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*By Electronic Mail*

October 31, 2018

Lisa T. Scruggs  
Special Assistant Attorney General  
Duane Morris LLP  
190 South LaSalle Street  
Suite 3700  
Chicago, IL 60603

Allan T. Slagel  
Taft Stettinius & Hollister LLP  
111 East Wacker Drive  
Suite 2800  
Chicago, IL 60601

Dear Ms. Scruggs and Mr. Slagel:

This submission serves as a response to your verbal feedback provided on October 22, 2018, in connection with StoneTurn's application ("Proposal") to serve as the Independent Monitor for the Consent Decree regarding the Chicago Police Department ("CPD"). You provided us with the opportunity to elaborate on the following aspects of our Proposal, and we do so below.

1. The comparatively smaller size of our team, and the ability of team to complete scope of work.

Our model for accomplishing the work necessitated by the Consent Decree is centered on a core team, with the ability to expand as required. Each annual budget submitted in our Proposal amounts to more than \$1 million below the \$2.85 million cap requested by the Parties, largely in part to allow for the use of additional assistance as needed. Moreover, as provided in our Proposal, our team includes not only those individuals named in the Proposal, but also the resources of StoneTurn.

We view our size as a significant asset. We are a highly-specialized group with sufficient expertise to ensure the mandates of the Consent Decree can be accomplished. A smaller core team offers the advantages of vastly improved communication, streamlined collaboration, and contained costs. In short, a core team modeled in this manner will accomplish the goals of the Consent Decree in the most efficient and effective manner.

2. Our ability to meet expectations in the following areas: law & civil rights, impartial policing, accountability, and crisis intervention.

Our team is qualified to meet expectations in these specified areas, as demonstrated by our experience and expertise detailed below.



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**Law and Civil Rights:** As a federal and local prosecutor, Ms. Lemire regularly assessed legal sufficiency and compliance with constitutional law, federal law, and local laws. Dr. Long, in the course of his career at the NYPD including as the Commanding Officer of the Police Academy, and his present work on the NYPD monitorship, has extensive knowledge and experience with regard to constitutional policing. Likewise, Mr. Larrabee is deeply knowledgeable with regard to law enforcement compliance with constitutional and other legal requirements. He served as the first Civil Rights Officer in the Framingham Police Department, and gained additional familiarity and expertise in constitutional policing through his direct experience in directing the overhaul of the East Haven Police Departments policies and practices to comply with a federal consent decree. Given her strong training background, Dr. Rasor-Cordero is well-acquainted with the legal requirements of constitutional policing. As a former federal law enforcement agent, Mr. Burroughs is well-versed in constitutional policing and federal laws governing law enforcement work. (Proposal, p. 15.)

**Impartial policing:** As provided in our Proposal, Dr. Long has a lengthy history of providing feedback, technical assistance, training, and guidance in the area of impartial policing. Mr. Larrabee and Dr. Rasor-Cordero likewise have experience with reviewing law enforcement practices for impartial policing.

**Accountability:** Throughout their careers, all team members have worked on projects and led reform focused on accountability, recognizing that lasting reform is only possible if accompanied by accountability. In the course of our work in the monitorship of the Carpenters Union, for example, Ms. Lemire and Mr. Burroughs evaluated processes for supervisors and managers to oversee accountability in this 20,000-member union. They led, for example, the assessment of the Union's Office of the Inspector General, and promoted reforms which significantly broadened the Office's accountability to the Union leadership and membership. In addition, during her time as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a large-scale re-engineering project that, in part, focused on the evaluation, development, and implementation of processes for supervisors and managers to oversee accountability in the NYPD. Likewise, in instituting reform in multiple police departments, Mr. Larrabee directed organizational reforms which reflected the implementation of increased accountability among police managers and executives. Likewise, Dr. Long and Dr. Rasor-Cordero have worked throughout their careers to institute reform through increased accountability including, for example, through their work for the Center for Public Safety Management.

**Crisis Intervention:** As provided in our Proposal, Dr. Long, Dr. Rasor-Cordero and Mr. Larrabee have experience in reviewing law enforcement practices and providing feedback in connection with crisis intervention.

3. How we will ensure a cohesive strategy involving the community liaison and the core monitoring team.

Simply put, we view the Community Liaison as a member of the core monitoring team. Each core team member, including the Community Liaison, will participate in regularly-scheduled biweekly meetings and, later in the monitorship, monthly meetings to ensure coordination among the team members and, importantly, to ensure the Community Liaison has firsthand knowledge of the workings of other team members. Given the

critical role of the Community Liaison in creating transparency between the monitorship team and Chicago's diverse communities, the Community Liaison must be fully informed at all times of the work being completed by other team members. Likewise, the Community Liaison will serve in the crucial role of providing community feedback to the other monitorship team members, to help frame the latter's efforts and provide measures of success.

4. Whether Dr. Long and I had any involvement with development and implementation of stop & frisk policy.

Neither Dr. Long nor I had any involvement with the development implementation of stop and frisk policy. Moreover, as detailed in our Proposal, during my tenure as Counsel to the Police Commissioner at the NYPD, I reviewed, revised, and oversaw the implementation of policies and training governing the constitutionality of street-level interactions between police officers and civilians. In particular, I led an initiative to retrain thousands of officers responsible for patrolling public housing developments, focusing on the proper legal basis for stopping and questioning civilians.

We look forward to meeting you in Chicago.

Sincerely,



Katherine A. Lemire  
Partner  
StoneTurn