

**City of Chicago Police Department Independent Monitoring RFP
Parties' Joint Request for Supplemental Information
*Muhammad, Wilson, Wolf Proposal***

1. Please provide a description of the roles and responsibilities for each member listed on your team. Please clearly define the roles and responsibilities and map them specifically to each task of monitor team members. Please be sure to tell us what the day-to-day responsibilities of each member of your leadership team will be. In your answer, you should, a) specify which of your team members will provide subject matter expertise regarding specified law enforcement functions and operations, engage in statistical or data analysis, participate in outreach to stakeholder communities, provide legal analysis, undertake project management responsibilities, or write reports and b) identify the projected amount of time or percentage of time each member will engage in each function.

Since submitting our original proposal, the Lead Monitors have made some small revisions to the roles and responsibilities of each team member based on the filing of the final consent decree and the addition of another team member with policing expertise, Captain Paul Figueroa. Included below is a description of the roles and responsibilities for each member, organized by the specific areas of the consent decree.

1. Community Policing

David Muhammad and Christopher Mallette will lead the Community Policing area of the consent decree with support from Reygan Cunningham and Captain Paul Figueroa. All four team members will review CPD policies, practices, and organizational strategies related to Community Policing and provide feedback and revisions. The team will work with CPD area commanders and command staff to support successful implementation of new or revised policies and strategies that comply with the provisions of the consent decree. Team members will conduct ride-a-longs with officers in various districts and attend meetings between CPD and community stakeholders. David Muhammad, Reygan Cunningham, and Chris Mallette will coordinate with community organizations, leaders, and members to collect feedback and recommendations for improving CPD's Community Policing efforts. Aman Sebahtu will lead the process of developing and collecting surveys from the community, with guidance from Dr. Angela Wolf who will oversee data collection and analysis for the monitoring project. Christopher Mallette and Captain Paul Figueroa will focus specifically on the provisions related to the CPD partnership with Chicago Public Schools (CPS), including coordinating with CPS leadership, students, and community members, reviewing and editing policies and practices, and monitoring implementation.

2. Impartial Policing

Leah Wilson and Captain Paul Figueroa will lead the Impartial Policing area of the consent decree with support from Dr. Angela Wolf and Aman Sebahtu. All team members will review policies and practices related to Impartial Policing and will provide feedback and revisions. The team will work with CPD area commanders and command staff to support implementation of new or revised policies and strategies that comply with the provisions of

the consent decree. Captain Paul Figueroa will oversee and monitor Impartial Policing training efforts, with support from team members who have direct experience with the Procedural Justice course. Dr. Angela Wolf will lead assessment efforts and will approve CPD's proposed data collection and assessment methodology. Leah Wilson will review policies, complaints, and disciplinary reports relating to impartial policing; meet with CPD Command staff and community members; and will lead the writing of the Monitoring Reports on this section.

3. Crisis Intervention

Vaughn Crandall will lead the Crisis Intervention area of the consent decree with support from Aman Sebahtu. Both team members will review policies, practices and strategies related to Crisis Intervention and will provide feedback and revisions. They will work with CPD area commanders and command staff to support implementation of new or revised policies and strategies that comply with the provisions of the consent decree, including the annual Crisis Intervention Plan. They will also conduct ride-a-longs with units responsible for crisis intervention response to observe Captain Paul Figueroa will oversee and monitor Crisis Intervention training efforts. Dr. Angela Wolf will support with Crisis Intervention reporting and data collection to inform the Crisis Intervention Plan.

4. Use of Force

Captain Ersie Joyner, Reygan Cunningham, and Dr. Angela Wolf will lead the Use of Force area of the consent decree. All team members will review Use of Force policies, practices, trainings, and accountability systems and will provide feedback and revisions. They will support implementation of new or revised policies that comply with the provisions of the consent decree. Captain Paul Figueroa will oversee and monitor Use of Force training efforts. Captain Joyner will provide expert advice and technical assistance to CPD on Use of Force policies and tactics.

5. Recruitment, Hiring and Promotion

David Muhammad and Captain Paul Figueroa will lead the Recruitment, Hiring and Promotion area of the consent decree. Both will review policies and practices related to Recruitment, Hiring, and Promotions and will provide feedback and revisions. They will support implementation of new or revised policies and practices that comply with the provisions of the consent decree.

6. Training

Captain Paul Figueroa will lead the Training area of the consent decree with support from Vaughn Crandall and Reygan Cunningham. All three team members will review the training plan and will provide feedback and revisions. Team members will support implementation of the plan to ensure compliance with the consent decree. The team will review training curriculum and materials and observe trainings. Reygan Cunningham and Vaughn Crandall will coordinate with community organizations, leaders, and members to receive feedback on

officer trainings. Dr. Angela Wolf will support the CPD with the development and implementation of a system to track training records.

7. Supervision

David Muhammad will lead the Supervision area of the consent decree with support from Captain Ersie Joyner. Both team members will review policies, practices, and staffing models and will provide feedback and revisions. They will support the implementation of new or revised policies and practices to ensure compliance with the requirements of the consent decree.

8. Officer Wellness and Support

Vaughn Crandall, Christopher Mallette, and Captain Ersie Joyner will lead the Officer Wellness and Support area of the consent decree. Team members will oversee the Needs Assessment and will review the Officer Support Systems Plan providing feedback and revisions. They will support the implementation of the plan, communications strategy, and other new or revised policies and practices related to Officer Wellness and Support to ensure compliance with the requirements of the consent decree. Captain Paul Figueroa will oversee and monitor training efforts related to Officer Wellness and Support.

9. Accountability and Transparency

Dr. Angela Wolf, Captain Ersie Joyner, and Leah Wilson will oversee the Accountability and Transparency area of the consent decree. All team members will review policies and practices related to Accountability and Transparency and will provide feedback and revisions. Team Members will review policies related to complaints, disciplinary investigations, misconduct investigations, findings and recommendations, community mediation, and transparency reports. Dr. Angela Wolf will oversee data collection and tracking of relevant records in the CPD case management system. Captain Paul Figueroa will oversee and monitor training efforts related to Accountability and Transparency.

10. Data Collection, Analysis and Management

Dr. Angela Wolf will oversee the Data Collection, Analysis and Management area of the consent decree, with support from Aman Sebahtu and additional researchers that will be hired if the monitoring team is selected. Team members will review policies, practices, mechanisms, and technologies, related to data collection, analysis, and management, including the Data Systems Plan, and will provide feedback and revisions. The team will oversee implementation of revised and new policies and the Data Systems Plan, ensuring compliance with the consent decree.

Included below are the projected percentages of time each team member will focus on the different areas of the consent decree:

David Muhammad

Community Policing (20 percent)
Recruitment, Hiring and Promotion (15 percent)
Supervision (20 percent)
Involvement in all other specific sections (25 percent)

Dr. Angela Wolf

Impartial Policing (15 percent)
Use of Force (15 percent)
Accountability and Transparency (20 percent)
Data Collection, Analysis and Management (40 percent)
Involvement in all other specific sections (10 percent)

Leah Wilson

Impartial Policing (15 percent)
Accountability and Transparency (15 percent)
Involvement in all other specific sections (30 percent)

Captain Ersie Joyner

Use of Force (35 percent)
Supervision (15 percent)
Officer Wellness and Support (15 percent)
Accountability and Transparency (15 percent)
Involvement in all other specific sections (10 percent)

Reygan Cunningham

Community Policing (20 percent)
Use of Force (20 percent)
Training (20 percent)
Involvement in all other specific sections (25 percent)

Vaughn Crandall

Crisis Intervention (30 percent)
Training (20 percent)
Officer Wellness and Support (20 percent)
Involvement in all other specific sections (15 percent)

Christopher Mallette

Community Policing (50 percent)
Officer Wellness and Support (20 percent)
Involvement in all other specific sections (20 percent)

Aman Sebahtu

Impartial Policing (20 percent)
Crisis Intervention (20 percent)
Data Collection, Analysis and Management (30 percent)
Involvement in all other specific sections (20 percent)

Captain Paul Figueroa

Community Policing (10 percent)

Impartial Policing (30 percent)

Recruitment, Hiring and Promotion (20 percent)

Training (30 percent)

Involvement in all other specific sections (10 percent)

In addition to the percentages outlined above, each team member will also spend a percentage of their time attending meetings, drafting reports, and completing additional project management and administrative responsibilities.

Throughout the monitoring project, Captain Paul Figueroa will provide subject matter expertise regarding law enforcement training; Dr. Angela Wolf will provide data analysis; David Muhammad will oversee outreach to stakeholder communities; and Leah Wilson, Aman Sebahtu, and Chris Mallette will provide legal analysis, with Chris Mallette providing specific expertise in Illinois. Leah Wilson will lead project management, and Aman Sebahtu will lead report writing. In addition to the responsibilities outlined above, Lead Monitors David Muhammad, Leah Wilson, and Dr. Angela Wolf will also dedicate a significant amount of time to managing the monitoring team, communicating with the Parties, and supporting final decision-making in all areas.

2. Please describe how the size and composition of your team will allow for efficient operations. If you plan to modify the size or composition of your team, please describe your plan in more detail. If you expect to make any changes, identify the potential individual team member(s) involved and the role you expect the team member(s) to fulfill or activities they will handle and how the change will affect your overall monitoring plan. Also, to the extent changes in the team composition may affect your cost estimate, please so indicate and detail how the cost estimate would be modified.

The Lead Monitors have assembled a strong team of law enforcement and corrections practitioners, lawyers, researchers, technical assistance providers, and subject matter experts with the knowledge, skills, and expertise needed to accomplish the Monitor's duties as outlined in the consent decree. The Lead Monitors are proposing to add additional law enforcement professionals to the monitoring team, including Captain Paul Figueroa, to ensure that the team will be able to establish credibility with CPD leadership and rank and file officers. This change increases the annual cost estimate from just over \$2.2 million annually to just over \$2.57 million annually, which falls within the annual budget cap of \$2.85 million. Included with these responses is the modified annual cost estimate. As outlined in the original proposal and cost estimate, the Lead Monitors will likely add additional team members with expertise in auditing and data analysis from the National Council on Crime and Delinquency (NCCD) to support Dr. Angela Wolf in monitoring the data collection and analysis requirements of the consent decree.

3. Describe the distribution of work between the lawyers and the subject matter experts (SMEs) who will serve on your team, particularly between the division of responsibilities between the lawyers and the SMEs who have served in law enforcement.

All members of the monitoring team, including those with legal expertise, also have subject matter expertise in several areas of the consent decree. The lawyers on the monitoring team will provide legal analysis, in addition to subject matter expertise. For instance, Team Member Leah Wilson will provide legal expertise, but the majority of her time will be spent on project management duties. Team Member Chris Mallette will provide legal analysis specific to the State of Illinois but will also serve as a law enforcement expert in the areas of Community Policing and Officer Wellness and Support.

4. The Parties have agreed to an annual budget cap of \$2.85 million. If your response to this request for supplemental information changes your cost estimate, or if your cost estimate exceeds the cap or you did not provide a complete cost estimate with your initial application, please provide an updated cost estimate. The updated estimate should include a description of how the applicant would fulfill the responsibilities of the Monitor within this cap and what adjustments, if any, you would make to ensure that all required work will be performed within this cap. There is no requirement to submit a revised cost estimate if your previously submitted cost estimate fell within the above-identified cap and no change is necessary.

As detailed in our response to Question 2, the Lead Monitors are proposing to add additional law enforcement experts to the monitoring team, including Captain Paul Figueroa, which increases the total annual cost estimate to just over \$2.57 million annually. Included with these responses is the modified annual cost estimate reflecting these additions.

5. Please include more detailed information to support your cost estimate, including: the total number of hours anticipated to monitor compliance with the consent decree during each of the first three years of the monitoring term, broken down by consent decree section, task (training assessment, policy review/development, technical assistance, community/police outreach), and monitoring team member(s).

As outlined in the updated cost estimate, the Lead Monitors anticipate that team members will dedicate a total of 7,680 hours to the monitoring project during each of the first three years of the monitoring term. Breakdowns by consent decree section, monitoring team member, and task are included below.

Breakdown by Consent Decree Section and Monitoring Team Members:

In addition to the hours outlined below, the Lead Monitors will also dedicate significant hours to project oversight and management, and team members will dedicate additional hours to report writing and administrative duties, across all areas of the consent decree.

Community Policing

Hours: 806

Team Leads: David Muhammad, Christopher Mallette, Reygan Cunningham, Captain Paul Figueroa, Additional Researchers and Law Enforcement Professional

Impartial Policing

Hours: 802

Team Leads: Leah Wilson, Captain Paul Figueroa, Dr. Angela Wolf, Aman Sebahtu, Additional Researchers and Law Enforcement Professional

Crisis Intervention

Hours: 326

Team Leads: Vaughn Crandall, Aman Sebahtu, Additional Researchers

Use of Force

Hours: 499

Team Leads: Captain Ersie Joyner, Reygan Cunningham, Dr. Angela Wolf, Additional Researchers

Recruitment, Hiring and Promotion

Hours: 446

Team Leads: David Muhammad, Captain Paul Figueroa, Additional Researchers and Law Enforcement Professional

Training

Hours: 634

Team Leads: Captain Paul Figueroa, Vaughn Crandall, Reygan Cunningham, Additional Law Enforcement Professional

Supervision

Hours: 336

Team Leads: David Muhammad, Captain Ersie Joyner, Additional Researchers

Officer Wellness and Support

Hours: 393

Team Leads: Vaughn Crandall, Christopher Mallette, Captain Ersie Joyner, Additional Researchers

Accountability and Transparency

Hours: 475

Team Leads: Dr. Angela Wolf, Captain Ersie Joyner, Leah Wilson, Additional Researchers

Data Collection, Analysis and Management

Hours: 490

Team Leads: Dr. Angela Wolf, Aman Sebahtu, Additional Researchers

6. In your cost estimate, you include projected hours that are contemplated for various activities. Please explain the basis and your rationale for each of those projections.

The projected hours included in the cost estimate were developed based on the Lead Monitors review of the monitoring duties and experience conducting similar monitoring projects. In our

response to Question 5, we have provided a detailed breakdown of hours by area of the consent decree.

7. What commitment, if any, will your team make to ensure the performance of work that is necessary but that may fall outside the budget in any given year? In your response, please be sure to identify any team members who have indicated a willingness to provide work on a pro bono or non-billable basis.

The monitoring team is committed to completing the necessary work to accomplish the monitoring duties as outlined in the consent decree to ensure that the CPD achieves compliance with the consent decree.

8. The RFP contains a statement requesting that all communications with Parties be disclosed. To the extent you have had any communications, written or oral with either or both of the Parties or their consultants or experts before or after September 4, 2018 regarding the IM selection process or consent decree, please detail them. If your response to the RFP contained a statement regarding communications prior to September 4, 2018, there is no need to re-submit that information.

The monitoring team has not had any communications, written or oral, with either or both of the Parties or their consultants or experts before or after September 4, 2018 regarding the Independent Monitor selection process or consent decree, with the exception of our submission of the original proposal and our receipt of the request for supplemental information.

9. If any team members have government jobs and expect to retain those jobs during the term of the monitorship, please confirm that the team members' employment contracts or applicable employment policies permit outside work, and if required by their employer's policies or rules, that their employers are aware that they have applied to serve as the monitor or a member of the monitoring team in this matter.

Two team members – Captain Ersie Joyner and Captain Paul Figueroa – have government jobs in law enforcement. Captain Ersie Joyner will retire in the next few months. In the meantime, his employment contract permits outside work and his employer is aware that he is included in the proposal to serve as a member of the monitoring team. Captain Paul Figueroa was not included in the original proposal because he was waiting for approval from his employer. Since the proposal was submitted, he has received approval from his employer to serve as a member of the monitoring team.

10. If any team members intend to maintain a full-time job during the term of the monitorship in a position that does not contemplate work on a client-by-client basis (i.e., consultant or firm attorney), please describe how the team member intends to manage his or her full time employment obligation simultaneously with his or her monitorship responsibilities and confirm that their employers are aware (or will be made aware) that they have applied to serve as the monitor or a member of the monitoring team in this matter.

All team members that intend to maintain a full-time job during the term of the monitorship work in positions that contemplate work on a client-by-client basis. As described in our response to Question 9, the two law enforcement professionals included on the monitoring team have clearance to work on the monitorship in this manner.

11. Many provisions in the proposed consent decree require the development and/or maintenance of technology systems capable of capturing and analyzing data. To meet the obligations of the consent decree, the City may need to implement significant changes to its automated data systems. The monitoring team will be responsible to assess the adequacy of the upgrades and may need to provide technical assistance. Please detail the experience your team has with the implementation of processes to collect and analyze data. In your response, identify the specific team member(s) who have that experience and how that experience might be used during the term of the monitorship.

As described above, Dr. Wolf and her NCCD team have extensive experience working with social service jurisdictions to develop or augment data collection systems and infrastructure and make those systems more reliable, effective, efficient, accessible, and usable. The NCCD teams' experience working with large state and local data systems in policing, juvenile and criminal justice, and child welfare agencies makes us uniquely positioned to support CPD in improving their data capture, analysis, interpretation, practical application of findings, and accountability structures. The lead of Dr. Wolf's information technologies and analytics team, Chris Scharenbroch, Associate Director of Research Analytics at NCCD, will assist Dr. Wolf on consent decree data issues, including the CPD automated data systems assessment and technical assistance.

The monitoring team recognizes that automated data system revision and development often takes the longest of any consent decree provisions and other reform efforts. Dr. Wolf and her team is uniquely positioned to support the Chicago monitoring effort with any and all necessary system technology solutions and analytic supports. Mr. Scharenbroch directs a data shop that securely exchanges millions of data records each day from numerous statewide and local administrative systems. NCCD offers a fully integrated data model that combines the experience of its team of leaders in the criminal justice field, researchers, analysts, and its state-of-the-art business intelligence solutions (e.g., SafeMeasures® and customized data collection systems). NCCD's data model uses state-of-the-art data warehousing, web tools (including early warning systems, dashboards and visualizations), and analytics services to blend local experience with IT solutions and to facilitate a collaboration between the parties to the consent decree and other stakeholders.

Dr. Wolf and her team will emphasize that all provisions of the consent decree should be supported through collaborative partnership, transparency, research and continuous quality improvement. Dr. Wolf will lead the monitoring team's work to assist CPD in assessing its current capacity for meeting the many consent decree data requirements and, then, in all necessary data systems design, programming, physical build out, implementation, staff training, testing and troubleshooting, fine-tuning, and initial and ongoing data integrity and quality management checks. The depth of NCCD's role in these processes will be determined based on the initial assessment and through review of ongoing progress. The role most likely to be

required of NCCD and the rest of the monitoring team in this regard is assessment of CPD's Data Systems Plan and providing technical assistance as necessary in NCCD routinely fulfills these objectives on its own data systems as well as those of its clients. If it is found that more comprehensive assistance is needed, NCCD's depth of experience in this area provides the flexibility for NCCD to more intensively partner with CDP and any outside vendors in this work.

The framework from which Dr. Wolf and her team will provide assessment and feedback to the City and CPD as they develop and implement the Data Systems Plan will be NCCD's own comprehensive approach to that type of work. That process should include a full discovery process to evaluate the current information landscape. The first step will be to identify key partners and build relationships with a core team of stakeholders who currently administrate systems and manage access to information. This would include, but not be limited to administrators, CPD's existing ISDG, other Bureau of Technical Specialists staff, data analysts and program specialists from other CPD units, end-users and managers from each impacted Departmental unit, and any external City agencies and other subject matter experts CPD works with or need to be brought into this process, such as Crime Lab.

Part of the discovery process includes collecting and reviewing the current policies and protocols related to case information recording, client and service delivery data, and reporting and current usage of data; reviewing all employee and case management systems to understand what is recorded, who records it, when and where data are stored, how it is accessed, and what query results and reports are produced; current strengths and weaknesses of user-machine interfaces; and reviewing data dictionaries, table descriptions, and other design documentation. Like any large agency, CPD's data is collected and stored in multiple systems (electronic or otherwise). The discovery effort will focus on documenting what information is available and what is needed to follow the provisions of the decree.

The discovery stage will result in a comprehensive assessment of the current information landscape to support the data-related requirements of the consent decree. It will present a detailed account of strengths gaps for areas of data collection, availability, access, quality and integrity, linkages among systems and individual databases, current reporting and analytic capacity. This report will provide a foundation for the core team to consider a range of information technology solutions necessary to update automated data systems and/or develop new collection protocols.

Extensive interviews regarding needs of end users from each impacted unit, prototyping and demonstrations allow the NCCD team to develop the specifications for push notifications, automated reporting, ad hoc query interface, dashboard content and layouts, graphical visualizations, and formats and auto-fill elements for standard reports such as performance evaluations, annual and quarterly reports, and other requirements of the consent decree. In this work, efforts should always be made to limit the burden of data collection processes on staff and CDP resources and to disruptions of CPD services to the public. Integral to achieving this end, end users will be asked to contribute to system design and training curricula development. All collaborative efforts with CPD will include consideration of serving the long term interests of the Department with the goal of self-sustainability.

12. What is your team’s plan for gathering basic information about the Chicago Police Department and the status of its policing reform efforts at the outset of the monitorship?

As outlined in our proposal, several members of the monitoring team have experience working with the CPD and are knowledgeable about the CPD. Chris Mallette has years of experience working inside the CPD. In addition to utilizing this knowledge, the team intends to conduct a series of meetings with command staff, lieutenants, sergeants, and line staff throughout the Department, as well as ride-a-longs, and community meetings to collect more in-depth knowledge from both the Department and the Community.

13. Please provide more information on the team’s proposed monitoring methodology. Specifically, describe the team’s:

- **Approach to the development of a monitoring plan and staging of monitoring activities/priorities;**
- **Establishment and measurement of compliance thresholds;**
- **Engagement and collection of information from all stakeholder communities;**
- **Sources of information/data/access; and**
- **Capacity to provide ongoing technical assistance.**

As outlined in the Proposed Activities and Methodology section of the original proposal (pg. 22), the monitoring team will use the policy, training, and implementation method to support the CPD in achieving compliance with the consent decree. The Monitors will review, edit, and approve new and revised policies under each area of the consent decree, and monitor implementation and practice, including observing and providing technical assistance in staff training and other areas.

In order to develop the monitoring plan, the monitoring team will begin by gathering information about the CPD and the status of its policing reform efforts. This will include reviewing CPD policies, practices, and guiding principles; conducting interviews with CPD staff; reviewing training curriculum and observing staff trainings; conducting ride-a-longs in different districts; observing community engagement efforts; holding community meetings; and conducting community surveys. The monitoring team will work collaboratively with the CPD to receive data, reports, and other relevant documents, and will keep all information confidential and secure.

The team will also consult the final consent decree and contextual documents related to the consent decree, including the full report on the investigation of the CPD by the U.S. Department of Justice; the State of Illinois v. City of Chicago complaint; the summary of findings by the Institute for Policy and Civic Engagement soliciting input from the community on the consent decree; the Police Foundation Report on Opinions of Officers from the CPD; and other related documents.

If awarded, the monitoring team will develop a draft plan for conducting compliance reviews and audits, to be submitted to all parties within 75 days of being appointed. The team will work collaboratively with the Parties to develop a clear and specific compliance plan that includes monitoring activities and compliance thresholds assigned to each of the provisions of the consent

decree. In creating compliance thresholds for this project, the monitoring team will reference thresholds used in projects with a similar scope and will consider the current status of the CPD's policing reform efforts. The monitoring team will conduct regular reviews and audits to determine whether the CPD is complying with implementation of the requirements in the consent decree.

As outlined in the original proposal, the Monitoring Plan will include a tentative schedule for conducting compliance reviews and audits. During these reviews and audits, the Team will conduct compliance in a fair manner, using standard and reliable methodologies that will be shared with all parties in advance of their use. The monitoring team will work with CPD to schedule visits, audits, and other activities in advance and will minimize interference with daily operations whenever possible.

The monitoring team is committed to providing ongoing technical assistance in all areas of the consent decree.

14. Does the team contemplate adding experts with policing experience? If not, what steps will your team take to establish credibility with Department leadership and rank and file officers?

Yes. Since submitting the original proposal, the Lead Monitors have added Captain Paul Figueroa to the monitoring team. The team has also augmented the annual cost estimate to include an additional expert with policing experience. Furthermore, team member Chris Mallette has extraordinary leadership with the CPD. The monitoring team includes three additional members who have worked inside police departments – Reygan Cunningham, Chris Mallette, and Vaughn Crandall – and Lead Monitor David Muhammad has spent more than a decade in law enforcement.

15. Given the proposed staffing of the team, explain the team's capacity to fulfill the obligation under the consent decree to provide technical assistance.

All of the existing team members currently provide or have provided technical assistance to government agencies, with many providing technical assistance to law enforcement agencies. In addition to having direct experience providing technical assistance, all Team Members strongly believe that technical assistance is an important and necessary aspect of monitoring.

16. Please describe in greater detail how your team will manage the Data Collection, Analysis and Management requirements of the consent decree with the team as it is currently composed and whether additional team members will be added.

The proposed monitoring team includes experts in the intersections of criminal justice (including, in particular, law enforcement and corrections), research, data science, and business intelligence. For both the automated data systems and the data analytics and statistical analysis components of the consent decree, Angie Wolf, PhD will lead a team made up of her staff at the Madison, WI and Oakland, CA based non-profit NCCD where she is Chief Program Officer. As the co-Monitor for a settlement agreement between the federal DOJ and Los Angeles Sheriff's

Department, Dr. Wolf has been deeply involved in facilitating and assessing LASD's reforms in many of the same areas as addressed in the current consent decree, including data systems issues related to constitutional and bias-free policing, use of force, complaints, accountability, community engagement, administrative investigations, as well as advanced statistical analysis with benchmarking to assess racial/ethnic disparity of stops and arrests.

Dr. Angie and Mr. Scharenbroch planned and conducted the data analysis on disparities in UOF and in stops, search and seizures in two high profile federal DOJ investigations of police departments. NCCD has also conducted audits of child welfare case files in an investigation for California DOJ.

Section XI and several subsections of the consent decree require CPD collect, manage, analyze, report and make use of data, ranging from routine stops and arrest data to uses of force to accountability processes and, of course, measuring compliance with the consent decree. These tasks require both law enforcement content expertise, which the monitoring team has in each area of the consent decree, as well as technical expertise related to data processing. Dr. Wolf and her team will be able to speak from experience on CPD's options for approaching these issues—e.g., who and by what process is data collected, who has access to the data (based primarily on CPD and state confidentiality requirements), which, if any, statistical analysis methodologies are employed, how the data and analysis is presented and utilized.

Dr. Wolf and the NCCD team will promote certain strategies and guidelines for ensuring productive and effective data-related work, including the following.

Data Collection. Any analysis--whether advanced statistical analysis of disparity, auditing the thoroughness, objectivity of UOF or complaint investigations, tracking community engagement activities, or using the early warning system to identify and respond to risk management issues--conducted will be unreliable and possibly misleading if data is inconsistently collected, incomplete, or inaccurate. Before relying on existing data to conduct analysis, NCCD would propose to start our work with CDP by auditing current policies and practices regarding data collection and validating data against other sources such as reports, Watch Commander logs, and complaints. Through policy review and audits of current data collection methodologies, the monitoring team will work with CPD to identify gaps in data collection and appropriate, resource effective solutions, working with the department to correct any systemic problems that lead to unreliable data. This data system review and data integrity analysis will require both the technical expertise of the NCCD team and its ability to explain and report on technical content, and the law enforcement content expertise of the monitoring team along with their experience facilitating meetings and building consensus on these complex issues. This will allow analytic requirements of the consent decree to begin even before the upgrades to CPD data systems are completed. Through this process, the NCCD team will help CPD build the data files needed to enable critical subpopulation analysis and benchmarking to examine racial and ethnic disparities as determined by the decree and research objectives and to perform advanced statistical analysis, e.g., multiple regression. Part of this work will be to develop any necessary data sharing agreements and ensure the secure and confidential transfer/access to information.

Analysis. NCCD will work collaboratively with leadership in CPD and the policing experts on the monitoring team to use stops, citations, searches, arrests, and uses of force by race and ethnicity in Chicago. Although specific analysis approached will be determined on-site, NCCD's approach to answer similar research questions in other police departments has included conditional probabilities and/or multiple regression analysis. Every statistical analysis is based on a set of assumptions, and there are multiple ways to analyze data. Additionally, bias in policing is a heavily politicized and complicated issue in the US. For these reasons, transparency in the data analysis is critical. The monitoring team will work with the parties to the consent decree to develop a shared understanding of the guiding research questions and NCCD will propose an appropriate analysis strategy for discussion and agreement prior to conducting and reporting analysis. NCCD would propose holding candid discussions with the CPD and other stakeholders so that an understanding of the purpose, advantages, disadvantages can be reached to increase buy-in of the final plan. For example, to assess racial disparity in stops among individual officers, the current research literature reports several approaches to building an internal benchmarking model, each of which would be considered appropriate or best practices. Dr. Wolf will assess the available data and objectives of the analysis, and will recommend an appropriate benchmarking approach considered a best practice in the research literature as well as support in similar work in other jurisdictions, such as propensity score adjustments. However, Dr. Wolf and the NCCD team will also present the advantages and disadvantages of other, less common strategies, such as entropy weighting, so that the parties can make decisions from a thorough base of knowledge. In short, in the case of internal benchmarking, both of the techniques mentioned statistically equalize officers on certain factors related to stops, such as shift, geographic location (e.g., neighborhood, census tract, CPD reporting districts), station, the type of stop, etc., in order to analyze differences on the race or ethnicity of the civilian. In this case, the more commonly used and accepted method would be recommended, since buy-in on the results, and any subsequent changes to policing practice, will be harder to achieve among those who did not have buy-in prior to the analysis. The same issues apply to external benchmarks which would use population characteristics such as demographics of certain neighborhoods to equalize civilians who are stopped on all but their race/ethnicity. Only with a collaborative and transparent process can the model be trusted by stakeholders and relied upon for basing changes in CPD practice or, on the other hand, for coming to an agreement that the analysis does not indicate the need for major changes.

A similarly transparent, collaborative approach is recommended for other data collection and analysis activities, such as the development and administration of community surveys and satisfaction surveys required by the consent decree. Throughout these processes, the monitoring team will also urge regular updates on the data analysis so that all stakeholders understand the analysis process, and are oriented throughout the data analysis process.

Application. The real work begins after the analysis to determine how data can be used to increase accountability, improve policing practices, and show reforms have been successfully instituted with the desired outcomes. Dr. Wolf and the NCCD team routinely work with large data sets to identify trends or patterns that may indicate disparities in result from a) policy b) training issues, c) or individual actors. NCCD works with jurisdictions to identify disparities in client identification or service provision in the fields of juvenile justice and child welfare, and has a grant from the Kresge foundation funding our Data for Equity initiative.

Part of making the various analyses useful is carefully considering the goals of the analysis in the planning stages. But the results still require reporting and presentation of results geared toward the various stakeholder audiences, assistance in interpreting the results and in translating the findings into workable solutions--which themselves then require tracking and outcome analysis to assure the intended outcomes are achieved and to provide a feedback loop to further refine reforms. This process relies heavily on collaboration and, again, transparency, which NCCD has experience facilitating.

17. Your proposal suggests that your team intends to operate with co-leads of the monitoring team. Please describe the co-lead mentorship structure in more detail and explain how the team will operate and who will serve as the ultimate decision maker on the team.

David Muhammad will make final decisions in all areas of the consent decree. Leah Wilson will be the Project Manager and will oversee management and coordination of the project and team members. Because data collection, analysis, and management are key elements of the consent decree, Dr. Angela Wolf will also serve as a Lead Monitor and will lead all efforts related to data management and compliance analysis.

18. Is the \$2.2 million cost estimate stated in your proposal level across all five (5) years?

The new cost estimate of \$2.57 annually is level across all five years of monitoring.

**Independent Monitor
for the Consent Decree regarding the Chicago Police Department**

REVISED ANNUAL COST ESTIMATE

PERSONNEL	Hourly Billing Rate	Total Hours Per Month	On-Site Hours	Off-Site Hours	Total Annual Cost
David Muhammad	\$300	56	32	24	\$ 201,600
Dr. Angela Wolf	\$275	48	24	24	\$ 158,400
Leah Wilson	\$275	88	32	56	\$ 290,400
Captain Ersie Joyner	\$275	48	32	16	\$ 158,400
Reygan Cunningham	\$225	40	24	16	\$ 108,000
Vaughn Crandall	\$225	32	16	16	\$ 86,400
Christopher Mallette	\$225	48	32	16	\$ 129,600
Aman Sebahtu	\$175	40	24	16	\$ 84,000
NCCD File Auditor	\$175	32	16	16	\$ 67,200
Data Analyst I	\$125	32	16	16	\$ 48,000
Data Analyst II	\$125	32	16	16	\$ 48,000
Administrative Coordinator	\$85	48	16	32	\$ 48,960
Captain Paul Figueroa	\$275	48	32	16	\$ 158,400
Law Enforcement Expert	\$275	48	32	16	\$ 158,400
TOTAL PERSONNEL		640	344	296	\$ 1,745,760
TRAVEL (THREE DAYS ON-SITE PER MONTH)					
				Monthly Cost	Total Annual Cost
Airfare (\$400 x 9 team members)				\$ 3,600	\$ 43,200
Lodging (\$200 x 9 team members x 3 nights)				\$ 5,400	\$ 64,800
Ground Transportation (\$150 x 9 team members)				\$ 1,350	\$ 16,200
TOTAL TRAVEL				\$ 10,350	\$ 124,200
SUB-CONTRACTORS/CONSULTANTS					
					Total Annual Cost
Police and Auditor Consultants					\$ 160,000
Communications					\$ 100,000
Web Design/Maintenance					\$ 45,000
TOTAL SUB-CONTRACTORS/CONSULTANTS					\$ 305,000
OPERATIONS					
					Total Annual Cost
Rent					\$ 24,000
Utilities					\$ 6,000
Insurance					\$ 15,000
Office Equipment					\$ 7,000
Supplies					\$ 5,000
Phone & Internet					\$ 3,000
TOTAL OPERATIONS					\$ 60,000
TOTAL EXPENSES					\$ 2,234,960
Indirect (15%)					\$ 335,244
TOTAL ANNUAL ESTIMATE					\$ 2,570,204