

City of Chicago Police Department Independent Monitoring Proposal – Supplemental Information

Questions Posed Oct 22, 2018

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Submitted to:

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CNA
ANALYSIS & SOLUTIONS

Schiff Hardin-CNA Responses to Questions from the Parties on 10/22/18

1. Please explain your team's organizational structure, especially regarding how such a large team will avoid inefficiencies and silos within the team. How can such a large team be efficient and effective?

Our Lead Monitor Maggie Hickey has experience both in the private and government sectors leading large teams that have individual assignments that are part of an overall organizational transformation. She has the knowledge and expertise to weave the individual team members into a cohesive unit to work efficiently and collaboratively to achieve the goals set out in the Consent Decree. Since the Chicago Police Department is nearly 12,000, in our experience the size of our proposed team is what is needed to address numerous issues addressed in the Consent Decree.

It is important to note that the "core" of our team includes: Monitor Hickey, Deputy Monitors Monroe and Coldren, 10 Associate Monitors, the Community Engagement Team (including the research team from UIC IPCE and SRL), and the analysts. The Subject Matter Experts and attorneys from Schiff Hardin (Barella, Sepúlveda and DeCarlo) are "adjunct" experts, to be utilized as needed during the monitoring process; they are not "key" personnel. They will be available as needed and have smaller roles overall, as reflected in our budget. Subject matter experts will be called upon from time-to-time to assist Associate Monitors with specific tasks such as policy review or technical assistance provision. They will not assume responsibility for making compliance determinations for the paragraphs of the Consent Decree; the Monitoring Team's leadership (Monitor and Deputy Monitors) along with the Associate Monitors will make those assessments and determinations. Specifically, Schiff Hardin attorneys Derek Barella, Meredith DeCarlo, and Anthony-Ray Sepúlveda will support Ms. Hickey as lead monitor and final team arbiter on compliance issues. Mr. Barella has a wealth of knowledge in labor and employment laws, including collective-bargaining issues at police departments and the enforcement of consent decrees. Ms. DeCarlo and Mr. Sepúlveda have significant experience working with law enforcement and in government accountability and transparency. Mr. Barella, Ms. DeCarlo, and Mr. Sepúlveda will use their experience to provide subject-matter expertise, legal analysis and report writing.***2. Please explain the relationship between the Community Engagement Team (CET) and the core monitoring team. How will it work on a day to day basis, and what is the proposed cohesive strategy for the CET's involvement in the monitoring process?***

The CET serves several important functions for our team, including but not limited to:

- community engagement and outreach
- disseminating information about the monitoring process to Chicago's communities
- providing entree to communities across Chicago so the Monitoring team can hear directly from community leaders and community members
- convening community meetings, forums, and other events on a regular basis (per the requirements noted in the Consent Decree, such as in paragraphs 12, 13, 25, 128, 669 and 670), to further support the Monitoring team's interaction with Chicago communities.

The CET will focus on transparency, so that Chicago communities understand the monitoring process, the Monitoring Team's activities, how the team makes determinations of compliance and how those findings are reflected in official reports to the Judge.

We have noted that the Monitoring Team Leadership (Hickey, Monroe, Coldren) will have calls with the Parties every other week; we will also convene **core team conference calls** every other week (to include the Monitoring Team Leadership, Associate Monitors, the CET, and the analysts) and **CET conference calls** weekly (to include Deputy Monitor Coldren, Associate Monitor Rickman, Associate Monitor Solomon, Sodiqa Williams, Elena Quintana, Laura McElroy, Joe Hoereth, and other UIC staff members when necessary). Day to day, Deputy Monitor Coldren and Associate Monitor Rickman will communicate frequently with Williams, Hoereth, Quintana and McElroy, especially when planning events, community meetings and interactions with the community.

3. How will our team address legacy IT system migration? In summary, CPD has old records systems; how will we address the problem of information system modernization?

CNA has considerable experience with modernization of legacy IT systems, having performed such services for large-scale military clients such as the Federal Emergency Management Agency (FEMA), the Federal Aviation Administration (FAA), and the United States Marine Corps (USMC). CNA supported project and transition planning, business process reengineering and requirements analysis, stakeholder engagement planning, and data analyses to support large scale modernization efforts in these agencies. For example, CNA led multiple projects in support of the FAA, including the Aeronautical Information Services (AIS) Production Workflow System modernization effort to streamline and modernize the Instrument Flight Procedure development workflow and the Federal Notice to Airmen (NOTAM) System (FNS) modernization effort to improve the origination, management, and distribution of dynamic aeronautical information through the transition from legacy to digital NOTAMs. Our scientists performed a detailed analysis and review of the United States NOTAM System (USNS) functions, processes, and interfaces through documentation and code analysis as well as interviews with subject matter experts. CNA developed an in-depth understanding of all current USNS functionality such that it was replicated on the FNS environment in preparation for shutting down USNS. Based on the analysis, detailed requirements, workflows, and supporting documentation were created to guide the development of the functionality in the FNS. This experience, coupled with CNA's experience working with police agency information systems in multiple agencies, insures that CNA has the experience required to support the Chicago Police Department in its information system modernization goals.

4. Can we demonstrate that Police Chief Will Johnson will have the time and flexibility in his schedule to commit to the monitoring work required?

If we are fortunate enough to be the Monitoring Team, Chief Johnson will work only on this project and forgo any other additional work projects for the duration of the consent decree monitoring project.

5. Please note that Dr. Rick Fuentes is no longer part of our team.

6. Upon reviewing the answers to the legal questions we submitted last Friday (10/26/18), we have one addition:

Mr. Giaquinto, as the county prosecutor of Mercer County, NJ, was sued in his official capacity numerous times. We would be happy to discuss in further detail.