistent with the Consent Decree, as well as make and resolve any objections.
- **Use of Force** – This category encompasses the monitoring team's focus on critical police and community issues surrounding use of force. Our team will be comprised of experts from law enforcement, civil rights, academics and the community. We will conduct a review of use of force and misconduct investigation reports submitted by the NOPD both historically and recently to understand the origin of the problem and develop a baseline for improvement. Our team will review every contemporary investigation as submitted to assess current behaviors and progress as well as review the investigative activities to identify the information we believe is missing and provide instructions for completing the investigation. Our experts will work closely with the parties to ensure effective programs that create substantial and sustainable improvements.

- **Community Engagement** – This category encompasses regular meetings with the Community and any other interested community stakeholders to discuss progress and to receive community feedback. The process for conducting such meetings will be outlined in the official Monitoring Plan once all parties have agreed to the process. We note that this is a very important and valuable part of our plan and ongoing work, in that we recognize the ultimate success of our efforts will come through a recognition that all stakeholders in the community need to have a voice and be able to participate in the process of determining the best NOPD policies, procedures and practices.
- **External Communication** – This category encompasses preparation and submission of formal reports to the Court and parties as outlined in the Consent Decree and defined in the monitoring plan. Consistent with the principle of transparency to the public we will create a public reporting mechanism that incorporates Court oversight that is designed to inform the public on activities of the Monitor as well as regarding the NOPD’s progress implementing the Consent Decree.
- **Liaison with Government Integrity Agencies or Appointments** – This category encompasses the monitoring team’s coordination and conferral with the Public Integrity Bureau, the Independent Police Monitor, the Office of the Inspector General and other civilian oversight entities to facilitate the efficient and effective use of oversight resources. We will also work closely with the Independent Police Monitor to minimize duplication and redundancy in scheduling audits and reviews.

## PROJECTED ALLOCATION OF HOURLY COMMITMENTS BY EACH TEAM MEMBER

As outlined in the attached budget, we anticipate 8,991 hours of labor in year one. We will commit to 75 percent of these hours being spent on site. Of this time approximately 1,000 hours will be assigned to the Monitor and Deputy Monitors. The remaining 7,991 hours will be divided among the following positions:

1. Hillard Heintze Labor (65% of dollars)
  - Monitor – 1,000 hours
  - Strategic Leadership Council – 1,735 hours
  - Research Staff – 1,025 hours
  - Administrative Staff – 1,100 hours
2. DBE Labor (35% of dollars) – Metro Source and MP & Associates
  - Principles & Strategic Advisors – 2,570 hours
  - Outreach Coordinator – Metro Source – 490 hours
  - Community Liaison – 336 hours
  - Administrative Staff – 735 hours



### **ONE-TIME AND FIXED COSTS**

There are no costs identified in this category. We will bill for labor and actual expenses.

### **ANNUAL COSTS THAT WILL BE INCURRED FOR EACH YEAR CONTRACT IS IN EFFECT**

As noted above, we estimated expenses at 18% of the labor costs. We will not exceed this number. Also, we will only bill actual expenses incurred. Our expenses will be reasonable, in-scope, transparent and presented without mark-up.

### **MAXIMUM LABOR COST CAP**

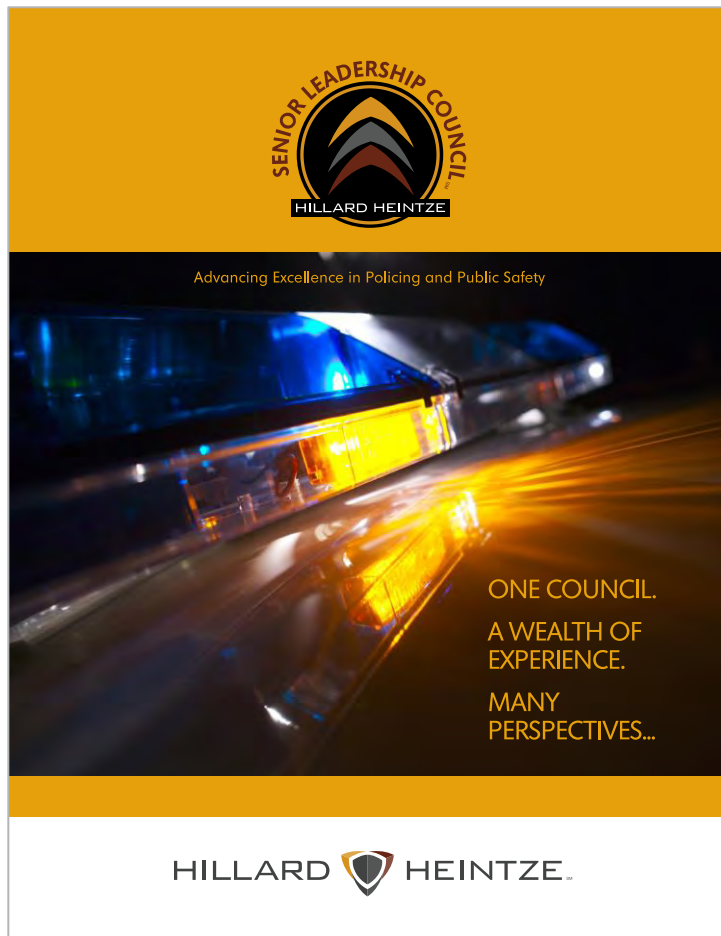
We will commit to a maximum labor cost cap per year for the services outlined in this proposal.

- Year One – \$1,542,735
- Year Two – \$1,497,870
- Year Three – \$1,463,430
- Year Four – \$1,434,560

## APPENDICES

### APPENDIX A: CAPABILITY STATEMENT – HILLARD HEINTZE SENIOR LEADERSHIP COUNCIL

*The digital version of this document is provided in its entirety as a separate file in the PDF portfolio response submission.*



## **APPENDIX B: THE HILLARD HEINTZE DBE PARTICIPATION PLAN**

### **Disadvantaged Business Enterprise Implementation, Participation, and Monitoring Plan**

#### **Purpose**

The purpose of this plan is to clearly identify the roles, responsibilities, goals, and reporting requirements for DBEs engaged in partnership with Hillard Heintze as Consent Decree Court Monitor of the New Orleans Police Department.

#### **Responsibility for Administering This Plan**

Hillard Heintze Chief Financial Officer William Aslan – william.aslan@hillardheintze.com or (312) 229-9805 – will be responsible for administering the DBE Participation plan and managing the DBE project billing, including ensuring that work performed is properly captured, documented, reported and aligned with deliverables. The DBEs will be supervised by the Monitor and Deputy Monitors, who will issue broad direction and have daily contact with the DBE managers to ensure tasks are being accomplished as assigned.

#### **Plan Goals**

1. To exceed the required minimum DBE contribution of 35% subcontract dollars for the project.
2. To identify DBEs that are:
  - a. Capable of both engaging and representing the local New Orleans communities
  - b. Experienced with facilitating group meetings, acknowledging divergent perspectives, raising understanding of key issues, emphasizing common ground and helping to craft, where possible and appropriate, consensus on major courses of action
  - c. Skilled in conducting research in conjunction with local universities including collecting, reviewing, and analyzing data to determine facts regarding social issues and community response to and feedback relevant to the Consent Agreement
3. To ensure highly qualified, locally established, and certified DBEs are engaged in the project
4. To guarantee that the work performed by the DBE adds practical, concrete value
5. To enable monitoring of DBE participation over the life of the engagement in order to certify that Hillard Heintze meets these participation goals on an ongoing basis

#### **Statement of Minority Engagement**

We have partnered with two highly qualified and certified Disadvantaged Business Enterprises. We believe these local, community-based firms represent crucial partners in supporting the Monitor's mission to monitor the NOPD consistent with the terms of the Consent Decree and the requirements of the RFP. After extensive evaluation and review, we selected these firms

because of their capacity to assist in community relations, community outreach, and understanding of local issues, and for their capacity to bring local experts on use of force, research, and community issues to our team of national experts. While we reserve the right to increase the number of DBE firms and overall percentage of the contract, we have created a partnership with the following New Orleans-based Disadvantaged Business Enterprises:

1. Metro Source, LLC, New Orleans, LA - Certified by the New Orleans Aviation Board as a State and Local Disadvantaged Business Enterprise (SLDBE). (Assigned 20% of total labor hours).
2. MP & Associates, New Orleans, LA – Certified by the City of New Orleans Office of Supplier Diversity as a State and Local Disadvantaged Business Enterprise (SLDBE). (Assigned 15% of total labor hours).

### **Statement of Contribution (Budget)**

Hillard Heintze commits to exceeding the 35-percent DBE participation requirement. We have scoped a labor budget for this project at 35 percent between our two vendors and have already engaged them heavily in the planning process. Additionally, we commit to utilizing local DBE vendors for procuring at least 50 percent of project expenses, equaling DBE participation of at least 48 percent of budget. We will maintain these commitments throughout the life of the Monitor contract in New Orleans. The proposed budget breakdown is: [Revalidate numbers below before final proposal transmission.]

1. Year one total labor cost: \$1,603,855
2. DBE requirement of 35-percent of cost: \$413,420
3. Projected DBE labor hours cost: \$422,655 – 35.78%
4. 50-percent projected DBE expense expenditures: \$144,347
5. Total projected DBE expenditures: \$567,002 – 48.002% Percent of Total Contract Cost

### **Scope of Work for Metro-Source**

Metro-Source will provide services in a variety of areas. Their primary scopes will be to provide local community support, including community liaison, meetings, forums, and distribution of approved local reports and information. Secondly they will coordinate local resources in support of resource, data collection and analysis, as well as administrative support for the team members in New Orleans

### **Scope of Work for MP& Associates**

MP & Associates will direct local community policing research and direct and coordinate local justice, and community subject matter experts on tasks for the Monitor. MP & Associates will participate in community outreach and as use of force experts.

### **Method of Identifying Work Performed**

One of the key requirements of any successful DBE Program is ensuring the DBEs provide “a commercially useful function.” We interpret this as being responsible for distinct elements of the

work by in fact carrying out or supervising those doing the assigned work, or managing overall segments of the Monitor's duties. The DBEs will be an integral part of the Hillard Heintze New Orleans Police Department Monitor team, and they will form the backbone of our local presence. Both Metro-Source and MP & Associates have deep roots and extensive experience in the New Orleans community and both firms are experienced builders of multi-constituent teams and coalitions.

## **Reporting**

The Hillard Heintze DBEs will be required to report weekly on activities and bi-weekly on hours and expenses. The reports will include:

- 1. Weekly Activity Reports**
  - a.** Brief descriptions of tasks and activities completed for the week
  - b.** Review of accomplishments for the week
  - c.** Deliverable progress
  - d.** Areas of challenges, issues and problems
  - e.** Anticipated activity for next reporting period
  
- 2. Biweekly Budget Reports**
  - a.** Hours worked by task and individual
  - b.** Approved expenses

These reports will be reviewed by the Monitor and will be available to the Court, New Orleans Office of Supplier Diversity, and the parties.

The DBE Administrator will use this compiled data to provide the required quarterly report in the form and manner set forth by the Court, New Orleans Office of Supplier Diversity, and the parties.



**APPENDIX C: CONFLICT OF INTEREST DISCLOSURE AFFIDAVITS (ATTACHMENT C)**

*Given the number of Conflict of Interest Disclosure Affidavits, we have elected to include these as a separate PDF within the PDF portfolio response submission.*

**APPENDIX D: IDENTIFICATION OF SUBCONTRACTORS (ATTACHMENT D)**

**IDENTIFICATION OF SUBCONTRACTORS**

**STATE OF ILLINOIS  
COUNTY OF COOK**

Before me, the undersigned authority, came and appeared Arnette Heintze, who, being first duly sworn, deposed and said that:


1. He is the Chief Executive Officer and authorized representative of Hillard Heintze, LLC, hereafter called "Respondent."
2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.
3. The Respondent hereby identifies the following persons, natural or artificial, who are retained by Respondent at the time the attached Proposal is submitted and who are expected to perform work as subcontractors in connection with the Respondent's work. Respondent hereby acknowledges and agrees that when new subcontractors not previously named are added to the Project, they must be promptly identified consistent with the RFP and the requirements of the Consent Decree in this matter.

List Subcontractors - Persons and Company Name (if applicable):

1. Scott Greenwood
2. Thomas Streicher
3. Thomas O'Reilly
4. Carl Peed
5. Robert Parker
6. Kathleen M. O'Toole
7. A.M. "Jake" Jacocks, Jr.
8. Dr. Alexander Weiss
9. John Furcon
10. Dr. Peter Scharf
11. David Fredenburgh, IJIS Institute
12. Dr. Charles J. Southall, III
13. Murphy Paul, MP and Associates (DBE)
14. Phan S. Ngo
15. Dr. Huey Perry
16. Judith Williams Dangerfield, Metro-Source, LLC
17. Ellen Scrivner

Hillard Heintze, LLC

Name of Respondent



Respondent Representative (Signature)

Arnette F. Heintze

(Print or type name)

30 S. Wacker Dr., Suite 1730  
Chicago, IL 60606

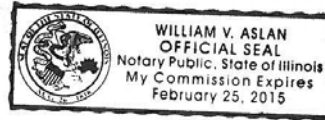
(Address)

How Our Diversity of Experiences, Ethnicity and Perspectives Can Help the NOPD Transform its Culture and Begin to Earn the Trust of the Communities It Serves

Sworn to and subscribed before me, William V. Aslan, Notary Public, this 3 day of October, 2012.

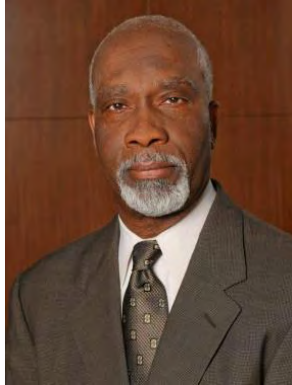
William V. Aslan  
Notary Public (signature)

Notary ID#/Bar Roll #  
State of Illinois  
Parish/County of Cook



## APPENDIX E: RESUMES – THE HILLARD HEINTZE SENIOR LEADERSHIP COUNCIL

### Terry G. Hillard, Co-Founder



You don't forget meeting Terry Hillard. It's not just the more than three decades he spent protecting and serving the 2.8 million citizens of Chicago – including a distinguished tenure as Superintendent of the Chicago Police Department (CPD), overseeing an annual budget totaling nearly \$1 billion. Nor is it just the quiet demeanor and spotless career record that made him the Chicago mayor's top choice to lead the high-profile CPD twice – first in 1998 at a time of turmoil and a second time, when he accepted the mayor's invitation to take over the CPD on an interim basis in 2011 in the months that preceded Mayor-Elect Rahm Emanuel's tenure.

It's something more human and humble – which perhaps goes part of the way towards explaining his exceptional record of accomplishment as commander of the nation's second largest police force and his ability to shape how 16,000 sworn officers and civilian employees approached their missions, their challenges and their constituents on the street every day.

Today – as co-founder of Hillard Heintze – Hillard taps this leadership experience to advise an exclusive roster of senior decision-makers responsible for the performance of some of the most important public and private organizations in the United States, South America and the Caribbean. Hillard earned the CPD's highest rank and distinction the old-fashioned way: one step at a time – evolving first from a Patrol Officer to a Gang Crimes Specialist and member of the mayoral Executive Security Detail and later to Intelligence Division Sergeant, District Commander, Chief of Detectives, Coordinator of the Chicago Terrorist Task Force and Lieutenant in Gang Crimes and Narcotics Sections. In fact, the programs and initiatives of his administration transformed the CPD into a best practice-setting, 21st century law enforcement agency – with changes that spanned critical law enforcement domains such as technology, information exchange, community policing and police accountability. His career reflects bravery, dedication to duty, extraordinary sensitivity to others and an outstanding ability to develop successful programs to safeguard others.

Hillard enlisted in the U.S. Marine Corps in 1963, served 13 months in Vietnam and received four medals and a Presidential Unit Citation. He entered the Chicago Police Training Academy in 1968. In 1975, he was shot twice and seriously wounded while apprehending a suspect who had shot four police officers. He subsequently received the Chicago Police Medal, an Award of Valor, the Chicago Police Department's highest honor for courage under fire. Other awards and commendations earned over the years include the Blue Star Award and the FBI Director's Community Service Award.

He holds Bachelor's and Master's Degrees in Corrections from Chicago State University and honorary doctoral degrees from Lewis University, Saint Xavier University and Calumet College of Saint Joseph. He has completed training through the Police Executive Research Forum (PERF), the FBI National Academy, the FBI National Executive Institute, and the U.S. Secret Service Dignitary Protection Course.

### **Arnette F. Heintze, Chief Executive Officer and Co-Founder**



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

industries – across the country and, in many cases, worldwide.

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

In 1998, Heintze earned the honor of being chosen as the Treasury Department's representative to attend the National War College, an elite program for select military officers and ranking federal civilians, where he earned a Master of Science degree in national security strategy. The National War College provides its graduates with the superior training, decision-making skills and strategic capabilities necessary for leadership in national security policy, foreign policy, defense policy, military strategy, force employment and joint operations. Upon his retirement from public service, Heintze served as the CSO for PepsiCo Beverages and Foods. Heintze has received numerous awards and recognition for superior performance, dedicated service and heroic actions, including the U.S. Secret Service Valor Award — the agency's highest. This was bestowed on Heintze for courageous action and heroism he exhibited in a 1983 shooting and hostage incident in Baton Rouge, Louisiana. Heintze was Board Certified in Security Management in 2001 and attained the coveted Certified Protection Professional (CPP) Designation as awarded by ASIS International. He is an active member of the International Association of Chiefs of Police, the Illinois Association of Chiefs of Police, the National War College Alumni Association, the Association of Former Agents of the United States Secret Service and the American Society for Industrial Security.



**Ellen Scrivner, Ph.D., Senior Leadership Council**



Acknowledged as a national expert on police behavior and community policing, Ellen Scrivner possesses a thirty-year career in the public sector characterized by executive level expertise and a track record for creating innovative public safety initiatives that respond to pressing criminal justice needs. Scrivner held a key role in the formation of a new federal agency, the Office of Community Oriented Policing Services (COPS) for the United States Department of Justice, where she subsequently was appointed as Deputy Director.

Scrivner oversaw a billion dollar grant program that provided funding to 75 percent of police chiefs and sheriffs throughout the country, providing oversight for training and technical assistance initiatives including applied research, police technology capabilities and the COPS in Schools program. Following an Assistant Director appointment to the COPS Office Executive Management Team, Scrivner developed the Training and Technical Assistance Division for the agency and created a national training strategy that launched a network of Regional Community Policing Institutes designed to deliver state-of-the-art learning opportunities.

Previously, Scrivner managed the COPS Office Police Integrity Initiative overseeing all COPS Office racial profiling initiatives, programs funding best practices in policing, the COPS Conference series, and the Police CEO Symposia. Scrivner delivered strong leadership in developing national crime policy to advance and institutionalize community policing and linked this policing strategy to homeland security initiatives.

Prior to becoming a senior federal official, Scrivner developed significant expertise with local and federal law enforcement, serving as Deputy Superintendent, Bureau of Administrative Services for the City of Chicago Police Department and later developing the first Police Psychological Services Program in the Metropolitan Washington, D.C. area. As a published author, a keynote speaker and recognized facilitator, Scrivner is sought to advise on excessive force use, racial profiling and bias-based policing as well as community policing initiatives. Scrivner has provided technical assistance to numerous law enforcement organizations, delivering counsel as a U.S. Department of Justice CRD Team Member in assessing the New Orleans Police Department and as a member of the Steering Committee during Harvard University Executive Sessions on Policing and Public Safety for the John F. Kennedy School of Government.

Scrivner has received national recognition of her professional contributions through a Visiting Fellow appointment at the National Institute of Justice and the American Psychological Association (APA), where peers elected her to various organizational positions including the role of President of Division 18, Psychologists in Public Service. She was recognized in 2010 with the O.W. Wilson Award. A licensed psychologist in Maryland, Scrivner received her Ph.D. in Psychology from Catholic University of America in Washington, D.C., where she wrote her doctoral dissertation on Eyewitness Memory for Violent Events. Scrivner holds a Bachelor of Science as well as a Master of Science in Psychology from St. Louis University in St. Louis, Missouri.

**Kenneth A. Bouche, Chief Operating Officer**



The complexity can be daunting. When you look closely – really closely – at what it takes to manage many overlapping teams of senior experts continuously defining, delivering and enhancing best practices in strategic security and investigations for leading organizations of all sizes (and across sectors and industries), the mission can appear overwhelming. Few senior leaders do it well. Ken Bouche does it with grace – and executive instinct. As Chief Operating Officer, he oversees the day-to-day activities of Hillard Heintze and the alignment of its resources, expertise and capabilities with the evolving needs and expectations of the firm’s clients.

Over nearly two decades, Bouche has established a career as an executive leader and senior advisor at the forefront of applying best practices in technology, information sharing and intelligence to the highly specialized needs of the law enforcement, homeland security and justice communities. In addition to his executive responsibilities, Bouche leads the firm’s focus in two areas: (1) helping government clients (justice and homeland security decision-makers) understand and embrace strategic information-sharing opportunities to advance their missions of understanding trends, preventing crime and terrorism, and catching criminals, and (2) helping the firm’s commercial clients and partners align their value offerings and service delivery with the needs of specific public sector organizations.

Bouche is also a member the IJIS Institute’s Board of Directors. From 2001 to 2006, Bouche was the chairman of the Global Justice Information Sharing Initiative. In this capacity, he served as a national leader in improving America’s information-sharing capacity and implementing post 9/11 intelligence reforms. Earlier in his career, Bouche served on the executive team at MyThings Inc., where he created and led the development of Trace, a searchable database of stolen, lost and seized property that provides sellers of arts and antiques with the highest level of due diligence against trading stolen property in the world.

Before developing Trace, Bouche dedicated 23 years to the Illinois State Police where, as Colonel and CIO, he was responsible for modernizing and standardizing the agency’s technology functions. In this capacity, he oversaw the delivery of critical real-time information to over 1,000 police agencies and 40,000 police and justice end-users on a 24-hour basis. Bouche also served as a Major/Commander responsible for advancing innovation and effectiveness in the operational areas of patrol, community policing, criminal investigations and specialty functions such as South Suburban Major Crimes Unit, the Public Integrity Unit and the Tactical Response Team.

Bouche began his career in the Air Force as a member of the Military Police. He holds a Master of Public Administration from the University of Illinois at Chicago and a B.A. from Northeastern Illinois University. Bouche volunteers his time to select organizations, including the Illinois State Police Heritage Foundation Memorial Park, the Special Olympics and the Taproot Foundation.

### **Scott Greenwood, Senior Leadership Council**



A private practice attorney in Cincinnati, Ohio, Scott Greenwood is nationally renowned for his passionate engagement in defending civil rights and civil liberties. He also serves as general counsel for the American Civil Liberties Union, the nation's largest civil rights and civil liberties organization, and is a member of its national board. He previously served as general counsel to the ACLU of Ohio, overseeing its lawsuits across the state.

Greenwood has dedicated over 20 years to constitutional and complex litigation in federal courts. Individually or in concert with legal teams, he has challenged discriminatory race-based police practices; worked collaboratively with police departments to effect change; contested discriminatory race-based adoption and foster care practices; tackled racial profiling and police misconduct cases; questioned assignment and conditions of Ohio's Supermax prison; provided counsel in cases involving medical conditions in jail; pursued Ohio's failure to administer a compliant child support program; and stood up for unpopular speakers in the successful invalidation of content- and viewpoint-based speech regulation for Cincinnati's Fountain Square, representing members of the Ku Klux Klan, as well as a conservative political publisher. He also was a member of the Pittsburgh Working Group on Police Pattern or Practice Litigation in 2009, helping to provide a roadmap to the new administration in resuming Section 14141 cases. From 2002 to 2008, Greenwood and fellow SLC member Tom Streicher brought together the African-American community, the ACLU, the Black United Front, the City of Cincinnati Police Department and the FOP to forge the most comprehensive and successful police reform agreement in America.

In addition to serving as a member of numerous nonprofit boards and commissions, Greenwood is a highly sought-after speaker on constitutional rights, civil liberties and complex litigation for organizations including the International Association of Chiefs of Police (IACP), Police Executive Research Forum (PERF), Institute for the Prevention of In-Custody Deaths, National Organization of Black Law Enforcement Executives (NOBLE), National Association for Civilian Oversight of Law Enforcement, Department of Justice National Symposium, FBI National Academy, Southern Christian Leadership Conference, NAACP, Urbanshield, American Judicature Society, Communications Workers of America, National Coalition of Public Safety Officers, Log Cabin Republicans, Kentucky League of Cities and ACLU chapters and affiliates around the country. Greenwood was named "2003 Ohio Lawyer of the Year" in Lawyer's Weekly and has been recognized on the Best Lawyers in America list since 1994. Other honors include awards from the NAACP Cincinnati Branch, the Black Lawyers Association of Cincinnati, the Cincinnati Bar Association and Stonewall Cincinnati for actions such as police practice challenges resulting in landmark reform agreements and a challenge to Cincinnati's anti-gay charter amendment. In 2005, Toledo passed a proclamation for "Scott Greenwood Day" for his civil liberties work in Ohio. Greenwood earned his Juris Doctor from the University of Chicago Law School, with the designation of Bradley Fellow in Law and Government. He received a Bachelor of Arts in classics and Latin literature from Miami University, where he graduated summa cum laude as a Montgomery and Bishop Scholar.

**Robert Davis, SVP and Managing Director, Senior Leadership Council**



Robert Davis is a highly regarded and innovative national leader and expert in policing and public safety with a special emphasis on ethics and integrity programs. As Senior Vice President and Managing Director at Hillard Heintze, Davis is responsible for the firm's West Coast operations and leads the Hillard Heintze Senior Leadership Council (SLC). Most recently, as a member of the SLC, he distinguished himself as a critical advisor and senior team member on a high-level 2011 engagement that Hillard Heintze conducted in partnership with DHS's Homeland Security Studies and Analysis Institute to evaluate the existing integrity and counter-corruption programs within U.S. CBP.

Innovation has been the cornerstone of his career in policing and public safety. A 30-year veteran of the San Jose, California Police Department (SJPD), Davis rose from patrol officer to Chief of Police of the tenth-largest city in the nation (2004-2010). He gained recognition for his progressive use of technology, his sensitivity to the diversity of the citizens under his protection and his internationally lauded model of gang prevention, intervention and suppression. Davis oversaw what has historically been the lowest-staffed police department of any major city in the country – with only 1.2 sworn officers per 1,000 residents (the national average is approximately 2.6 officers per 1,000 residents). According to the FBI – and, in many respects, a clear measure of Davis' leadership in recent years – San Jose is routinely ranked one of the safest "big cities" in America. Even more remarkable, given that the Department received this accolade amid seven straight years of budget cuts while fighting crime in a city that adds nearly 20,000 new residents every year. Davis designed, implemented and oversaw the nation's first voluntary study of racial profiling conducted by a local police agency.

Davis has also earned international recognition as an expert in addressing gangs and gang violence, having served as a consultant for the U.S. State Department on five separate occasions. He traveled to El Salvador, Honduras, Venezuela, Guatemala and Nicaragua to provide training to federal police agencies, politicians, government administrators, education leaders, heads of social service organizations and citizens regarding the design, implementation and evaluation of anti-gang programs. Davis has served in national and international leadership positions, in part as President of the Major Cities Chiefs Association. In this capacity, Davis took a leadership role in advocating on Capitol Hill for the reallocation of the 700 MHz, broadband radio spectrum (the "D Block") to public safety – paving the way for an interoperable, nationwide broadband network for all public safety partners at the local, state and federal level that will significantly impact their ability to share both voice and strategic data information.

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



### **Robert Parker, Senior Leadership Council**



Until recently, Robert Parker served as the Director of the Miami-Dade Police Department (MDPD), the largest local police department in the Southeastern United States. As leader of the MDPD, he was responsible for providing public safety services for more than 2.4 million residents and visitors of Miami-Dade County, overseeing the 8th largest police department in the country with an annual budget of over \$548 million and more than 4,700 dedicated sworn and non-sworn personnel. The MDPD is known nationally as a leader in law enforcement.

Over the course of his 33 distinguished years with the Department, Parker was consistently singled out as a leader and promoted through all of the agency's civil service ranks. For example, he served as Assistant Director of Police Services responsible for the operations of three divisions and two bureaus, including the nine uniform district stations; Division Chief of the North Operations Division and the Special Investigations Division; Major in charge of a district command; and Police Bureau Commander in charge of the Economic Crimes and Strategic Investigations Bureaus. He worked in a variety of other investigative and uniformed police assignments as a Lieutenant, Master Sergeant, Sergeant, Corporal and Officer. During his tenure as Director he was appointed by the Governor of Florida to serve as co-chair of the Southeast Regional Domestic Security Task Force. He was also elected President of the Dade County Association of Chiefs of Police which is comprised of over 35 municipal police departments along with other state and federal law enforcement agencies.

As MDPD Director, Robert Parker was one of the several leaders of member jurisdictions supporting Major Cities Chiefs' focus on developing standardized reporting guidelines for the Nationwide Suspicious Activity Reports Initiative (NSI). Under Parker's direction the MDPD participated in the SAR Support and Implementation Project report, developed to provide findings and recommendations to the Criminal Intelligence Coordinating Council (CICC) from the Major Cities Chiefs Association (MCCA). Parker was also instrumental and provided key leadership and support to the establishment of the first ever mortgage fraud task force within a local law enforcement agency in the State of Florida, a high-profile initiative that became the model and template for the first State of Florida mortgage fraud task force.

Parker holds a Bachelor's Degree in Criminal Justice from Barry University and a Master's Degree from Nova Southeastern University. He is a graduate of the FBI National Academy and the FBI National Executive Institute at Quantico, Virginia. Additionally, Parker has honorably served in the United States Army. His professional affiliations include the International Association Chiefs of Police (IACP), FBI National Executive Institute, FBI National Academy Associates, National Sheriffs' Association, National Organization of Black Law Enforcement Executives (NOBLE), Florida Police Chiefs Association, Florida Sheriffs' Association, Major Cities Chiefs, Dade County Association of Chiefs of Police, The Two Hundred Club of Greater Miami, 5000 Role Models of Excellence, the Spirit of Christ Ministries, Inc., and the Phi Beta Sigma Fraternity. Moreover, he has received numerous commendations and awards for his service and dedication to community and public service.



### A.M. “Jake” Jacocks, Senior Leadership Council



Chief Jake Jacocks recently retired after ten years as the Chief of Police for Virginia Beach, the 42nd largest city in the nation, and one of the safest cities in the nation according to a ranking by the FBI. As Chief, he had been responsible for a nationally accredited police department with an authorized staff of 816 sworn and 170 civilian personnel, supported by an annual budget of \$86 million that served a population of over 434,000 and nearly three million visitors annually.

At the same time, Jacocks was Second Vice President of the Major Cities Chiefs Association and served on their Homeland Security and By-laws Committees. He was a member of the Executive Board of the Virginia Association of Chiefs of Police and the Commonwealth of Virginia’s Criminal Justice Services Board. Chief Jacocks is a past member of the Executive Committee of the International Association of Chiefs of Police. He was a charter member of the Virginia National Defense Industrial Authority, serving for 2 years. The Governor of Virginia appointed Chief Jacocks as a Military Aide de Camp and as a member of the Governor’s Motorcycle Advisory Council. He is a past member of the Executive Board of Lead Hampton Roads and recipient of LHR’s Julian F. Hurst Leadership Award.

As a member of the Virginia Beach Police Department, Jacocks has served the citizens of Virginia Beach for over 38 years. He began as a civilian Precinct Desk Officer at the age of 19. Since becoming a sworn officer in October 1973, he has served in all four precincts, the Detective Bureau, Special Operations and the Professional Standards Office. In April 1999, he was appointed Deputy Chief of Operations and he was appointed Chief of Police on March 15, 2000.

Chief Jacocks received a direct commission as an Ensign and a Top Secret clearance in the Naval Reserve in 1987 and served as an intelligence officer in a variety of intelligence and operational reserve units, including multiple Department Head tours. He retired from the Navy after over 20 years of service in December 2007 with the rank of Commander.

Chief Jacocks holds a Bachelor of Arts in Criminology, a Masters of Public Administration and he is a graduate of the Southern Police Institute, the Police Executive Leadership School at the University of Richmond, PERF’s Senior Management Institute for Police, the F.B.I.’s National Executive Institute, the Naval Postgraduate School’s Homeland Security Executive Leaders Program, the F.B.I.’s Leaders in Counter Terrorism program and Lead Hampton Roads. Jacocks was a long-term member of the Board of Directors of the Sugar Plum Bakery, Inc., a non-profit that provides job skill training to developmentally disabled individuals. He currently serves as a Governor’s appointee to Virginia’s Advisory Commission on Juvenile Justice, as a Board member of Smart Beginnings South Hampton Roads, an early childhood education advocacy non-profit and as President of the Virginia Beach Police Foundation.

### **Thomas Streicher, Senior Leadership Council**



Chief Tom Streicher's experience and reputation, not just within the Cincinnati Police Department (CPD) but throughout the U.S., precedes him. As the former Police Chief of the Department – a position that he held for over ten years – Streicher earned the CPD both local and national recognition for his leadership and accomplishments. Most recently, Streicher was awarded the 2011 Police Executive Research Forum (PERF) Leadership Award, which is “presented annually to individuals who have made outstanding contributions to the field of law enforcement, and who exemplify the highest principles and standards of true leaders in policing on a national level.” Hired in 1971 as a Cadet, Streicher quickly earned promotions – first to Detective in 1981, Sergeant in 1985, Lieutenant in 1988, Captain in 1993 and to Assistant Chief of Police in 1998. In 1999, he received the appointment as Chief of Police.

With Streicher at the helm, the CPD has been awarded a number of distinctions, such as the ACLU Leadership Award (2000), the International Association of Chiefs of Police (IACP) Weber Seavey Award (2008) and the IACP West Award for Investigative Excellence (2009). Cincinnati was also recognized by the United States Department of Justice for successfully meeting the requirements of a Memorandum of Agreement designed to improve aspects of policing including, but not limited to use of force procedures, use of canines, procedures dictating citizen complaint processing, training, inspection and police-community relations. Additionally, the CPD has been recognized for successfully completing the historic Collaborative Agreement, under the auspices of the United States Court for the Southern District of Ohio, Judge Susan Dlott, which has never been attempted by any law enforcement agency in the United States.

Streicher has displayed his leadership ability through various board appointments, including Ohio Law Enforcement Foundation, Cincinnati Children's Hospital Child Safety Committee, Boy Scouts of America, Daniel Beard Council, Bridges for a Just Community (formerly NCCJ), Downtown Cincinnati Inc., MCC Executive Board Member, National Network for Safe Communities (NNSC) at John Jay College and CUNY Executive Board Member. Streicher is also a member of the Fraternal Order of Police Lodge #69, Hamilton County Police Chiefs Association, Ohio Association of Chiefs of Police, International Association of Chiefs of Police (IACP), National Organization of Black Law Enforcement Executives (NOBLE), National Association for the Advancement of Colored People (NAACP) Cincinnati Chapter, Major Cities Chiefs Association (MCC), National Network for Safe Communities at John Jay College, CUNY and the Police Executive Research Forum (PERF). Streicher was commended for his work in 2011 when he received the Major Cities Chiefs Association's first Leadership Award.

Streicher earned an Associate of Science in Police Science from the University of Cincinnati, Cum Laude, in 1974, a Bachelor of Science in Criminal Justice from the University of Cincinnati, Magna Cum Laude in 1981. He also earned a Master of Science in Criminal Justice from the University of Cincinnati in September 2011 where he was the recipient of the Distinguished Alumni Award for 2010. He attended the Graduate Southern Police Institute 80th Administrative Officer's Course and the Graduate National Executive Institute at the FBI National Academy.

### **Dr. Alexander Weiss, Senior Leadership Council**



As a nationally prominent expert and specialist in public safety, law enforcement, and police department operational analysis, Dr. Alexander Weiss brings more than 30 years of experience – and a unique perspective – to the Council.

For nine years, Weiss was Director of the Northwestern University Center for Public Safety and Professor of Management and Strategy at the J.L. Kellogg Graduate School of Management. Prior to his appointment at Northwestern, he was a member of the faculty of the department of criminal justice at Indiana University, Bloomington. During that time he also served as a senior advisor to the Indianapolis Police Department. In addition, Weiss has 12 years of experience with law enforcement agencies in Colorado. During his tenure with

the Colorado Springs Police Department, he served as a field supervisor and director of operations analysis.

Weiss has written and lectured widely on topics such as resource allocation and work scheduling, police innovation, highway safety, program evaluation and racial profiling. For the past six years, he has directed the Illinois Traffic Stop Study, an analysis of traffic stop data for some 1,100 Illinois law enforcement agencies. He has served as a consultant to the National Institute of Justice, the National Research Council (Committee to Review Research on Police Policy and Practice), the Illinois Task Force on Racial Profiling, the U.S. Department of Transportation and the National Highway Traffic Safety Administration.

Since 2007, Weiss has been engaged in a number of management studies for large, medium and small departments including (1) the development of a Traffic Incident Management Plan for the Albuquerque, New Mexico Police Department, (2) a Feasibility of Consolidation analysis of the Burr Ridge and Willowbrook Illinois Police Departments, (3) a police staffing analysis and review for the Village of Pingree Grove, Illinois, (4) a management study for the DuPage County Emergency Telephone System Board, (5) a staffing and best practices assessment for the Delaware, Ohio Police Department, (6) comprehensive advisory services for the Rockford Illinois Police Department, (7) a Public Safety Services (police–fire consolidation) Study for Holland Michigan, (8) a Patrol Staffing Analysis and Review for the Chicago Police Department Bureau of Patrol, (9) a review of Internal Affairs Policy and Procedure for Northwestern University Police Department, (10) a risk management and safety study for the University of Notre Dame and (11) a Resource Deployment and Organization Study for the Lansing Michigan Police Department, among many other initiatives.

Weiss earned a Doctorate in Political Science from Northwestern University in 1992, a Master of Public Administration from the University of Colorado in 1984 and a Bachelor of Arts from Colorado Technical College in 1978.

**Kathleen M. O'Toole, Senior Leadership Council**



It's not surprising that Kathleen O'Toole was chosen from among many other internationally prominent senior police executives to serve as the Chief Inspector of the Garda Síochána Inspectorate, the governance and oversight body responsible for bringing reform, best practices and accountability to the 17,000-member national police service in Ireland.

That's because, for years now, she has been widely recognized here in the United States and increasingly across the world for her principled leadership and reform strategies with respect to police service – a term that she uses often, with passion and with strategic intent.

The reputation is well earned. As Boston Police Commissioner, O'Toole didn't just manage 3,000 sworn and civilian personnel and an annual budget of \$235 million. She also won accolades – at City Hall and on the streets – for her non-confrontational, cooperative style of leadership, a collaborative, consultative and grassroots-oriented approach that emphasizes partnership with community groups and city organizations to reduce crime and engage people directly in helping to make their neighborhoods safe. She distinguished herself in a similar manner as member of Massachusetts Governor William Weld's cabinet and the state's Secretary of Public Service, overseeing 20 agencies, more than 10,000 employees and an annual budget exceeding \$1 billion.

O'Toole began her career in 1979. While still in law school, she became a patrol officer in the Boston Police Department and from position to position – across numerous patrol, investigative and administrative assignments – she quickly rose through the ranks of local and state law enforcement in Massachusetts. During this period, she served as Superintendent/Chief of the Metropolitan Police and was also a Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police. Since then, she has also supported the U.S. Department of Justice Civil Rights Division on police profiling cases and served as a member of the Independent Commission on Policing in Northern Ireland as part of the peace process there.

O'Toole has excelled in the private sector as well. As a senior corporate security manager at Digital Equipment Corporation, she held global responsibility for executive protection, crisis management and major white-collar crime investigations. She also founded an international consulting firm with offices in Dublin, Ireland and Boston, Massachusetts and, in addition to her role on the Hillard Heintze Senior Leadership Council, currently serves as an advisor to Monitor Quest, a global security firm with offices in London, England and Cambridge, Massachusetts.

O'Toole earned a Bachelor of Arts degree from Boston College, a juris doctor from New England School of Law and was admitted to the bar as a practicing attorney in 1982. She is now enrolled in the PhD program at the Business School of Trinity College, Dublin. She is an active member of many associations, such as the International Association of Chiefs of Police (Terrorism Committee), the Police Executive Research Forum and the National Executive Institute Associates.



### **Thomas J. O'Reilly, Senior Leadership Council**



Thomas O'Reilly serves on the Hillard Heintze Senior Leadership Council as a strategic expert on best practices in sharing intelligence and creating collaborative environments across all levels of government. His leadership in solving community issues and building mutually trusting relationships between police agencies and communities currently serves as a model for our country.

In addition to his position on the Council, he is the Director of The Police Institute, School of Criminal Justice, Rutgers University, which supports collaborative efforts with state and local law enforcement agencies in the areas of integrated research, public safety problem solving, community participation, operational support and criminal justice policy and practice development. The Police Institute serves as a neutral convener for police and community efforts including the Newark Violence Reduction Project, the National Network for Safe Communities, VEST, Cease Fire, and predictive policing services provided by the state fusion center to local police agencies. The Institute also supports collaboration efforts with police, probation, parole, court, community, corrections and defense.

From 2006 to 2010, O'Reilly served at the U S Department of Justice Bureau of Justice Assistance and the Justice Management Division directing both NSI and National Information Exchange Model NIEM outreach. In February 2010, he was appointed by the U.S. Attorney General as the Director of the Nationwide Suspicious Activity Report (SAR) Initiative Program Management Office (PMO) to implement SAR to all fusion centers nationwide, state and local law enforcement and the major law enforcement components of the federal government. To date, this program has generated over 20,000 suspicious activity reports which resulted in 900 investigations.

At the same time, O'Reilly served as the U.S. Department of Justice's Senior Policy Advisor for the Office of the Chief Information Officer and Bureau of Justice Assistance. In this role, O'Reilly supports the commitment of the DOJ and DHS to dramatically expand the country's network of state and local Fusion Centers and implement NIEM.

Prior to his positions in the Federal Government, Mr. O'Reilly was the administrator of the New Jersey Department of Law and Public Safety, the organization responsible for oversight of the state police, homeland security, emergency management, fusion center operations, criminal justice system coordination, criminal and civil legal services and juvenile justice.

O'Reilly earned a B.S. degree in Criminal Justice with a concentration on Police Management from Northeastern University in 1972 and a M.A. in Administration from Rider University in 1977. He also became a Certified Public Manager from Rutgers University in 1984. O'Reilly received the U.S. Department of Justice Assistant Attorney General Award for Achievement and Leadership for the NSI in 2011 and is a two-time recipient of the Federal 100 Award for his efforts in expanding the adoption and use of the NIEM. The National Criminal Justice Association recognized O'Reilly's lifetime service by honoring him with the 2007 National Lifetime Achievement Award.



### **Carl R. Peed, Senior Leadership Council**



Over his more than 35-year career, Carl Peed has established a widely acknowledged reputation in the U.S. justice, homeland security and law enforcement communities as a senior expert in advancing new technologies for the criminal justice system and developing model policies in criminal justice administration.

Before his recruitment to the Hillard Heintze Senior Leadership Council, Peed was appointed in 2001 by Attorney General John Ashcroft to serve as the Director of the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS). For eight years, he led this key agency's ground-breaking work in advancing community policing across the nation and supporting the community policing activities of state, local and tribal law enforcement agencies.

As the longest-serving Director, Peed led the COPS office which has awarded approximately 40,000 grants to 14,000 law enforcement agencies; extended over \$2 billion in funds for the use of technology and \$14 billion to facilitate the hiring of 118,000 officers and deputies; and provided several hundred million dollars in resource support to these agencies related to technical assistance, training, conferences and webcasts. After the events of 9/11, Peed and the COPS office developed resources and training for law enforcement agencies in areas such as intelligence, major event security, IT security and school and campus safety.

Earlier in his career, Peed served as the Director of the Department of Juvenile Justice in Virginia. In this capacity, he oversaw 2,700 employees, managed a \$237 million budget and was responsible for developing policy and providing administrative oversight for 38 regional offices and 110 local and state facilities.

Prior to his work for the Commonwealth of Virginia, Peed served for 25 years in a variety of leadership positions in the Fairfax County Sheriff's Office. From 1990 to 2000, he served as the elected Sheriff of Fairfax County, Virginia. As Sheriff, Peed led a work force of 560 employees and managed a \$35 million budget.

Peed has served as a trusted advisor for the National Sheriff's Association, the American Correctional Association and the U.S. Department of Justice. He earned a Bachelor of Science degree from the University of North Carolina at Pembroke and a Certificate of Criminal Justice Administration from the University of Virginia. Peed is also a graduate of the FBI National Academy, the Senior Executive Institute, the Law Enforcement Executive Development Seminar program and the Virginia Executive Institute program.

## APPENDIX F: RESUMES – OUR DBE PARTNERS AND STRATEGIC ADVISORS

### Dr. Charles J. Southall, III, D.D., Special Counsel to the Monitor



Reverend Southall is deeply entrenched in the New Orleans community. He was baptized in the New Zion Baptist Church in New Orleans at the age of six and was active in multiple Baptist churches, particularly after the installation of his father, Pastor Charles J. Southall, Jr.

Having received and acknowledged his call at the age of 21, Southall became active at the Lowerlight Baptist Church where he became licensed to preach in 1980. He later became an ordained Minister in 1984 by the 1<sup>st</sup> District Baptist Association and was subsequently installed as the seventh Pastor of First Emmanuel Baptist Church in 1989.

Currently, Southall is the Pastor of the First Emmanuel Baptist Church in New Orleans and Baton Rouge, Louisiana. He is also the President and CEO of Gaskin-Southall-Gordon & Gordon Mortuary, Inc. as well as the Greater New Orleans Rehabilitative Corp. and is the President of the New Orleans Faith-Based Initiative.

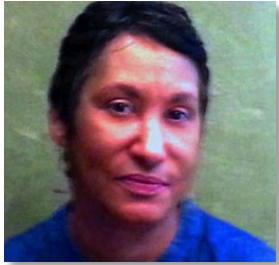
Earlier in his career, Southall was the Vice President of Foster Co., Inc. – a domestic manufacturer of canvas goods – where he assumed all responsibility for factory activities and directed management of supervisory personnel.

Numerous organizations have bestowed honors on Southall for his devotion to and the hard work he has done for his community. He was the recipient of the Crime Fighter Religious Leader of the Year Award from Chief of Police Eddie Compass in 2003 and was named Louisiana Businessman of the Year in 2004. Southall received the “We Are Still Here” ESPN Telly Award in 2006 and two recognitions from Edgar P. Harney Spirit of Excellence Academy Charter School.

Southall is affiliated with organizations including the National Baptist Convention, Delgado Foundation, Louisiana Missionary Baptist State Convention, United Baptist Association, Greater New Orleans Faith-Based Community Development Corporation, Comprehensive Central City Initiative of New Orleans, Inc., TCA, Baptist Chaplain for the New Orleans Police Department, Innocence Project of New Orleans, Edgar P. Harney Spirit of Excellence Charter School, New Orleans Police Department Cops, Clergy and Community Coalition and the Greg Monroe Foundation.

Southall has a Bachelor of Science degree in accounting and business administration from the University of New Orleans. He also received a Masters of Divinity from the New Orleans Theological Seminary and Doctors of Divinity from Union Baptist College and Theological Seminary and Christian Bible College and Theological Seminary.

**Judith Williams Dangerfield, Managing Partner, Metro-Source**



Judith Williams Dangerfield is a senior expert in providing outreach, communications, and public and community relations services to local, state and federal government agencies as well as non-profit and community-based agencies throughout the city of New Orleans.

For the past eight years, Dangerfield served as the Community Relations Facilitator, Project Manager and Senior Community Relations Strategist for the Army Corps of Engineers IHNC Lock Replacement Project in New Orleans Upper and Lower Ninth Ward and St. Bernard Parish communities. The most extensive project ever implemented by the Army Corps of Engineers in a populated urban area. As Community Relations Facilitator, Dangerfield was responsible for community outreach, public meetings and hearings in compliance with the National Environmental Protection Act (NEPA) and the Water Resources Development Act (WRDA) and the coordination with the project's design and construction teams. Dangerfield developed, implemented and managed field offices and staff for the project as well as electronic communications strategies to ensure access to real-time information. Dangerfield also served as the liaison with local and state officials to ensure political support of the project and implementation of the project's \$33 million mitigation fund.

Dangerfield has provided public information, outreach and communications support to the Bring New Orleans Back Commission in the wake of Hurricane Katrina, assisting the Committee with message strategy, as well as logistical support and facilitation of public meetings in New Orleans and the Diaspora, to get input and feedback on the redevelopment plan. Dangerfield has also worked with Total Community Action, Inc., the local anti-poverty agency, providing communications, facilitation and support services for the agency's post-Katrina planning and redevelopment in New Orleans' low-income communities. Additionally, Dangerfield provided facilitation services to the Children's Defense Fund's Southern Regional office, organizing and facilitating meetings throughout the Black Belt region in rural communities in Tennessee, Georgia, Alabama and Mississippi.

Dangerfield conducted the regional outreach and communications for development of the long-range transportation and the Title VI plans for the New Orleans Regional Planning Commission of New Orleans. Dangerfield worked with the City of New Orleans Department of Health to develop outreach programs and strategies for HIV/AIDS and substance abuse prevention and intervention, and with the New Orleans Department of Housing and Community Development on Enterprise Community planning and implementation. In addition, Dangerfield served as policy and communications manager for the New Orleans Workforce Investment Board, developing policies and programs with the significant and meaningful input of both employers and job seekers. Dangerfield participated in BMW Stiftung Herbert Quandt Foundation's 2006 Transatlantic Forum as a presenter and panelist in a discussion on Government Responsibility for the Socially Disadvantaged and the Responsibility of Citizens to Society. Together with her late husband Dr. Peter W. Dangerfield, she is co-author of *Voice of the Poor: Citizens Participation in Rebuilding New Orleans*, published in 2009 in *Historical Inevitability: the Role of Hurricane Katrina in the New Orleans Saga*. Dangerfield holds a Master of Science in Community Economic Development from Southern New Hampshire University.

### **Murphy Paul, President, MP & Associates**



With over two decades of law enforcement experience, Murphy Paul has first-hand knowledge and experience of the issues facing New Orleans and Louisiana as a whole, as well as with internal and external investigations.

Paul began his career as an officer for the New Orleans Levee District Police where he enforced state laws and municipal ordinances and assisted the New Orleans Police Department with 911 calls for service. After he became a State Trooper in 1994, he joined the Bureau of Investigations for five years, where he worked undercover during state and federal investigations and was assigned to the High Intensity Drug Trafficking Area (HIDTA) Task Force.

Currently the Lieutenant Colonel of Support Services, Paul provides executive-level law enforcement management to the Supports Services Division, where he is the head of a \$40 million budget. Paul provides support and training to federal, state and local law enforcement agencies, as well as to the general public. As Command Inspector, Criminal Investigations from 2010 to 2012, Paul was in a senior management position responsible for investigating violations of state and federal criminal statutes. He coordinated enforcement efforts and programs with local and federal law enforcement agencies and represented the department on four commissions involving public safety.

While serving as Commander of Internal Affairs, Paul managed administrative investigations involving commissioned and civilian personnel from 2008 to 2010. He also established statewide policies related to tracking complaints and investigations. Paul assisted other law enforcement agencies with administrative investigations and departmental shooting investigations. Paul also served as Commander of the Statewide Narcotics Section, where he managed nine field offices focused on narcotics investigations between 2007 and 2008. Paul established and implemented statewide policies and initiatives related to narcotics enforcement and managed federal programs and grants. From 2003 to 2005, Paul served as Lieutenant of the Bureau of Investigations, Detectives where he supervised three detective field offices responsible for investigating public corruption, white-collar crimes and felony crimes, as well as departmental shootings.

After the events of 9/11, Paul was appointed Sergeant of the Bureau of Investigations, Criminal Intelligence Unit, where he was the supervisor of the Baton Rouge, Lafayette, Lake Charles and Alexandria field offices. Paul was responsible for the collection, evaluation and dissemination of information related to suspected criminal violators and groups for analytical exploitation and to assist state, local and federal officials with criminal investigations.

Paul has been the recipient of numerous commendations including the William Whitten Scholastic Award from Harbor Police Academy, Gulf Coast HIDTA Certificate of Appreciation and the two-time winner of the Louisiana Emergency Service ribbon. Paul earned a Bachelor of Criminal Justice from Loyola University in New Orleans. He is also a graduate of the FBI National Academy.

**Dr. Peter Scharf, Ed.D., Strategic Advisor**



Dr. Peter Scharf is a nationally recognized leader in corrections, criminal justice training, technology and education. Scharf was recently appointed as Research Professor at Tulane University School of Public Health and Tropical Medicine Global Health Systems and Development Department. A Harvard-trained social scientist, Scharf is regarded throughout the country for creating outcome-based performance assessments designed to help organizations accurately measure and understand complex, analytical data in order to improve criminal justice processes.

Scharf possesses a unique combination of being able to understand the dynamic social fabric within New Orleans' neighborhoods, organizations and communities and how these entities may be mobilized to reduce violence and reinforce community integrity standards.

In May 2012, Scharf was named the Tulane University Outstanding Undergraduate Professor in Public Health and teaches Honors classes related to Violence in the Community, Public Health Ethics, Qualitative Research Methodology and Intentional Change.

In 2010, New Orleans Mayor Mitch Landrieu invited Scharf to be a member of his Criminal Justice Task Force. Scharf has served on the evidence integration panel of the Office of Justice Programs, supporting policies and programs based upon scientific evidence. In October 2011, the Bureau of Justice Assistance (BJA) awarded Scharf two major grants related to his work with the Louisiana Department of Corrections on the reentry of prisoners into society and serving as an advisor to the Recovery School District's at risk initiative. In October 2012, Scharf, along with the LA DPS&C, was awarded a large BJA grant designed to document reductions in both correctional recidivism and murder in the city.

As the founder of the Center for Society, Law and Justice at the University of New Orleans from 1995 to 2007, Scharf spearheaded the creation of one of the highest quality criminal justice technology training, research and implementation entities in the United States. The Center has completed several major ongoing cooperative agreements with DOJ/ODP including the "Guide to Crafting Justice Information Sharing Performance Measures" and the multi-million dollar Managing Criminal Justice Technologies initiative. Scharf has also worked on a New Orleans Project Safe Neighborhoods project that focused on research related to the targeting of guns in high crime New Orleans neighborhoods and conducted training related to community policing.

An accomplished author and consultant, Scharf has been interviewed by many national media sources for his expertise in violent crime issues and cases. Scharf is often called as an expert witness in testimony, including four times before Congress, related to use of force cases, policing ethics and efforts to reduce murder in New Orleans.

Scharf received a Bachelor of Arts in English and History from the University of Rochester and his Ed.D. in Human Development and Sociology from Harvard University, where he wrote his dissertation on the moral atmosphere of the prison working under Professor Lawrence Kohlberg.



**Dr. Huey L. Perry, Strategic Director**



For nearly forty years, Huey L. Perry has been an educator focusing on the politics of the American South and how it relates to African Americans and the nation as a whole.

Currently, Perry is the Executive Director for the Institute of Research, Training and Public Service as well as a Chancellor's Fellow and Professor in the Department of Political Science at Southern University in Baton Rouge, Louisiana. Perry is also an Adjunct Professor of Public Health at the School of Public Health, Department of Community Health and Prevention for Drexel University in Philadelphia.

Perry is renowned for his extensive work with advancing research methods and focus group testing. The majority of his work focuses on the relationship between politics, African Americans and the South, particularly New Orleans and Birmingham, Alabama.

Perry has published two books, "Blacks and the American Political System" and "Race, Politics and Governance in the United States," as well as many journal articles and book reviews. In 2006, Perry wrote a commissioned paper titled, "Race and Recovery in Post-Katrina New Orleans," which was published in the book "Cities at Risk: Catastrophe, Recovery, and Renewal in New York and New Orleans."

An expert on topics including theories on the distribution of power and influence in American politics, public policy and Southern politics, Perry has presented papers and been on numerous panels for organizations including the Southern Political Science Association, the Leadership Center at Morehouse College and Duke University.

In 2011, Perry was the principal investigator for a research grant from the Louisiana Department of Public Safety and Corrections, Reentry Program Evaluation Contract.

At Southern University, Perry is a member of the Search Committee for the President of the Southern University System, the Search Committee for the Endowed Chair in Small and Minority Business Enterprise for the College of Business and the Chair of the Tenure and Promotion Committee for the School of Public Policy and Urban Affairs.

Perry earned a Ph.D. from the University of Chicago, where he also earned a Master's, both in Political Science. Perry attended Grambling College in Louisiana and received a Bachelor's Degree, also focusing on Political Science.

**Kim H. Tate, Strategic Advisor**



With nearly two decades of experience working for the U.S. Secret Service in New Orleans and eight years as a Criminal Investigator for the State of Louisiana, 19<sup>th</sup> Judicial District Attorney's Office, Kim Tate has first-hand knowledge of the inner workings of and challenges facing the City of New Orleans. At present, Tate is months from retiring as the Special Agent in Charge of the New Orleans Field Office, where he supervises four managers responsible for all Secret Service activity in Louisiana.

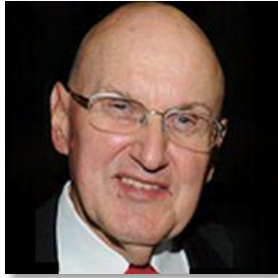
When he was Assistant Special Agent in Charge of the New Orleans Field Office, Tate authored new Louisiana criminal legislation which received full support from the Louisiana Governor, the District Attorneys' Association and the Louisiana Sheriffs' Association. He also kept federal, state and local law enforcement and prosecutorial partners, Congressional liaison and state government leaders apprised of the Secret Service's missions, scope and activity.

While Criminal Investigator for the State of Louisiana, 19<sup>th</sup> Judicial District Attorney's Office, Tate was fully commissioned with law enforcement authority and arrest powers. He investigated hundreds of deaths, collected physical evidence, conducted interviews and interrogations, executed search and arrest warrants and testified during court proceedings. Tate was also responsible for coordinating the efforts of other law enforcement agencies during District Attorney-led joint investigations.

As Federal Coordinator for the North American Leadership Conference, Tate was in charge of the oversight, coordination and execution of the Department of Homeland Security Secretary's incident management responsibilities for situations requiring a coordinated federal response. Tate was responsible for developing the security plan and coordinating all local, state and federal resources.

Tate has extensive experience with supervising the organization and planning of large-scale special events and protective intelligence as well as conducting threat assessments pertaining to them. He served as the Deputy Principal Federal official responsible for facilitating interagency incident management coordination during the security planning leading up to and the execution of Super Bowl XXVI. While a Special Agent in the New Orleans Field Office, Tate determined all security needs for Secret Service agents and first responders assigned to Pope John Paul's visit to the city. Tate has also launched advances for presidential trips abroad and served as a supervisor for the protective intelligence group responsible for threat-related information directed at participants of the G7 Summit in Lyon, France. Tate attended Louisiana State University and received a Bachelor's in Law Enforcement – Criminal Justice in 1977.

### John Furcon, Strategic Advisor



With three decades of consulting experience as a partner in global, high-profile management consulting firms, John Furcon has proven skills in defining large-scale organization improvement projects and bringing them to fruition in a timely and precise manner. Furcon's expertise lies in establishing relationships with key stakeholders, diagnosing the "people" requirements in a situation, and then devising and deploying strategies to develop needed improvements in awareness, skill and performance which deliver needed operating impact and organizational culture change. Furcon is also experienced in executive coaching, team building and promoting workforce diversity

and inclusion. He has served as expert witness and court-appointed monitor in addressing discrimination and civil rights violations in a number of major federal lawsuits. For example, to address gender discrimination in a major class-action suit, he conducted needs analysis work and worked during an eight-year period with internal and external stakeholder groups to develop and implement strategies to change on-the-job behavior, resulting in a 90 percent reduction in complaints of harassment and discriminatory conduct and withdrawal of Court Orders concerning the operations of the organization.

Currently serving as President of Transforming Talent and Organizations, Inc., Furcon consults on domestic and global human resources matters with a particular emphasis on management development, culture change and organization effectiveness to improve talent management, customer service, business processes and profit performance. Furcon has extensive management experience having served as Principal and Market Leader for Buck Consultants, LLC, and Partner at PricewaterhouseCoopers, Vice-President and Board Member of Harbridge House, Inc. and Program Director and Principal Investigator at the Human Resources Center of the University of Chicago. He has also served as Adjunct Faculty in Human Resources Management at both DePaul University and Northwestern University. Furcon has worked with a variety of private-sector clients including Avon Products, Bank of New York Mellon, Citi, Discover, Doosan Infracore, Kraft, Gillette, Hershey Foods, McDonald's, Morgan Stanley, Nabisco, Panasonic, Pratt & Whitney, Rohm & Haas, Sears, UBS and United Technologies. Furcon has extensive experience in the public and not-for-profit sector with clients including AMTRAK, CalPERS, City of Detroit, County of Los Angeles, Illinois State Police, TIAA-CREF, U.S. DOJ and U.S. Postal Service.

In addition to being a frequent speaker at professional meetings, business events and webcasts, Furcon has authored a number of articles, papers, reports and talent assessment instruments with topics including "Workforce Engagement and Retention in the United States," "Building 21st Century Senior Leaders," "Motivational Antecedents of the Work Performance of Scientists and Engineers," "Municipal Police and State Highway Patrol Officer Selection Test" and the "Job Requirements Audit." Furcon is a member of the Chicago Council on Global Affairs, Human Resources Management Association of Chicago, International Association of Chiefs of Police, Society of Industrial and Organizational Psychology and the World Future Society. Furcon was the recipient of the 2009 President's Award from the IACP. A graduate of the University of Chicago, Booth School of Business, Furcon earned an MBA in Organization Behavior. Furcon also received both a Master of Arts and Bachelor of Arts in Psychology from DePaul University.

**Phan S. Ngo, Strategic Advisor**

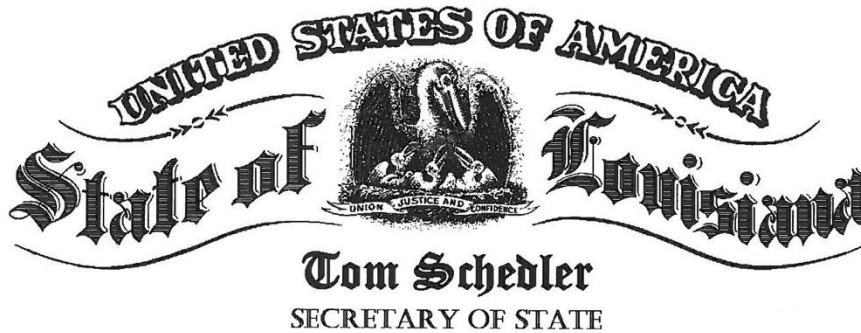


San Jose Police Department (SJPD) Deputy Chief of Investigations Phan S. Ngo brings over two decades of community policing experience as a Special Advisor to the Hillard Heintze Senior Leadership Council. The SJPD is a 1500+ person organization, serving a population of nearly one million residents in a 178-square mile city. The department has a strong reputation for its progressive and innovative neighborhood policing model, field training program and technological initiatives. The City of San Jose consistently ranks as one of the safest large cities in the country. Currently, Ngo serves as the SJPD's Deputy Chief for the Bureau of Investigations, a unit that receives on average 59,000 criminal cases a year and operates with an annual budget of approximately \$46 million. As Deputy Chief, Ngo manages 217 personnel in several department units: Homicide/Crime Scene, Robbery, Sexual Assaults, Gang Investigations and Covert Response. Prior to assuming the role of Deputy Chief, Bureau of Investigations, Ngo served as Deputy Chief, Bureau of Administration, overseeing an annual budget of \$17 million. As Deputy Chief, Ngo managed 85 department personnel in the Fiscal Unit, Police Academy, Personnel Unit and Training Division. The Fiscal Unit is responsible for the development of the Department's \$290 million budget, procurement of grants, purchasing of equipment, and contracting of services. The Personnel Unit is responsible for position management, recruiting and backgrounding of sworn and non-sworn Department members, work site safety, and the worker's compensation program. The Training Division is responsible for providing all mandated trainings.

Earlier in his career, Ngo served as a Lieutenant for the SJPD's Internal Affairs Unit, where he oversaw investigations of citizen and department-initiated complaints; monitored officer-involved criminal investigations and officer-involved incidents involving serious injuries or death; coordinated disciplinary hearings; coordinated with the City Attorney's Office and Office of Employee Relations in Civil Service Commission and Arbitration hearings. Ngo also conducted the SJPD's Internal Affairs Peer Review Study, which gathered best practices information from 17 major police departments and collaborated with a national consulting firm to produce one of the most extensive nationwide internal affairs peer reviews.

In 2011, Ngo received the 2011 Mover of Mountains Award for Public Safety and Community Bridge Building. Winners of this prestigious award are chosen based on their dedication to those less fortunate or for ensuring the human and civil rights of others. Ngo has also been the recipient of the San Jose Police Department's Outstanding Duty, Day-to-Day Excellence and Community Commitment awards. Ngo is a Silicon Valley FACES Board Member, a Board Development Committee Member for the Santa Clara County Boy Scouts and a volunteer for the Law Enforcement Special Olympics Torch Run. Ngo also maintains affiliations with California Police Chiefs Association, the Santa Clara County Juvenile Justice Systems Committee and the Santa Clara County Disproportionate Minority Contact Work Group. A graduate of the Los Angeles Police Department Leadership Program and the Senior Management Institute for Police (SMIP), Ngo holds a Bachelor of Science in Criminal Justice Administration from San Jose State University. Ngo is a Candidate for a Master of Science in Criminal Justice at Boston University, where he is expected to graduate in May 2013.

APPENDIX G: RELEVANT LICENSES AND CERTIFICATIONS



*As Secretary of State of the State of Louisiana I do hereby Certify that*  
an Application for Certificate of Authority of  
**HILLARD HEINTZE, LLC**  
Domiciled at CHICAGO, ILLINOIS, was filed in this Office on October 24, 2007,  
I further certify that no certificate of withdrawal has been issued.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

October 2, 2012

*Secretary of State*

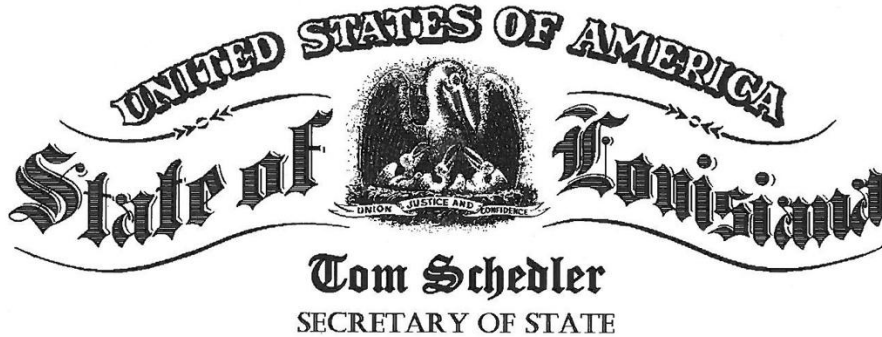
Web 36572874Q



Certificate ID: 10312280#NJ62

To validate this certificate, visit the following web site, go to **Commercial Division, Certificate Validation**, then follow the instructions displayed.  
[www.sos.louisiana.gov](http://www.sos.louisiana.gov)





*As Secretary of State of the State of Louisiana I do hereby Certify that*

**HILLARD HEINTZE, LLC**

A limited liability company domiciled in CHICAGO, ILLINOIS,

Filed charter and qualified to do business in this State on October 24, 2007,

I further certify that the records of this Office indicate the company has paid all fees due the Secretary of State, and so far as the Office of the Secretary of State is concerned, is in good standing and is authorized to do business in this State.

I further certify that this certificate is not intended to reflect the financial condition of this company since this information is not available from the records of this Office.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

October 2, 2012

*Secretary of State*

Web 36572874Q



Certificate ID: 10312281#93C42

To validate this certificate, visit the following web site, go to **Commercial Division, Certificate Validation**, then follow the instructions displayed.  
[www.sos.louisiana.gov](http://www.sos.louisiana.gov)

CITY OF NEW ORLEANS  
OFFICE OF SUPPLIER DIVERSITY

THIS CERTIFIES THAT

**MP & Associates**

has met the requirements for certification as a State & Local Disadvantaged Business Enterprise with the City of New Orleans, Sewerage & Water Board of New Orleans, Louis Armstrong International Airport and Harrah's Jazz Casino of New Orleans, under the following North American Industry Classification System Codes:

541690

Safety/Security Consulting Services

*General Business Description*

MITCHELL J. LANDRIEU, MAYOR

September 28, 2012

Certification Approved

September 28, 2014

Certification Expires



**Office of Supplier Diversity**  
EQUAL BUSINESS OPPORTUNITY PROGRAMS

Norman D. Roussel, Director

[www.nola.gov](http://www.nola.gov)



OFFICE OF SUPPLIER DIVERSITY  
CITY OF NEW ORLEANS

MITCHELL J. LANDRIEU, MAYOR

MP & Associates  
6911 Memphis St.  
New Orleans, LA 70124  
[murphy.paul@mpandassoc.com](mailto:murphy.paul@mpandassoc.com)

September 28, 2012

RE: SLDBE Certification Approval

Dear Mr. Murphy Paul:

Congratulations! We are pleased to inform you that MP & Associates has been approved as a State & Local Disadvantaged Business Enterprise (SLDBE) for the following categories or NAICS codes:

541690	Safety/Security Consulting Services
--------	-------------------------------------

Your firm will remain certified until September 28, 2014.

Enclosed is your firm's DBE Certification Certificate for your records. Within, 7 business days, your firm's contact information will be active on the City's [SLDBE online database](#). You have also been added to the Office of Supplier Diversity's mailing list to receive our monthly E-Newsletter and announcements.

If you haven't already done so, please complete the City's online vendor registration at <http://purchasing.nola.gov/bso/login.jsp>. Registering as a City vendor provides you with the ability to view and automatically receive notifications on upcoming procurement opportunities with the City of New Orleans.

If we can be of further assistance, please contact me at 504.658.4220.

Best regards,

Brittany Major  
Office of Supplier Diversity  
City of New Orleans

1340 POYDRAS STREET, SUITE 1000  
NEW ORLEANS, LOUISIANA 70112  
PHONE (504) 658-4200 • FAX (504) 658-4238  
[WWW.NOLA.GOV](http://WWW.NOLA.GOV)



September 28, 2012

Ms. Trevor Williams  
METRO-SOURCE, L.L.C.  
1240 N. Claiborne Ave.  
New Orleans, LA 70116

**RE: SLDBE CERTIFICATION**

Dear Ms. Williams:

**CONGRATULATIONS!** An independent panel reviewed your firm's application to the New Orleans Aviation Board for certification as a State and Local Disadvantaged Business Enterprise (SLDBE). As a result of the review, **METRO-SOURCE, L.L.C.'s** application was approved. This approval represents certification with: Louis Armstrong New Orleans International Airport through the New Orleans Aviation Board; the City of New Orleans; the Sewerage and Water Board of New Orleans; and Jazz Casino Company d/b/a Harrah's New Orleans Casino.

**METRO-SOURCE, L.L.C.** will be listed in the next publication of the SLDBE Registries of the aforementioned agencies. Your firm's specialty will be listed as:

Business management and consulting: DBE plans and goals preparation

As a certified SLDBE firm, **METRO-SOURCE, L.L.C.** is eligible to fulfill goal requirements as an SLDBE contractor. **This certification is valid until September 27, 2014.** A Schedule C, SLDBE Recertification Application, should be completed and returned to this office no less than thirty (30) days prior to the expiration date of **September 27, 2014.**

It is the obligation of **METRO-SOURCE, L.L.C.** to notify this office, in writing, should there be any change in ownership or other relevant matters. Any false statements on your application will be considered grounds for de-certification and/or prosecution.

The DBE Department welcomes the opportunity to assist **METRO-SOURCE, L.L.C.** as a "State & Local Disadvantaged Business Enterprise" with the Louis Armstrong New Orleans International Airport. Please contact this office should you have any questions or concerns.

Yours sincerely,

A handwritten signature in cursive script that reads "Philistine Ferrand".

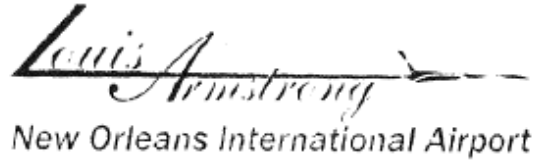
Philistine Ferrand  
DBE Liaison Officer  
philisti@flymsy.com - 504.303.7610 - 504.303.7614 fax

PF/sa

cc: Ifikhar Ahmad, Director of Aviation  
Alton DeLarge, Program Manager, SW&B  
Norman Rouselle, Program Manager, City of New Orleans  
Ernesto Sigmon, Harrah's New Orleans Casino  
File

DBE Office 504.303.7611 504.303.7614 fax philisti@flymsy.com

P.O. Box 20007 • New Orleans, LA 70141  
504.303.7800 • Fax: 504.303.7566 • www.flymsy.com



September 13, 2011

Ms. Trevor Williams  
Metro-Source, L.L.C.  
1240 N. Claiborne Ave.  
New Orleans, LA 70116


**Re: 2010 and 2011 Annual Update**

Dear Ms. Williams:

Thank you for having responded to our request for your **2010 and 2011 annual update** to maintain your Disadvantaged Business Enterprise (DBE) certification. We have reviewed your Schedule C "Affidavit of No Change," along with the supporting financial documents, and have determined that your firm continues to meet the DBE guidelines in 49 CFR Part 26. Thus, your firm is certified to fulfill DBE requirements on specified NOAB contracts until your anniversary date indicated on your original award or recertification letter (i.e. **September 11th**).

<b>Service(s)</b>	C57 - DBE Plans & Goal
PROFESSIONAL	Preparation
SERVICES	541611 - Administrative
	Management and General
<b>Area(s) of Work</b>	Management Consulting
C17 - Supportive Services	Servi
C46 - Training Development	

Sincerely,

  
Philistine Ferrand  
DBE Liaison Officer  
philisti@flymsy.com - 504.465.8867 - 504.463.1041 fax

PF/sa

DBE Office • 504.465.8867 • 504.463.1041 fax • philisti@flymsy.com

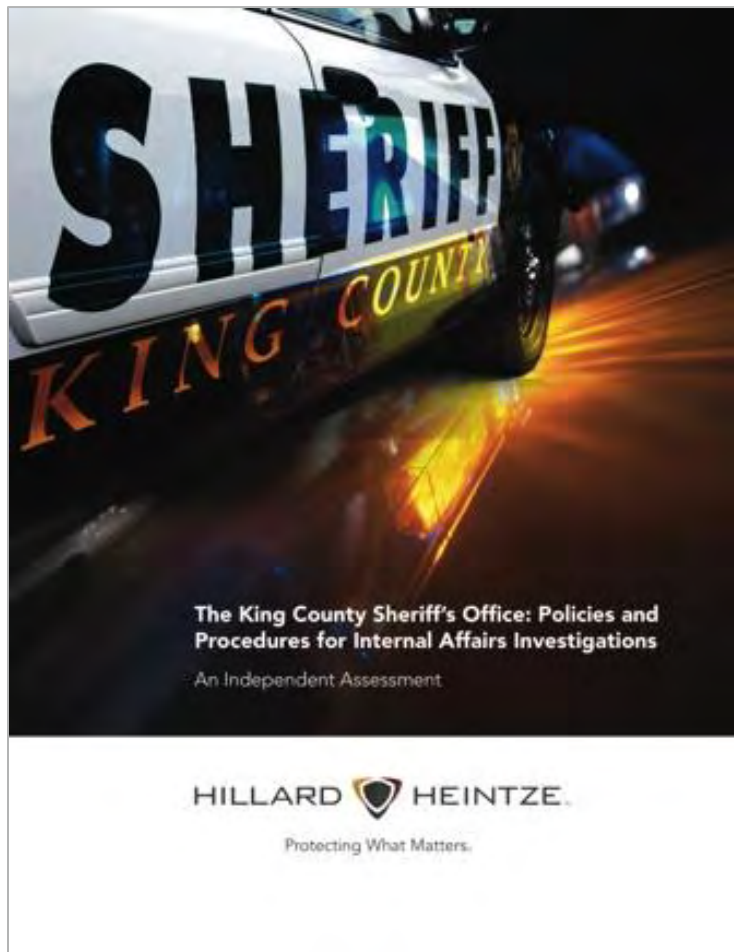
P.O. Box 20007 • New Orleans, LA 70141



**APPENDIX H: HILLARD HEINTZE REPORT TO THE KING COUNTY SHERIFF'S OFFICE ON INTERNAL AFFAIRS INVESTIGATIONS**

On July 24, 2012, Washington State's King County Auditor's Office released to the public this Hillard Heintze report summarizing its independent assessment of King County Sheriff's Office Internal Investigations Unit (IIU) and the Office of Law Enforcement Oversight (OLEO).

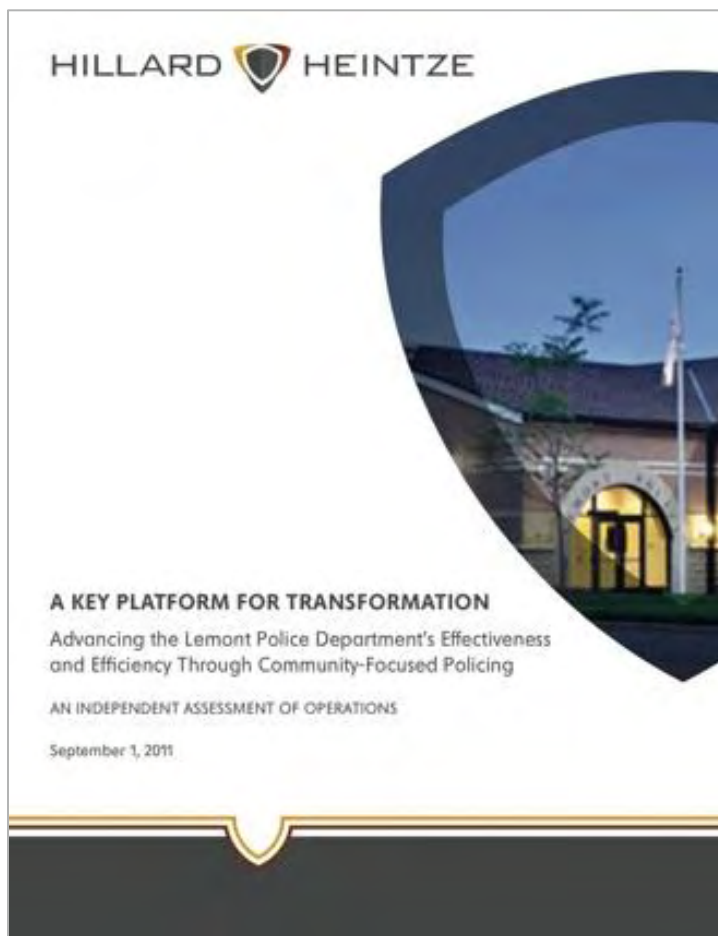
*The digital version of this document is provided in its entirety as a separate file in the PDF portfolio response submission.*



**APPENDIX I: HILLARD HEINTZE REPORT TO LEMONT POLICE DEPARTMENT (IL) ON COMMUNITY-FOCUSED POLICING**

This report published September 1, 2011, provides Hillard Heintze's independent assessment of the Lemont Police Department's operations and includes recommendations on the best opportunities to improve its performance and delivery of service to the Lemont community in a highly cost-efficient manner.

*The digital version of this document is provided in its entirety as a separate file in the PDF portfolio response submission.*



**APPENDIX J: HILLARD HEINTZE AND HSI REPORT TO U.S. CUSTOMS AND BORDER  
PROTECTION (CBP) ON WORKFORCE INTEGRITY**

In partnership with DHS's Homeland Security Institute, Hillard Heintze spent ten months in 2011 working with the U.S. Customs and Border Protection (CBP) on strategic cultural issues crucial to the CBP's mission and operational effectiveness. In short, we identified organizational and individual issues, practices and policies that led to a broad perception of corruption among peer agencies and defined best practices, policies and organizational improvements to institutionalize integrity and help rid the U.S. Customs and Border Protection of corruption.

*As of the time of this report has not yet been released to the public. If it is released in the next few days, we will forward an electronic copy to you. If it is not and you are interested in viewing it, we may be able to acquire permission to facilitate this.*

**HILLARD HEINTZE PROPOSED BUDGET FOR CONSENT DECREE COURT MONITOR OF THE NOPD**

YEAR ONE		Monitoring plan, Compliance Review & Outcome Assessments		Reporting and Meetings		Review, Analyze & Comment Policies		Use of Force		Community Engagement		External Communications		Liaison with Govt. Integrity Agencies or Appointments		Technical Assistance & Administrative Duties	Total Labor Cost by Team Category	Total Labor Cost by Company
Hillard Heintze Labor (65%)	Rate	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site		
Monitor	\$295	200	0	180	0	100	0	200	0	120	0	30	10	120	0	40	\$295,000	
Strategic Leadership Council	\$290	740	0	200	0	150	0	240	0	155	0	50	10	150	0	40	\$503,150	
Research Staff	\$150	0	200	0	150	0	275	0	80	0	20	0	150	0	0	0	\$153,750	
Administrative Staff	\$45	0	100	0	200	0	0	0	0	0	0	0	400	0	0	0	\$49,500	\$1,001,400
<b>DBE Labor (35%)</b>																		
<b>Source and MP &amp; Associates</b>																		
Principles & Strategic Advisors	\$172	230	0	220	0	640	0	670	0	570	0	40	0	100	0	100	\$442,040	
Outreach Coordinator - Metro Source	\$70	20	0	160	0	150	0	80	0	40	0	20	0	0	0	20	\$34,300	
Community Liaison	\$95	80	0	40	0	0	0	48	0	120	0	16	0	16	0	16	\$31,920	
Administrative Staff	\$45	80	0	210	0	20	0	260	0	60	0	60	0	0	0	45	\$33,075	\$541,335
<b>Total Hours</b>			1650		<b>1360</b>		<b>1335</b>		<b>1578</b>		<b>1085</b>		<b>786</b>		<b>386</b>	811		

<b>Total Labor Hours</b>	<b>8,991</b>
<b>Total Labor Cost</b>	<b>\$1,542,735.00</b>
<b>Expenses and Travel</b>	<b>\$277,692</b>
<b>Total Price</b>	<b>\$1,820,427</b>

**Summary**  
 Average Project Hourly Rate \$171.00  
 DBE Requirement of 35% Cost \$350,490  
 Projected DBE Labor Hours Cost \$541,335 35.089% Percent of Labor Cost

YEAR TWO		Monitoring plan, Compliance Review & Outcome Assessments		Reporting and Meetings		Review, Analyze & Comment Policies		Use of Force		Community Engagement		External Communications		Liaison with Govt. Integrity Agencies or Appointments		Technical Assistance & Administrative Duties	Total Labor Cost by Team Category	Total Labor Cost by Company
Hillard Heintze Labor (65%)	Rate	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site		
Monitor	\$295	175	0	180	0	100	0	200	0	120	0	30	10	120	0	40	\$287,625	
Strategic Leadership Council	\$290	640	0	200	0	140	0	275	0	155	0	50	10	150	0	40	\$481,400	
Research Staff	\$150	0	200	0	150	0	275	0	84	0	20	0	150	0	0	0	\$154,350	
Administrative Staff	\$45	0	100	0	200	0	0	0	0	0	0	0	400	0	0	0	\$49,500	\$972,875
<b>DBE Labor (35%)</b>																		
<b>Source and MP &amp; Associates</b>																		
Principles & Strategic Advisors	\$172	190	0	220	0	575	0	680	0	570	0	40	0	100	0	100	\$425,700	
Outreach Coordinator - Metro Source	\$70	20	0	160	0	150	0	80	0	40	0	20	0	0	0	20	\$34,300	
Community Liaison	\$95	80	0	40	0	0	0	48	0	120	0	16	0	16	0	16	\$31,920	
Administrative Staff	\$45	80	0	210	0	20	0	260	0	60	0	60	0	0	0	45	\$33,075	\$524,995
<b>Total Hours</b>			1485		<b>1360</b>		<b>1260</b>		<b>1627</b>		<b>1085</b>		<b>786</b>		<b>386</b>	811		

<b>Total Labor Hours</b>	<b>8,800</b>
<b>Total Labor Cost</b>	<b>\$1,497,870.00</b>
<b>Expenses and Travel</b>	<b>\$269,617</b>
<b>Total Price</b>	<b>\$1,767,487</b>

**Summary**  
 Average Project Hourly Rate \$170.00  
 DBE Requirement of 35% Cost \$340,506  
 Projected DBE Labor Hours Cost \$524,995 35.049% Percent of Labor Cost

**HILLARD HEINTZE PROPOSED BUDGET FOR CONSENT DECREE COURT MONITOR OF THE NOPD**

YEAR THREE																		
		Monitoring plan, Compliance Review & Outcome Assessments		Reporting and Meetings		Review, Analyze & Comment Policies		Use of Force		Community Engagement		External Communications		Liaison with Govt. Integrity Agencies or Appointments		Technical Assistance & Administrative Duties	Total Labor Cost by Team Category	Total Labor Cost by Company
Hillard Heintze Labor (65%)	Rate	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site		
Monitor	\$295	175	0	180	0	100	0	200	0	120	0	30	10	120	0	40	\$287,625	
Strategic Leadership Council	\$290	640	0	250	0	140	0	150	0	110	0	50	10	50	0	190	\$461,100	
Research Staff	\$150	0	200	0	150	0	275	0	90	0	0	0	150	0	0	0	\$152,250	
Administrative Staff	\$45	0	100	0	200	0	0	0	0	0	0	0	400	0	0	0	\$49,500	\$950,475
<b>DBE Labor (35%)</b>	<b>Metro</b>																	
<b>Source and MP &amp; Associates</b>																		
Principles & Strategic Advisors	\$172	190	0	220	0	575	0	680	0	500	0	40	0	100	0	100	\$413,660	
Outreach Coordinator - Metro Source	\$70	20	0	160	0	150	0	80	0	40	0	20	0	0	0	20	\$34,300	
Community Liaison	\$95	80	0	40	0	0	0	48	0	120	0	16	0	16	0	16	\$31,920	
Administrative Staff	\$45	80	0	210	0	20	0	260	0	60	0	60	0	0	0	45	\$33,075	\$512,955
<b>Total Hours</b>		1485		1410		1260		1508		950		786		286		961		

<b>Total Labor Hours</b>	<b>8,646</b>
<b>Total Labor Cost</b>	<b>\$1,463,430.00</b>
<b>Expenses and Travel</b>	<b>\$263,417</b>
<b>Total Price</b>	<b>\$1,726,847</b>

**Summary**  
 Average Project Hourly Rate \$169.00  
 DBE Requirement of 35% Cost \$332,666  
 Projected DBE Labor Hours Cost \$512,955 35.052% Percent of Labor Cost

YEAR FOUR																		
		Monitoring plan, Compliance Review & Outcome Assessments		Reporting and Meetings		Review, Analyze & Comment Policies		Use of Force		Community Engagement		External Communications		Liaison with Govt. Integrity Agencies or Appointments		Technical Assistance & Administrative Duties	Total Labor Cost by Team Category	Total Labor Cost by Company
Hillard Heintze Labor (65%)	Rate	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site	Hours Off-Site	Hours On-Site		
Monitor	\$295	175	0	180	0	100	0	200	0	120	0	30	10	120	0	100	\$305,325	
Strategic Leadership Council	\$290	390	0	250	0	140	0	125	0	100	0	50	10	50	0	350	\$424,850	
Research Staff	\$150	0	200	0	150	0	275	0	90	0	0	0	150	0	0	0	\$152,250	
Administrative Staff	\$45	0	100	0	200	0	0	0	0	0	0	0	400	0	0	0	\$49,500	\$931,925
<b>DBE Labor (35%)</b>	<b>Metro</b>																	
<b>Source and MP &amp; Associates</b>																		
Principles & Strategic Advisors	\$172	130	0	220	0	575	0	660	0	500	0	40	0	100	0	120	\$403,340	
Outreach Coordinator - Metro Source	\$70	20	0	160	0	150	0	80	0	40	0	20	0	0	0	20	\$34,300	
Community Liaison	\$95	80	0	40	0	0	0	48	0	120	0	16	0	16	0	16	\$31,920	
Administrative Staff	\$45	80	0	210	0	20	0	260	0	60	0	60	0	0	0	45	\$33,075	\$502,635
<b>Total Hours</b>		1175		1410		1260		1463		940		786		286		1,201		

<b>Total Labor Hours</b>	<b>8,521</b>
<b>Total Labor Cost</b>	<b>\$1,434,560.00</b>
<b>Expenses and Travel</b>	<b>\$258,221</b>
<b>Total Price</b>	<b>\$1,692,781</b>

**Summary**  
 Average Project Hourly Rate \$168.00  
 DBE Requirement of 35% Cost \$326,174  
 Projected DBE Labor Hours Cost \$502,635 35.038% Percent of Labor Cost





Advancing Excellence in Policing and Public Safety



ONE COUNCIL.  
A WEALTH OF  
EXPERIENCE.  
MANY  
PERSPECTIVES...







## Who We Are: Members of the Senior Leadership Council

The Hillard Heintze Senior Leadership Council is an independent panel of retired major city police chiefs, senior federal, state and local law enforcement leaders, and champions of civil rights and civil liberties. Dedicated to bringing national and international best practices to the pursuit of excellence in policing and public safety, the Council consists of select senior executives with outstanding career-long records of leadership and achievement appointed by firm partners Terry Hillard and Arnette Heintze.



**Robert L. Davis**  
Retired Chief of Police San Jose; SVP and Managing Director, Hillard Heintze



**Scott Greenwood**  
Constitutional Lawyer, also serves as General Counsel, ACLU



**A.M. "Jake" Jacocks, Jr.**  
Retired Chief of Police, Virginia Beach



**Kathleen M. O'Toole**  
Retired Boston Police Commissioner and Chief Inspector of the Garda Síochána, Inspectorate, Ireland

### Key Areas of Focus

- Ethics, Integrity and Public Trust
- Command, Control and Communications
- Recruitment and Training
- Information Sharing and Intelligence
- Collaboration and Public/Private Partnerships
- Use of Technology



**Thomas O'Reilly**  
Retired Director, USDOJ Nationwide Suspicious Activity Reporting (SAR) Initiative PMO



**Robert Parker**  
Retired Director of the Miami-Dade Police Department



**Carl R. Peed**  
Retired Director of USFP Office of Community Oriented Policing Services (COPS)

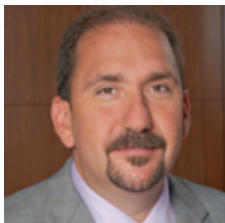


**Thomas H. Streicher**  
Retired Chief of Police, Cincinnati

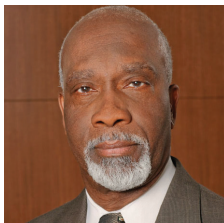
The Council supports the ability of mayors, police chiefs, sheriffs, city managers, council members and regulators in government agencies, as well as their executive decision-making teams worldwide to identify, evaluate, prioritize and implement opportunities to enhance and improve strategies, operations and outcomes in policing and public safety.



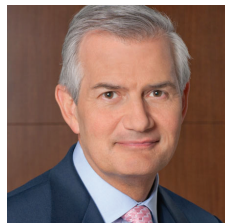
**Dr. Alex Weiss**  
Former Director of the Northwestern University Center for Public Safety



**Kenneth A. Bouche**  
Retired Colonel and Chief Information Officer, Illinois State Police; COO, Hillard Heintze



**Terry G. Hillard**  
Retired Superintendent of Police, Chicago, Co-Founder, Hillard Heintze



**Arnette F. Heintze**  
Retired U.S. Secret Service Special Agent in Charge, Chicago, Co-Founder and CEO, Hillard Heintze





## The Value of Independent Counsel

**High-impact results in policing and public safety are almost impossible to achieve without a number of crucial elements. Like what? Strong and decisive leadership. Results-oriented management teams. Disciplined command-and-control organizations. Highly visible commitments to diversity in hiring and promotion. Close and mutually trusting relationships with all communities. And an uncompromising commitment to ethics and integrity.**

These drivers of excellence can be extremely difficult for any mayor, police chief, sheriff or law enforcement authority to fully achieve while also delivering a high level of law enforcement, fire and emergency medical service and homeland security-related protection to millions of citizens hour-to-hour across their communities every day.

At Hillard Heintze, we understand these challenges intimately – because we have lived them. We have been personally responsible for leading the significant transformation of major city police departments and law enforcement agencies for many of the largest municipalities across the nation, including Chicago, Boston, Cincinnati, Miami-Dade and Virginia Beach, among others.

We are passionately focused on advancing excellence in policing and public safety – and doing so in a trusted, responsive and highly informed way, carefully designed to support the principled leadership, command effectiveness and community impact of our colleagues on the frontlines.

### **Trusted Counsel is Hard to Find - Especially When It's Needed Most**

During periods of transition or crisis, an objective, independent and senior executive-level perspective can make an enormous difference.

This is especially so when this counsel can be tapped at will from retired police chiefs, DOJ directors, law enforcement experts and civil rights champions recognized nationally and internationally for principled leadership and strategic and practical “on the ground” accomplishments. This is particularly true when these senior advisors stand completely outside of the organization and bring to the table insights informed by emerging best practices in policing and public safety under constant development across this nation as well as internationally.

We build sustainable bridges between law enforcement agencies, communities and civil rights organizations that often view each other as adversaries. We understand how to recognize common ground and lead opposing parties – from mayors, city councils and police commanders to activists and protesters – through their respective paths to a shared set of mutually acceptable outcomes.

This is the vision that stands behind the Hillard Heintze Senior Leadership Council (Council). This is the inspiration – *advancing excellence in policing and public safety* – that supports our Council Charter and guides our actions and practices in supporting our colleagues, clients and funding constituents across the United States and around the world.

## How the Senior Leadership Council Can Improve Your Performance

With support from a team of operational resources at Hillard Heintze's global headquarters in Chicago, the Council delivers value to clients and constituents through the following six services.

### 1. Comprehensive and Independent Assessments of Police Department Operations

As seasoned and objective experts, the Council conducts detailed assessments of policing and public safety-related departments, divisions, operations and functions. The Council's assessment methodology represents a systematic approach to key tasks such as strategic committee formation, document and data review, internal and external stakeholder interviewing, on-site observation and ride-alongs, focus group implementation, online feedback harvesting, citizen input, peer review and analysis and identifying, sharing, vetting and communicating key findings. The Council then specifies actionable best practice recommendations on how to address performance gaps and opportunities.

The heart of excellence in conducting assessments is not just the quality of the methodology, no matter how proven and comprehensive it may be. Instead, it's the ability of the assessment team to align key elements of the methodology and best practices to the unique needs and requirements of the organization. The approach takes a different form and path for every single engagement according to client needs.

### 2. Independent Monitoring of Consent Decree Requirements

Well before reform mandates are imposed upon a local police jurisdiction by federal courts and other authorities, the Council can play a crucial third-party role in

- Helping to determine and oversee voluntary actions that can "head off" consent decree mandates by enhancing current operations or developing a Memorandum of Agreement with the oversight authority
- Facilitating the reform process itself
- Accelerating the satisfaction of decree requirements



For example, the Council can assist with the negotiation and implementation of collaborative agreements, function as an intermediary between city officials and federal authorities (i.e., Department of Justice) in order to prevent, mitigate or hasten the resolution of disputes over decree interpretation and go beyond the evaluation process to help the organization achieve compliance. Also, often getting the right advisory team involved early enough in the process can eliminate the need for decree mandates altogether.





## How the Senior Leadership Council Can Improve Your Performance

The decisions you make daily require integration across many domains. Law Enforcement. Homeland Security. Public Policy. And Emergency Management, among others.

### 3. Development and Application of Best Practice-Based Crime Reduction Strategies

Sometimes a city or police department's most important need is to establish more effective ways of reducing overall levels of crime.

To these challenges, the Council brings practical and innovative insights that emphasize a combination of problem-solving approaches with specific crime prevention techniques. The leading edge of current academic research in this area supports a combination of these two practices as one of the most promising approaches to crime control and reduction.

- **Sample Areas of Expertise:** The Council brings a wealth of experience to a wide range of crime-reduction challenges such as family violence, domestic abuse and crime against children, women or the elderly; hate crimes; repeat offenders; targeted violence and crime in schools; mass demonstrations and uprisings; traffic stop policies and practices; hostage scenarios; suicide bomb threats; crime mapping; race-neutral profiling; and drugs and gang violence.
- **The Council's Approach:** Depending on the nature of the client's need, we can provide either direct leadership and accountability or indirect facilitation and counsel to key tasks supporting crime reduction strategies. These include setting strategic aims and objectives; identifying and evaluating options; analyzing costs, benefits and effectiveness; establishing a management framework for strategy implementation; measuring performance; developing action plans; estimating funding requirements; and defining human resources and training needs.

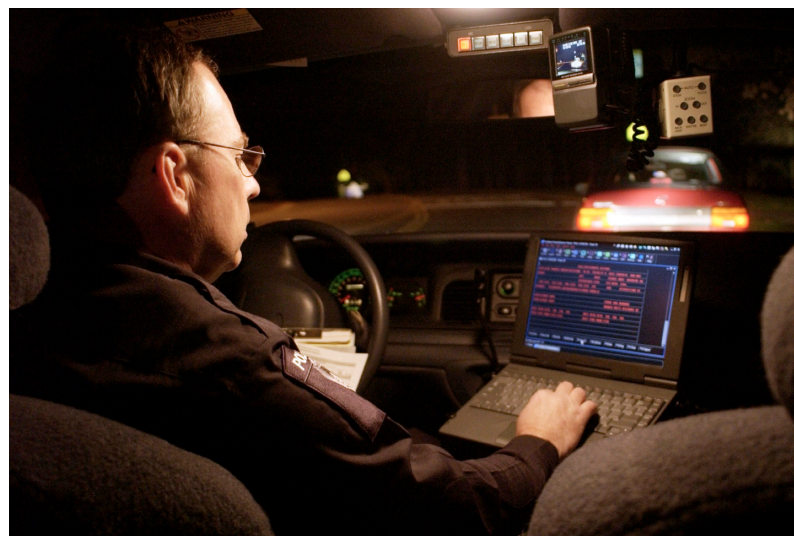
### 4. Enablement of Collaboration, Partnership and Information Sharing

What makes excellence in policing and public safety such a complex endeavor is that it almost always requires strategic coordination, communication and collaboration with others.

Whom to select as a partner can determine the success of a law enforcement department, a police chief's administration or a city's public safety mission. So can the manner in which city officials choose to navigate an increasingly complex array of information-sharing risks, requirements and opportunities.

At critical junctures throughout their careers, the Council's members have been at the leading edge of defining and enabling partnership, collaboration and information sharing between public policing jurisdictions and private entities, non-profit law enforcement-related organizations, research and educational institutions, community organizations and federal, state and local authorities, and civil rights organizations with targeted agendas for progressive change.

Most policing and law enforcement functions miss out on highly strategic opportunities to partner with other entities seeking common goals and on opportunities to improve their own information processes - simply because operational imperatives tend to take precedence. The Council can help your organization select quality business partners, improve information sharing and discover where the best windows of opportunity are to secure sources of knowledge, resources, political leverage and funding.





## 5. Promotion of Community-Oriented Policing Strategies

Among the priorities and principles shared by individual Council members is a passionate and career-long commitment to advancing community-oriented or neighborhood-centric policing strategies - with an emphasis on combining both problem-solving and crime prevention techniques.

With vast expertise in this area, the Council can help police chiefs, sheriffs and other law enforcement authorities leverage community interaction and support to control crime and reduce fear by addressing crucial changes in the orientation, organization and operations of policing departments. The goal is to set and achieve best practices for creating and sustaining trust within the community.

## 6. Participation as External Members of Advisory Boards and Commissions

From time to time, federal, state and city policing authorities can strongly benefit from establishing boards, panels and commissions with strategic oversight, planning and management responsibilities for guiding the performance and evolution of core policing and public safety functions.

**Council members - as individuals, pairs or a group - support our client teams in whichever manner provides the most value. When you engage us, we - not less experienced junior surrogates - respond.**



## About Hillard Heintze

To protect what matters most, we believe that timely access to trusted counsel, critical insights and the full scope of information vital to strategic decision making is absolutely essential. In line with this conviction, Hillard Heintze develops best-in-class security strategies and investigations to protect and preserve the safety of our clients' people, property, performance and reputation in the United States and worldwide.

Formed in 2004 by Terry Hillard and Arnette Heintze, Hillard Heintze has its corporate headquarters in Chicago, Illinois, with offices in Washington D.C., Raleigh, Boston, Miami, Cincinnati, San Jose and Virginia Beach, as well as operating capabilities across North and South America, Europe, the Middle East, Africa, Russia and Asia.

For the last three years, Hillard Heintze has been recognized by Inc. Magazine as one of America's fastest-growing private companies - and ranked on the annual Inc. 500/5000 list. The company has also been acknowledged by the Initiative for a Competitive Inner City (ICIC) as one of the 100 fastest-growing inner city firms in the U.S., ranking

**Inc. 500** || **5000**



**ICIC**

#6 in the nation in 2011 and #11 in 2012.

Hillard Heintze provides on-demand access to a comprehensive range of trusted counsel, expertise, experience and technical knowledge across all of the domains that drive the highest standards of excellence in security and investigative services.

### Strategic Security Services

- Risk, Threat and Vulnerability Assessment
- Program Development and Management
- Executive Protection and Special Event Security
- Workplace Violence Prevention
- High Net Worth and Family Office Support
- Emergency Preparedness and Crisis Management
- Security Training and Education
- Advisory Representation

### Investigative Services

- Corporate Investigations
- Strategic Due Diligence and Background Investigations
- Threat Investigation and Behavioral Threat Assessment
- Financial Crimes
- Mortgage Investigations and Verifications
- Civil Investigations and Litigation Support
- Business Intelligence and Research
- Independent Inspector General Services

HILLARD  HEINTZE<sup>SM</sup>

Protecting What Matters.<sup>SM</sup>

30 South Wacker Drive, Suite 1730  
Chicago, Illinois 60606  
Phone: (312) 869-8500  
[www.hillardheintze.com](http://www.hillardheintze.com)

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF ILLINOIS

COUNTY OF COOK

Before me, the undersigned authority, came and appeared Arnette F. Heintze, who, being first duly sworn, deposed and said that:

1. He is the Chief Executive Officer and authorized representative of Hillard Heintze, LLC, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

Exists May

Exist Does Not

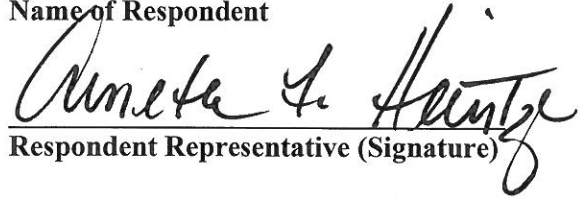
Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Hillard Heintze

Name of Respondent



Respondent Representative (Signature)

Arnette F. Heintze

(Print or type name)

30 S. Wacker Dr., Suite 1730  
Chicago, IL 60606

(Address)



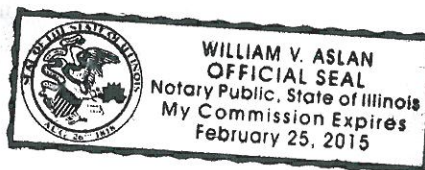
Sworn to and subscribed before me, William V. Aslan, Notary Public, this 3 day  
of October, 2012.

William V. Aslan  
Notary Public (signature)

Notary ID#/Bar Roll #

State of Illinois

Parish/County of Cook





**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF OHIO

COUNTY OF HAMILTON

Before me, the undersigned authority, came and appeared Scott Greenwood,  
who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

         Exists May

  X   Exist Does not

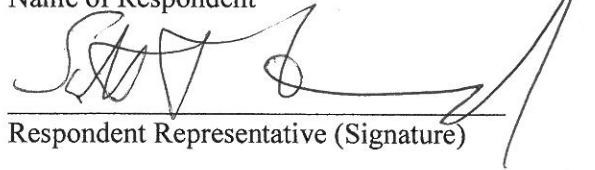
         Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Hillard Heintze Senior Leadership Council

Name of Respondent



Respondent Representative (Signature)

Scott T. Greenwood

(Print or type name)

1600 Scripps Center, 312 Walnut St.

Cincinnati, OH 45202

(Address)

Sworn to and subscribed before me, Vicki L. Simpson, Notary Public, this 26 day of September, 2012.

Vicki L. Simpson  
Notary Public (signature)

Notary ID#/Bar Roll #

State of Ohio

Parish/County of Hamilton



VICKI L. SIMPSON  
NOTARY PUBLIC, STATE OF OHIO  
MY COMMISSION EXPIRES  
DECEMBER 1, 2015

CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT

STATE OF CALIFORNIA  
PARISH/COUNTY OF SAN DIEGO

Before me, the undersigned authority, came and appeared THOMAS STREICHER, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

       Exists May

✓ Exist Does not

       Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

THOMAS STREICHER

Name of Respondent

Thomas Streicher

Respondent Representative (Signature)

\_\_\_\_\_  
(Print or type name)

1516 JACKS WAY

(Address)

CINCINNATI, OHIO

45233-4469

Sworn to and subscribed before me, \_\_\_\_\_, Notary Public, this \_\_\_\_\_ day  
of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Notary Public (signature)

*See attached  
P. Evan*

Notary ID#/Bar Roll # \_\_\_\_\_

State of \_\_\_\_\_

Parish/County of \_\_\_\_\_

# CALIFORNIA JURAT WITH AFFIANT STATEMENT

- See Attached Document (Notary to cross out lines 1-6 below)  
 See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary)

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Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

State of California

County of San Diego

Subscribed and sworn to (or affirmed) before me

on this 1 day of October, 2012,  
Date Month Year

by

(1) Thomas Streichen,  
Name of Signer

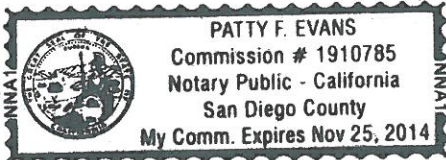
proved to me on the basis of satisfactory evidence  
to be the person who appeared before me (.) (.)

(and

(2) \_\_\_\_\_,  
Name of Signer

proved to me on the basis of satisfactory evidence  
to be the person who appeared before me.)

Signature Patty F. Evans  
Signature of Notary Public



Place Notary Seal Above

## OPTIONAL

*Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.*

### Further Description of Any Attached Document

Title or Type of Document: Conflict of Interest Disclosure

Document Date: 10/1/12 Affidavit Number of Pages: 2

Signer(s) Other Than Named Above: N/A

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OF SIGNER #1  
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RIGHT THUMBPRINT  
OF SIGNER #2  
Top of thumb here



**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF New Jersey  
PARISH/COUNTY OF Mercer

Before me, the undersigned authority, came and appeared Thomas J. O'Reilly, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

- Exists May
- Exist Does not
- Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Thomas J. O'Reilly  
Name of Respondent

Tom J O'Reilly  
Respondent Representative (Signature)

Thomas J. O'Reilly  
(Print or type name)

14 Peacock St  
(Address)

Mercerville NJ 08619

Sworn to and subscribed before me, Lynne M. O'Reilly, Notary Public, this 27<sup>th</sup> day of September, 2012.

Lynne M. O'Reilly  
Notary Public (signature)

Notary ID#/Bar Roll #

State of New Jersey

Parish/County of Mercer

NOTARY PUBLIC OF NEW JERSEY  
My Commission Expires 10/24/2016

# CALIFORNIA JURAT WITH AFFIANT STATEMENT

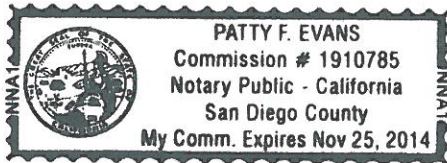
- See Attached Document (Notary to cross out lines 1-6 below)  
 See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary)

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Signature of Document Signer No. 1 \_\_\_\_\_ Signature of Document Signer No. 2 (if any) \_\_\_\_\_

State of California  
 County of San Diego

Subscribed and sworn to (or affirmed) before me  
 on this 1 day of October, 2012,  
Date Month Year  
 by  
 (1) Carl R Peed  
Name of Signer



proved to me on the basis of satisfactory evidence  
 to be the person who appeared before me (.) (.)  
 (and  
 (2) \_\_\_\_\_  
Name of Signer

proved to me on the basis of satisfactory evidence  
 to be the person who appeared before me.)

Signature Patty Evans  
Signature of Notary Public

Place Notary Seal Above

## OPTIONAL

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### Further Description of Any Attached Document

Title or Type of Document: Conflict of Interest Disclosure  
affidavit  
 Document Date: 10-1-12 Number of Pages: 2

Signer(s) Other Than Named Above: N/A

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RIGHT THUMBPRINT OF SIGNER #2
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**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF California  
PARISH/COUNTY OF San Diego

Before me, the undersigned authority, came and appeared Carl R. Peed, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

       Exists May


✓ Exist Does not

       Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Carl R. Peed  
Name of Respondent

  
Respondent Representative (Signature)

Carl Peed  
(Print or type name)  
3166 Mary Etta Lane  
Oak Hill, Va. 20171  
(Address)

Sworn to and subscribed before me, \_\_\_\_\_, Notary Public, this \_\_\_\_\_ day  
of \_\_\_\_\_, 2012.

*see attached*

*P. Ewan*

\_\_\_\_\_  
Notary Public (signature)

Notary ID#/Bar Roll #

State of \_\_\_\_\_

Parish/County of \_\_\_\_\_



**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF Florida

PARISH/COUNTY OF Miami-Dade

Before me, the undersigned authority, came and appeared Robert Parker, who, being first duly sworn, deposed and said that:

1. He/She is a Subcontractor and authorized representative of Hillard Heintze, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

Exists May

Exist Does not

Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Robert Parker  
Name of Respondent

Note: Subcontractor was unable to execute a signed affidavit prior to submission deadline; an executed document will follow shortly

Respondent Representative (Signature)

\_\_\_\_\_  
(Print or type name)

\_\_\_\_\_  
(Address)

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF CALIFORNIA  
PARISH/COUNTY OF SAN DIEGO

Before me, the undersigned authority, came and appeared Kathleen M. O'Toole, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

       Exists May

✓ Exist Does not

       Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Kathleen M. O'Toole  
Name of Respondent

Kathleen M. O'Toole  
Respondent Representative (Signature)

Kathleen M. O'Toole  
(Print or type name)

1 Wintergreen Lane  
Sandwich, MA 02563  
(Address)

Sworn to and subscribed before me, \_\_\_\_\_, Notary Public, this \_\_\_\_\_ day  
of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Notary Public (signature)

Notary ID#/Bar Roll #

State of \_\_\_\_\_

Parish/County of \_\_\_\_\_

*See attached  
P. Evans*

# CALIFORNIA JURAT WITH AFFIANT STATEMENT

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Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

State of California

County of San Diego

Subscribed and sworn to (or affirmed) before me

on this 1 day of October, 2012,  
Date Month Year

by

(1) Kathleen M. O'Toole,  
Name of Signer

proved to me on the basis of satisfactory evidence to be the person who appeared before me (.) (.)

(and

(2) \_\_\_\_\_,  
Name of Signer

proved to me on the basis of satisfactory evidence to be the person who appeared before me.)

Signature Patty F. Evans  
Signature of Notary Public



Place Notary Seal Above

## OPTIONAL

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Signer(s) Other Than Named Above: \_\_\_\_\_

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OF SIGNER #1  
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RIGHT THUMBPRINT  
OF SIGNER #2  
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**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF CALIFORNIA  
PARISH/COUNTY OF SAN DIEGO

Before me, the undersigned authority, came and appeared ALFRED M. JACOCKE, JR who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

- Exists May
- Exist Does not
- Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

ALFRED M. JACOCKE, JR  
Name of Respondent

*Alfred M. Jocke, Jr.*  
Respondent Representative (Signature)

ALFRED M. JACOCKE, JR  
(Print or type name)

PO Box 6652  
VIRGINIA BEACH, VA 23456  
(Address)



Sworn to and subscribed before me, \_\_\_\_\_, Notary Public, this \_\_\_\_\_ day  
of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Notary Public (signature)

*see attached. P. Alan*

Notary ID#/Bar Roll #

State of \_\_\_\_\_

Parish/County of \_\_\_\_\_

# CALIFORNIA JURAT WITH AFFIANT STATEMENT

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6 \_\_\_\_\_

Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

State of California

County of San Diego

Subscribed and sworn to (or affirmed) before me

on this 1 day of October, 2012,  
by  
Date Month Year

(1) Alfred M. Jacobs, Jr.  
Name of Signer

proved to me on the basis of satisfactory evidence  
to be the person who appeared before me (.) (.)

(and

(2) \_\_\_\_\_  
Name of Signer

proved to me on the basis of satisfactory evidence  
to be the person who appeared before me.)

Signature Patty F. Evans  
Signature of Notary Public



Place Notary Seal Above

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OF SIGNER #1  
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RIGHT THUMBPRINT  
OF SIGNER #2  
Top of thumb here

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF Illinois

PARISH/COUNTY OF Cook

Before me, the undersigned authority, came and appeared Alexander Weiss, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

- XX Exists May
- Exist Does not
- Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

\_\_\_\_\_  
Name of Respondent

Alexander Weiss  
Respondent Representative (Signature)

Alexander Weiss  
(Print or type name)

2701 P. 1st Ave Evanston IL 60001  
(Address)

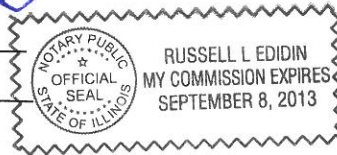
Sworn to and subscribed before me, RUSSELL EDIDIN, Notary Public, this 1 day of OCTOBER, 2012.

Russell L Edidin  
Notary Public (signature)

Notary ID#/Bar Roll # 286366

State of IL

Parish/County of COOK



**During the period of 1998 to 2007 I served as director of the Northwestern University Center for Public Safety. On a few occasions the Center engaged Ronal Serpas to teach for our programs. No other potential conflicts exist.**

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF Illinois

PARISH/COUNTY OF Cook

Before me, the undersigned authority, came and appeared John Furcon, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

         Exists May

  X   Exist Does not

         Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Transforming Talent & Organizations, Inc.  
Name of Respondent



Respondent Representative (Signature)

John Furcon  
(Print or type name)

P.O. Box 188  
Orland Park, IL 60462

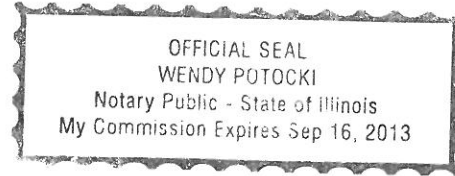
(Address)



Sworn to and subscribed before me, John Furcon, Notary Public, this 26 day  
of September, 2012.

Wendy Potocki  
Notary Public (signature)

Notary ID#/Bar Roll #  
State of Illinois  
Parish/County of Cook



**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF Louisiana  
PARISH/COUNTY OF Orleans

Before me, the undersigned authority, came and appeared Dr. Peter Scharf, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

- Exists May  
 Exist Does not  
 Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Dr. Peter Scharf  
Name of Respondent

  
Respondent Representative (Signature)

\_\_\_\_\_  
(Print or type name)

\_\_\_\_\_  
(Address)

Sworn to and subscribed before me, Patricia A. Bethancourt Notary Public, this 25<sup>th</sup> day  
of September, 2012.

Patricia A. Bethancourt  
Notary Public (signature)

Notary ID#/Bar Roll #

State of \_\_\_\_\_ **PATRICIA A. BETHANCOURT, NOTARY PUBLIC**  
(Louisiana State Bar Roll No. 20699)

Parish/County of \_\_\_\_\_ **(My Commission Expires Upon Death)**

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF Virginia

PARISH/COUNTY OF Loudoun

Before me, the undersigned authority, came and appeared David Fredenburgh, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

Exists May


Exist Does not

Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

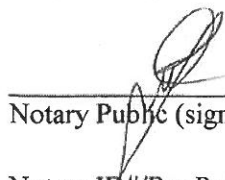
IJIS Institute  
Name of Respondent

  
Respondent Representative (Signature)

David Fredenburgh  
(Print or type name)

44983 Knoll Square  
Ashburn, VA 20147  
(Address)

Sworn to and subscribed before me, Tasneem Mamowala, Notary Public, this 1 day of October, 2012.

  
\_\_\_\_\_  
Notary Public (signature)

Notary ID#/Bar Roll #  
State of VIRGINIA  
Parish/County of LOUDOUN

**TASNEEM MAMOWALA**  
NOTARY PUBLIC  
COMMONWEALTH OF VIRGINIA  
MY COMMISSION EXPIRES MAR. 31, 2016  
COMMISSION # 7522638



**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF  Louisiana

PARISH/COUNTY OF  Orleans

Before me, the undersigned authority, came and appeared  Rev. Dr. Charles Southall III , who, being first duly sworn, deposed and said that:

1. He/She is a  Subcontractor  and authorized representative of  Hillard Heintze , hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

Exists May

X  Exist Does not

Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Rev. Dr. Charles Southall III   
Name of Respondent

Note: Subcontractor was unable to execute a signed affidavit prior to submission deadline; an executed document will follow shortly

Respondent Representative (Signature)

\_\_\_\_\_  
(Print or type name)

\_\_\_\_\_  
(Address)

CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT

STATE OF Louisiana

PARISH/COUNTY OF Orleans

Before me, the undersigned authority, came and appeared Murphy Paul,  
who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and authorized representative of Hillard Heintz,  
hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals  
("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

Exists May

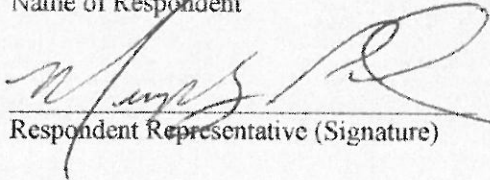
Exist Does not

Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the  
Professional Services contract. A conflict of interest includes any familial or business relationships that  
the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans'  
officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of  
the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

MP&Associates  
Name of Respondent

  
Respondent Representative (Signature)

Murphy Paul  
(Print or type name)

**6911 Memphis St.  
New Orleans, LA. 70124**

Sworn to and subscribed before me, FRANK D. BLACKBURN, Notary Public, this 26th day  
of September 2012.

Frank D. Blackburn  
Notary Public (signature)

Notary ID#/Bar Roll # 14085

State of LOUISIANA

Parish/County of EAST BATON ROUGE

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF California  
PARISH/COUNTY OF Santa Clara

Before me, the undersigned authority, came and appeared PHAN NGO,  
who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

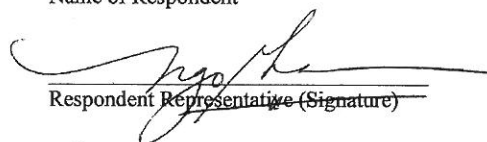
3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

- Exists May  
 Exist Does not  
 Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]

PHAN NGO  
Name of Respondent

  
Respondent Representative (Signature)

PHAN NGO  
(Print or type name)

18322 MONTPERE WY. SARATOGA  
(Address) CALIFORNIA 95070

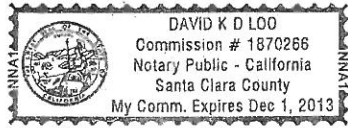
Sworn to and subscribed before me, \_\_\_\_\_, Notary Public, this  
\_\_\_\_\_ day of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Notary Public (signature)

Notary ID#/Bar Roll # 1870266  
State of California  
Parish/County of Santa Clara

State of California  
County of Santa Clara

Subscribed and sworn to (or affirmed) before me on  
this 01 day of October, 2012  
by Phan Ngo  
proved to me on the basis of satisfactory evidence to  
be the person(s) who appeared before me.  
David K D Loo





**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF  Louisiana

PARISH/COUNTY OF  East Baton Rouge Parish

Before me, the undersigned authority, came and appeared  Dr. Huey Perry , who, being first duly sworn, deposed and said that:

1. He/She is a  Subcontractor  and authorized representative of  Hillard Heintze , hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

Exists May

X  Exist Does not

Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

Dr. Huey Perry   
Name of Respondent

Note: Subcontractor was unable to execute a signed affidavit prior to submission deadline; an executed document will follow shortly

Respondent Representative (Signature)

\_\_\_\_\_  
(Print or type name)

\_\_\_\_\_  
(Address)

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF     Louisiana    

PARISH/COUNTY OF     Orleans    

Before me, the undersigned authority, came and appeared     Judith Dangerfield    , who, being first duly sworn, deposed and said that:

1. He is the     Subcontractor and member     and authorized representative of     the Hillard Heintze Senior Leadership Council    , hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

         Exists May

    X     Exist Does not

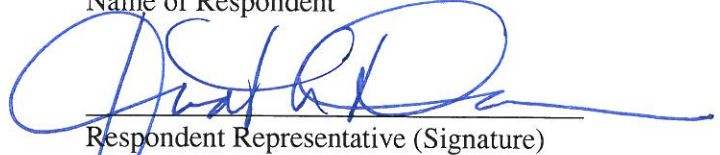
         Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

*[Note: If a conflict(s) of interest exists and/or may exist, attach a letter describing the nature of the conflict or potential conflict, the parties involved, and why there is or may be a conflict.]*

    Judith W. Dangerfield    

Name of Respondent



Respondent Representative (Signature)

    Judith W. Dangerfield    

(Print or type name)

    1518 Esplanade Ave. N.O. LA 70116    

(Address)

Sworn to and subscribed before me, Eric M. Ferrouillet, Notary Public, this 28<sup>th</sup> day  
of September, 2012.

Eric Ferrouillet

Notary Public (signature)

Notary ID#/Bar Roll # 5544

State of Louisiana

Parish/County of Orleans

My commission is for Life.

**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF Washington, DC

PARISH/COUNTY OF N/A

Before me, the undersigned authority, came and appeared Ellen Scrivner, who, being first duly sworn, deposed and said that:

1. He is the Subcontractor and member and authorized representative of the Hillard Heintze Senior Leadership Council, hereafter called "Respondent."

2. The Respondent submits the attached Proposal in response to the Request for Proposals ("RFP") to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby states that a conflict of interest [Mark the appropriate line]:

Exists May

Exist Does not

Exist

in connection with this RFP which might impair Respondent's ability to perform if awarded the Professional Services contract. A conflict of interest includes any familial or business relationships that the Respondent, the proposed subcontractors, and/or their principals have with City of New Orleans' officials or employees.

**Basis for disclosure: As Deputy Director of the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice from September 2009 to June 2011, I participated in the DOJ Team Providing Expert Guidance on Findings Relative to the New Orleans Police Department Consent Decree. I do not believe this presents a conflict based on the guidelines in the DOJ Ethics Handbook. As a part of the Hillard Heintze team, I will not be representing anyone or any agency before the Department of Justice. My role will be to work on specific issues and bring my knowledge and insights to a broader team and the Monitor, which is carrying out the agreement being overseen by the US District Court. I have asked for a ruling from the Department of Justice and if they determine there is a conflict, I will voluntarily remove myself from the team.**

Ellen Scrivner, Ph.D.

\_\_\_\_\_  
Name of Respondent

\_\_\_\_\_  
Respondent Representative (Signature)

Ellen Scrivner, Ph.D.  
700 New Hampshire Avenue, NW  
#1003 Watergate South  
Washington, DC 20037

Sworn to and subscribed before me, \_\_\_\_\_, Notary Public, this \_\_\_\_\_ day  
of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Notary Public (signature)

Notary ID#/Bar Roll #

State of \_\_\_\_\_

Parish/County of \_\_\_\_\_



## Kenneth Bouche

---

**From:** ellen scrivner <ellenscrivner284@msn.com>  
**Sent:** Wednesday, October 03, 2012 11:33 AM  
**To:** Kenneth Bouche  
**Subject:** Conflict of Interest Statement

Ken,

The attachment is my conflict of interest statement. I am currently traveling abroad in Europe and will not return until the submission is due. Please accept this email as my acknowledgement of this form and my assurance that I will execute this document as soon as I return to the United States.

Ellen Scrivner, Ph.D.  
700 New Hampshire Ave. NW  
#1003 Watergate South  
Washington DC, 20037

Chicago Office:  
155 North Harbor Drive  
#1008  
Chicago, Illinois, 60601

ellen has a file to share with you on SkyDrive. To view it, click the link below.

 [CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT - ES.docx](#)

March 1, 2013

City of New Orleans  
Mr. Danny Cazenave  
715 South Broad Street, Room 501  
New Orleans, Louisiana 70119

United States Department of Justice  
Ms. Christy E. Lopez  
Civil Rights Division  
Special Litigation Section  
601 D Street NW  
Washington, D.C. 20004

Dear Mr. Cazenave and Ms. Lopez:

Per your February 27, 2013 correspondence, our team would like to confirm our intention to have our application considered to serve as the Consent Decree Court Monitor for the New Orleans Police Department.

Pursuant to your request, no conflict or potential conflict of interest exists between members of our engagement team and the ten individuals selected to serve on the Consent Decree Monitor Selection Committee. As to be expected when gathering a team comprised of nationally recognized, senior-level personnel for an engagement of this scope, several members of our team, either through working with the Department of Justice (DOJ) or serving as community leaders within New Orleans communities, could have attended meetings, conventions, seminars and conferences where casual conversations might have taken place with members of the selection committee.

Several members of our engagement team have worked with Joshua Ederheimer on a professional level in the past. Those individuals are:

- Robert Davis, Hillard Heintze Senior Vice President and Managing Director
- Terry Hillard, Hillard Heintze Co-Founder
- Carl Peed, Hillard Heintze Senior Leadership Council
- Thomas O'Reilly, Hillard Heintze Senior Leadership Council
- Dr. Ellen Scriver, Ph.D., Hillard Heintze Senior Leadership Council

Please note, Dr. Scriver, during her time at NIJ, worked with Roy Austin to put the Pattern & Practice Roundtable together. The roundtable was co-hosted by CRD and OJP and Dr. Scriver served as the OJP representative. The pair also sat on a panel together at John Jay College. In addition, during her time with DOJ, Dr. Scriver also worked with Christy Lopez on the New Orleans investigation, where she assessed the psychological services that were available to the department.

Dr. Peter Scharf, a member of the Hillard Heintze Senior Leadership Council and a professor at Tulane University, due to his extensive professional experience and deep knowledge of the New Orleans communities, has been tapped on occasion by current and previous administrations to provide professional services and insight. These services include:

- Meeting with Judy Reese Morse on two occasions after the 2006 New Orleans mayoral election, to revise Mitch Landrieu's criminal justice strategy.

- Serving as a member of the Mayor's 2010 Criminal Justice Task Force, meeting with both Judy Reese Morse and with Andrew Kopplin on performance measures and other technical issues.
- Working on a large BJA second-chance re-entry grant as assessment PI in which the New Orleans Police Department and the City of New Orleans are defined as community partners with principals reporting to Judy Morse after the resignation of Commissioner James Carter.
- Participating as a member of the re-entry task force of the Mayor's Murder Task Force, reporting through Marisa Arenas, our team leader to Judy Reese Morse.

To reaffirm, our team believes no conflict of interest exists between our team and the members of the selection committee, despite possible casual conversations and past relationships on a professional level.

In regards to changes to the composition of our team at the time of submission, Thomas Streicher and Scott Greenwood are no longer included on the engagement team. Furthermore, there are no other material changes to our team's proposal or engagement composition.

### **We Are Ready To Support You**

Our team has continued to discuss and monitor the situation in New Orleans and continue to have internal conversations about possible resources and solutions. If I can provide additional information regarding our qualifications, please feel free to contact me at 312-869-8500 or [arnette.heintze@hillardheintze.com](mailto:arnette.heintze@hillardheintze.com). If chosen as your trusted advisor for this engagement, we will serve you, the City of New Orleans and its citizens, the Department of Justice and the U.S. District Court with integrity and distinction.

Sincerely,

HILLARD HEINTZE LLC



Arnette F. Heintze  
Co-Founder and CEO, Hillard Heintze