

Elite Performance Assessment Consultants, LLC

Request for Application for the
Independent Monitor of the Police Department of Baltimore
City



June 5, 17

United States Department of Justice:

Puneet Cheema
Trial Attorney
Civil Rights Division
U.S. Department of Justice
601 D Street NW
Washington, DC 20579
puneet.cheema2@usdoj.gov

City of Baltimore:

Erin Sher Smyth
Purchasing Agent for Baltimore City
231 E. Baltimore Street – 3rd Floor
Baltimore, MD 21202
Erin.Sher@baltimorecity.gov

Subject: Request for Application for the Independent Monitor of the Police Department of Baltimore City

Dear Ms. Cheema and Ms. Smyth:

As President of Elite Performance Assessment Consultants, LLC, I am pleased to provide you with our Request for Application for the Independent Monitor of the Police Department of Baltimore City. Attached to this letter is an outline of our plan for assisting the Court, the Parties, and the Baltimore community in assessing and promoting the City's compliance with the Consent Decree.

We appreciate your review of these materials and look forward to hearing from you soon. My contact information is listed below.

Sincerely,



Randy Khatami, CFE, CFS, CLEA, CRMA
President
E-mail: rkhatami@elitepacllc.com
Phone: 805-231-2836

Table of Contents

EXECUTIVE SUMMARY 2

SCOPE OF WORK 4

PERSONNEL AND CURRENT TIME COMMENTS 10

QUALIFICATIONS 23

PRIOR EXPERIENCE AND REFERENCES 30

BUDGET 31

 YEAR 1: 32

 YEAR 2: 33

 YEAR 3: 34

 YEAR 4: 35

 YEAR 5: 36

COLLABORATION AND COST EFFECTIVENESS 36

POTENTIAL CONFLICTS OF INTEREST OR BIAS 40

EXECUTIVE SUMMARY

Elite Performance Assessment Consultants, LLC (EPAC) is honored to submit its request to provide services as the Monitor, as required by the United States District Court for the District of Maryland (“Court”), United States v. City of Baltimore (“City”). Elite Performance Assessment Consultants hereby proposes a team of law enforcement professionals, attorneys, law enforcement auditors, and scholars, to be selected as the Monitoring Team, pursuant to the Consent Decree (CD).

Led by Ms. Dawn Reynolds, this proposal provides a team of qualified professionals with experience in negotiating and implementing consent decrees (CD), assessing and measuring police programs, training and supervision, providing support for data driven programmatic and structural change, and achieving compliance with CD’s. Their expertise and experience includes, but is not limited to, the following areas:

1. Community Oversight Task Force;
2. Community Policing and Engagement;
3. Stops, Searches, Arrests, and Voluntary Police-Community Interactions;
4. Impartial Policing;
5. Responding to And Interacting with People;
6. With Behavioral Health Disabilities or In Crisis;
7. Use of Force;
8. Interactions with Youth;
9. Transportation of Persons in Custody;
10. First Amendment Protected Activities;
11. Handling of Reports of Sexual Assault;
12. Technology;
13. Supervision;
14. Misconduct Investigations and Discipline;
15. Coordination with Baltimore City School Police Force;
16. Recruitment, Hiring and Retention;
17. Staffing, Performance Evaluations, and Promotions; and,
18. Officer Assistance and Support.

Team members have executive management skills and experience in working with police departments to achieve constitutional policing and sound community based policing programs. Our team includes police executives, police performance auditors, police trainers, academics who specialize in studying criminal justice systems and who are pioneers in data driven reform, civilian oversight professionals, and lawyers with expertise in civil rights, criminal justice and municipal court systems.

The team possesses unique expertise in its ability to conduct systemic, statistically reliable audits and assessments thus ensuring the reviews and analysis we conduct will be objective, unbiased and thorough. The management team has experience in achieving reform within the framework of a CD and providing timely, detailed reports. Our work with the parties and stakeholders will achieve the desired sustainable cultural changes in the department and build community trust.

The team is racially and culturally diverse; several team members are fluent in Spanish. The members of our team have served in large metropolitan areas, mid-size cities, and small towns and in Native American communities. All our team members share a belief that constitutional policing is required of every police department and that every community should be able to trust the police department and judicial system to treat them fairly and equally under the law.

This team is made up of:

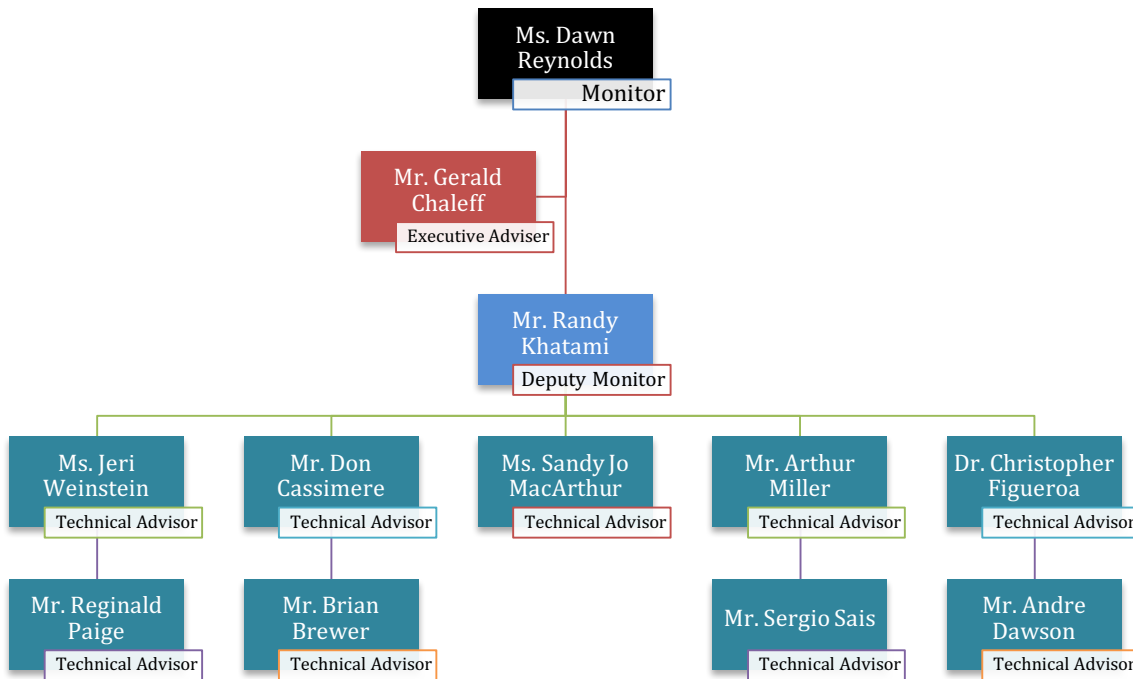
- Attorneys with expertise in civil rights, criminal justice, employment law and municipal court administration.
- Police executives with experience in effecting cultural change within the context and requirements of consent decrees, risk management, reviewing and reforming policies and procedures, measuring the performance levels of supervisors, and reviewing training programs;
- Law enforcement performance auditors trained and experienced in conducting statistically reliable and unbiased audits of police programs, identifying specific areas of a program's strengths and weaknesses and measuring compliance levels over time;
- IT experts with experience in designing and managing computer support systems essential to the effective and efficient collection and management of data.
- Social scientists with experience in studying police programs and their outcomes and performing reliable statistical analysis of acquired police data;
- Police training experts with experience in analyzing the links between policies, procedures, performance and training;
- Civilian oversight professionals with experience in working with stakeholders in building and strengthening programs that can achieve the accountability and transparency the community demands.

The role of the Monitor is defined as stipulated within the CD. Ms. Reynolds will serve as the Monitor and direct the team to complete the tasks in accordance with the requirements of the CD. The scope of the monitoring program will encompass three phases:

1. Initial Monitoring Phase
2. Intermediate Monitoring Phase
3. Final Monitoring Phase.

Audits, assessments and inspections will be conducted in accordance with generally accepted U. S. Government Auditing Standards (GAGAS).

Independent Monitoring Team Organizational Chart:



SCOPE OF WORK

Monitoring Plan

The EPAC Team proposes the following monitoring plan for oversight of the Baltimore City Police Department (BPD) CD. The plan outlines the procedures that the team shall follow. The mission of the EPAC Team is to assess and evaluate whether the BPD follows the CD requirements. The CD defines the compliance objectives that the BPD should achieve and the EPAC Team shall approach it in three phases, which are:

- Initial Monitoring Phase
- Intermediate Monitoring Phase
- Final Monitoring Phase

1. Initial Monitoring Phase

a. Meeting with Concerned Parties

During the Initial Monitoring Phase, the EPAC Team shall meet with all concerned parties to introduce themselves. These meetings will include the court, U. S. Department of Justice (DOJ), city officials, BPD command staff, union officials and community stakeholders. The meeting will allow all parties to build relationships and meet face to face. Also, during this meeting, the BPD liaison officer should be identified. This will allow the EPAC Team to have a contact person to arrange

follow-up meetings. The EPAC team and BPD liaison officer shall formulate and establish protocols for communicating with all parties

Follow-up meetings with all parties shall be conducted to inform them of the EPAC Team's roles and responsibilities during the duration of the CD. The team will work with BPD staff on developing protocols and a five-year strategic plan for positive outcomes so BPD can meet compliance with the CD requirements, and meaningful reforms.

b. Review and Assess BPD's Policies, Procedures, Orders, Directives and Protocols

The EPAC Team shall also review all policies, procedures, orders, directives and protocols to determine if changes have been made to match the provisions addressed in the CD and law enforcement best practices. The purpose of this review and assessment is to ensure that the proper protocols and evaluation criteria meet the CD requirements. Where appropriate, consulting engagements shall be conducted to establish the proper protocols and evaluation criteria. The criteria are the standards used to determine compliance with the CD in a performance audit, inspection and assessment.

c. Establish Assessment, Performance Audit and Inspection Protocols

The EPAC Team shall establish assessment, performance audit and inspection protocols. This will include compliance standard measurements, audit and inspection methodologies that include population sampling, testing instruments, reporting formats and tracking implementation of recommendations. The EPAC Team shall develop an Annual Audit Plan that will be used during the duration of the CD. The EPAC Team shall meet with BPD staff to address the Annual Audit Plan and assessment protocols. The EPAC team shall also discuss all deadlines with the parties to ensure that they are met.

2. Intermediate Monitoring Phase

a. Implementation of fieldwork performance audits, inspections and assessments

The Intermediate Monitoring Phase is where the EPAC Team implements performance audits, inspections, and assessments to determine BPD's compliance with the CD requirements. The EPAC Team shall conduct performance audits listed on the Annual Audit Plan.

Capturing and reviewing the work product is the bases for the stated audit objectives and the testing instruments that are utilized to evaluate the work product. During this process, the EPAC Team shall obtain data, test the data and manage the audit documents (working papers).

i. Obtaining Data

The EPAC auditor shall prepare the audit work plan. The audit work plan is the road map that directs the collection of the data needed to answer the audit objectives.

Once the audit objectives are identified, the EPAC Team shall obtain the working papers by contacting the BPD liaison officer. The notification shall be done by:

- a) Formal request (written)
- b) E-mail
- c) Verbal request
- d) Gather the working papers themselves

ii. Testing Data

The testing methods that will be used to test the data will be documented in the audit work plan. Uniformity of testing can be assured with a well-developed and tested compliance-testing instrument. The EPAC auditor shall prepare questions that are designed to answer the audit objectives. The auditor will determine compliance by examining the working papers' findings.

b. Analysis and Reporting of Findings

i. Analysis of findings

Once the EPAC Team has completed testing of the audit working papers, the findings shall be analyzed. The auditors shall follow GAGAS, to determine compliance.

Once the EPAC auditor(s) have gathered all the evidence and tested it against the audit objectives, the auditor(s) will analyze it. Using the audit evidence, the EPAC Team shall render useful, insightful, and well-grounded analysis of the audit findings.

ii. Reporting Findings

The EPAC Team shall use a standardized audit report format to report its findings and compliance status to the BPD. The audit report will be accurate, concise, and each finding and recommendation shall be adequately supported.

a) Recommendations:

Normally, each report will contain recommendations taken to resolve issues identified in the findings. The report may also include

recommendations for the broader application of identified best practices. The recommendations and actions taken should briefly and clearly state the corrective action that is recommended or taken, and when applicable, the organizational entity responsible for implementing the recommendation.

c. Areas of Assessment

The EPAC Team will independently and objectively assess the BPD to determine if they meet the requirements of the CD and that they are being implemented. The team will also determine whether implementation is resulting in constitutional policing by increased community trust of the BPD.

These assessments shall be done by law enforcement performance audits and inspections following GAGAS. An Annual Audit Plan shall be developed by the EPAC Team and discussed with BPD staff. The audits shall encompass the below listed areas as defined in the CD.

- i. Community Oversight Task Force
- ii. Community Policing and Engagement
- iii. Stops, Searches, Arrests, and Voluntary Police-Community Interactions
- iv. Impartial Policing
- v. Responding to and Interacting with People
- vi. With Behavioral Health Disabilities or In Crisis
- vii. Use of Force
- viii. Interactions with Youth
- ix. Transportation of Persons in Custody
- x. First Amendment Protected Activities
- xi. Handling of Reports of Sexual Assault
- xii. Technology
- xiii. Supervision
- xiv. Misconduct Investigations and Discipline
- xv. Coordination with Baltimore City School Police Force
- xvi. Recruitment, Hiring and Retention
- xvii. Staffing, Performance Evaluations, and Promotions
- xviii. Officer Assistance and Support

3. Final Monitoring Phase

The Final Monitoring phase is where the BPD has fully adopted the requirements of the CD. This includes incorporating those requirements into their training, and routinely and constantly applying them in their day-to-day practices for a sustained period.

a. Assessing Substantial Compliance

The EPAC Team shall assess the BPD's capacity, will, and internal control mechanisms and competence to sustain substantial compliance. Also, that the BPD

can identify and correct non-compliance during the life of the CD, and upon its completion. The EPAC Team shall determine that BPD has met the goals and objectives of the CD and constitutional policing is being practiced, maintained and sustained. The BPD shall maintain compliance with the CD requirements for a two-year period. A review of the audit, inspection and assessment outcomes will assist in making these determinations.

Activities Proposed to Perform the Scope of Work

1. Methods of obtaining information

The EPAC team will coordinate with the established BPD liaison to request departmental documents, arrange meetings and interviews. The team shall also develop and administer surveys, and conduct other research via Internet and other sources.

2. Methods of analyzing information

The EPAC team shall develop a methodology for assessing compliance with the CD requirements. The team shall use law enforcement performance auditing and inspections as the method to analyze information. An Annual Audit Plan that shall be developed and reviewed with BPD staff.

- a. The EPAC Team shall follow auditing standards as defined in the GAGAS, commonly referred to as the “Yellow Book.”
- b. The Audit Procedures shall encompass the following phases:
 - i. Planning
 - ii. Preparation
 - iii. Execution
 - iv. Reporting
 - v. Follow-Up

Within the audit process, EPAC auditors shall conduct opening meetings with the assessed entity commanding officer and staff. The opening meeting shall consist of discussing the audit/inspection process, CD compliance standards and audit/inspection objectives.

The EPAC auditors shall request the working paper documents from the BPD liaison officer. Once the documents have been received, the auditors shall randomly select a sample for assessment. The auditors shall use designed compliance testing instruments to answer the audit objective questions to determine compliance. The compliance findings shall be reported as follows:

- Compliant: The BPD has met total compliance with the CD requirement(s).
- Partially Compliant: The BPD has met majority compliance with the CD requirement(s), but not totally, with progress toward total compliance being achieved.

- Non-Compliant: The BPD has not met compliance with the CD requirement(s), with no evidence of progress being achieved.
- Deferred: The auditors were unable to determine the BPD's compliance with the CD requirement(s) being assessed due to lack of data, incomplete information or other reasons determined by the EPAC team.

Upon completion of its audit/inspection, the auditors shall prepare a draft report containing its findings. A closing conference shall be scheduled with the assessed entity commanding officer and staff to discuss the report. The auditors will then complete a final report, which shall be issued to all parties concerned. An executive summary of the report shall be used for the quarterly reports.

3. Methods of reporting information

The EPAC team shall prepare a Monitor Status Report of the BPD's progress in achieving compliance with the CD requirements every three months (quarterly). A draft report shall be sent to BPD staff for review and comment. A meeting will then be scheduled with BPD staff to discuss the contents of the report. The BPD shall have an opportunity to respond to the contents of the report. Once the quarterly report is discussed with BPD, the EPAC team shall distribute the report to the court, DOJ, BPD and City officials. The report shall also be placed on the EPAC website.

a. The Monitor Status Report shall consist of the following:

- i. Executive Summary
- ii. Focus Issues
- iii. Performance of the BPD
 - a) Community Oversight Task Force
 - b) Community Policing and Engagement
 - c) Stops, Searches, Arrests, and Voluntary Police-Community Interactions
 - d) Impartial Policing
 - e) Responding to And Interacting with People
 - f) With Behavioral Health Disabilities or In Crisis
 - g) Use of Force
 - h) Interactions with Youth
 - i) Transportation of Persons in Custody
 - j) First Amendment Protected Activities
 - k) Handling of Reports of Sexual Assault
 - l) Technology
 - m) Supervision
 - n) Misconduct Investigations and Discipline
 - o) Coordination with Baltimore City School Police Force
 - p) Recruitment, Hiring and Retention
 - q) Staffing, Performance Evaluations, and Promotions
 - r) Officer Assistance and Support

- iv. Internal and External Oversight/Monitoring
- v. Conclusion

4. Frequency of proposed activities

During the Initial Monitoring Phase, the EPAC Team shall conduct site visits every month. The duration of stay shall be from two days to two weeks. During the Intermediate Monitoring Phase, the team shall conduct site visits at least once every two months, or as required to conduct on-site fieldwork. The amount of days shall be determined by the audits/inspections being conducted. During the Final Monitoring Phase, the team shall conduct site visits every three months or as necessary

5. Coordination with the City and the BPD to arrange visits, on-site records reviews and interviews

The proposed monitor or deputy monitor shall be responsible to coordinate all site visits, on-site records reviews and interviews. These arrangements shall be coordinated with the designated BPD liaison officer. The proposed monitor or deputy monitor shall make the request either in writing, telephonically, in person, and/or email.

6. Coordination of monitoring activities, information gathering, and communications with the BPD, the DOJ, court and members of the community

The proposed monitor, deputy monitor and/or technical advisor shall be responsible to coordinate all monitoring activities, information gathering, and communications with the BPD, the DOJ and members of the community. These arrangements shall be coordinated with the designated BPD liaison officer. The proposed monitor, deputy monitor and/or technical advisor shall make the request either in writing telephonically, in person, and/or email.

PERSONNEL AND CURRENT TIME COMMENTS

Personnel:

Monitor: Dawn Reynolds, JD, CLEA, CPO

Ms. Reynolds is the Vice President of EPAC. She brings to the project expertise in several key areas relevant to monitoring responsibilities under the Baltimore CD. These include criminal law, civil rights, working with civilian oversight systems and performance auditing. She currently serves as the Treasurer and at-large board member for the National Association for Civilian Oversight of Law Enforcement (NACOLE) and is a Certified Practitioner of Oversight (CPO). She has chaired and/or co-chaired the Conference Committee, the Finance Committee, the Scholarship Committee. As chair of the NACOLE Strategic Planning Committee, she worked to develop best practices and ongoing regional training and national training in legal standards applicable to police oversight. Much of her work has involved providing useful resources for

communities working to establish effective oversight and newly established oversight systems. She researched and created a set of Frequently Asked Questions about oversight and led a team in creating a set of definitions, based primarily on current federal legal standards and consent decrees, for use in civilian oversight practitioners. She currently chairs the Membership Engagement and Development Committee for NACOLE.

Ms. Reynolds is an experienced attorney, mediator, auditor and training instructor. She has served as a municipal court judge in Washington State and is a judge *pro tem* and justice of the peace in two rural communities in Oregon. Her work has included eliminating backlogs of criminal misdemeanor cases and supporting drug courts, and community service programs. She is experienced in auditing and reviewing internal affairs investigations, civilian complaint systems, community policing, problem-oriented policing, SARA, critical force incidents, warrants, arrests and use of force. She has conducted audits for the City of Eugene, the Oakland Police Department and the King County Sheriff's Department in Seattle.

She served on the federal criminal appeals panels in the states of Oregon and Washington and handled direct appeals and habeas petitions. Her criminal legal background also includes working with three federally recognized Indian tribes. While in private practice, she served as an American Civil Liberties Union (ACLU) cooperating attorney representing individuals and groups in civil litigation and administrative appeals against government entities including municipal governments, school districts, public hospitals and universities.

She is a skilled mediator. She has taught Alternative Dispute Resolution at the University of Idaho and has taught Evidence and Criminal Procedure in the Criminal Justice program at Washington State University. She is certified through the California Commission on Peace Officer Standards and Training (POST)/Robert Pressley Institute of Criminal Investigation (ICI) instructor, wherein she instructs Police Performance Auditing and Presenting Courtroom Evidence.

She holds a Bachelor of Arts and Master of Arts degrees from the University of Washington (summa cum laude) and earned her Juris Doctor (JD) from the University of Idaho (Honors). She received her certification in mediation from the University of Washington Law School in 1994. Ms. Reynolds has a Certified Law Enforcement Auditor (CLEA) designation from the Internal Law Enforcement Auditors Association (ILEAA). She is currently going through the process of becoming an ordained Deacon in the Episcopal Diocese of Oregon.

Deputy Monitor: Randy Khatami, BS, CFE, CFS, CRMA, CLEA

Mr. Khatami is the President of EPAC, and a consultant specializing in law enforcement auditing and internal investigations. Currently, Mr. Khatami oversees the EPAC audit team conducting internal audits related to the Negotiated Settlement Agreement (NSA) between Delphine Allen, et al. (plaintiff) and the City of Oakland, et al. (defendant). These audits include search warrants, community relations, complaint investigations, internal affairs selection process, performance evaluations, use of force, Oleoresin Capsicum Inventory and review of the Oakland Police Department's (OPD) policies and procedures.

Mr. Khatami has completed complex audits relating to the Los Angeles Police Department (LAPD) Consent Decree in the areas of search warrants, uses of force, arrest, booking and charging reports, complaint investigations, performance evaluations, racial profiling, command accountability, confidential informants, and Gang Enforcement Detail selection criteria. He has also reviewed LAPD policies and procedures.

Mr. Khatami is an expert in auditing officer-involved shootings. In the past 10 years, he has audited more than 300 officer-involved shooting investigation reports and has made numerous recommendations to enhance LAPD's officer-involved shooting investigative process.

As the President of EPAC, Mr. Khatami has also provided consulting and auditing services for Riverside Police Department, Atlanta Police Department, and Nashville/Davidson County Police Department.

Mr. Khatami is a certified California POST/ICI instructor, wherein he instructs Police Performance Auditing. As a member of the LAPD Basic Law Enforcement Performance Auditor Course (BLEPAC) instructor cadre, he provided instruction to approximately 40 different law enforcement agencies, including the California Highway Patrol (CHP), Detroit (DPD), Oakland, San Jose, Denver, Indianapolis, Phoenix, Portland, Baltimore Police Departments, Calgary and Edmonton Canada Police Services, and San Diego Sheriff's personnel.

Mr. Khatami teaches at EPAC's Advanced Auditors Course providing instruction for police managers and civilian oversight professionals from agencies as diverse as the CHP, New Orleans Office of the Independent Monitor, Oakland Police Department and Westminster Police Department.

Mr. Khatami received his Bachelor of Science degree in Psychology from California Lutheran University. He is a Certified Fraud Examiner (CFE), a Certified Fraud Specialist (CFS), Certification on Risk Management Assurance (CRMA) and a Certified Law Enforcement Auditor (CLEA). Mr. Khatami is a graduate of the Los Angeles County Sheriff's Department, Deputy Leadership Institute.

Executive Adviser: Gerald Chaleff, JD

Mr. Chaleff is a consultant in law enforcement management. He has negotiated consent decrees, implemented consent decrees and worked with parties to ensure compliance. Mr. Chaleff was President of the Los Angeles Police Commission, the civilian oversight body of the LAPD. He was a member of the City of Los Angeles' negotiation team in its negotiations with the DOJ, which resulted in a consent decree.

Chief of Police William J. Bratton appointed Mr. Chaleff to the LAPD on January 13, 2003, to serve as the Chief of the Consent Decree Bureau, to lead the Department's efforts to achieve compliance with the consent decree. This was achieved. In 2009, Mr. Chaleff's position change to the Special Assistant for Constitutional Policing and he held that position until retiring in 2013. He was responsible for the operations of the Department's Risk Manager, Planning and

Research Division, Legal Affairs Division, Internal Audits and Inspections Division (IAID), and Fiscal Operations Division.

Mr. Chaleff oversaw the Risk Manager's duties that included workplace and retaliation issues. He supervised the Planning and Research Division, and was responsible for scripting the LAPD's policy and procedures. Mr. Chaleff was responsible for the coordination of all lawsuits involving the LAPD. He also oversaw the IAID. This division was responsible for conducting audits including consent decree police performance audits.

Mr. Chaleff was also a member of the negotiating team for the City of New Orleans in its negotiations with the U. S. Department of Justice.

The New York Police Department (NYPD) presently retains Mr. Chaleff to consult with NYPD issues relating to a federal court order and to assist the Department in its relationship with the newly created Office of the Inspector General (OIG). Additionally, he is consulting on use of force issues.

Mr. Chaleff is nationally recognized as an expert in criminal law. He has served as an attorney both in the Los Angeles County District Attorney's Office and the Public Defender's Office. He received his Bachelor of Science Degree from the University of California, Los Angeles and is a graduate of Harvard Law School, receiving his Juris Doctor (JD).

Technical Advisor: Sandy Jo MacArthur, MA

Assistant Chief MacArthur (Retired) has an inspiring career spanning over 29 years of dedicated service with the LAPD. Her extensive history is founded in police operational, administrative and command experience. The complexity and sensitivity of her professional assignments demonstrate her understanding and recognition of the importance of leadership in the areas of human relations, discrimination, conflict resolution, tactics, training delivery and use of force.

Chief MacArthur's journey through the ranks at LAPD began in operations, which included patrol, vice, and Special Problems Unit assignments. Administrative assignments in training, Ombuds, media relations, and Adjutant to Chief William J. Bratton advanced her professional and leadership experiences. Her work in these areas yielded important organizational changes for the LAPD. After being promoted to Captain and assigned to the Civil Rights Integrity Division, Chief MacArthur was responsible for overseeing implementation of all Federal Consent Decree requirements. In this position, she played a significant role in achieving substantial compliance with the Federal Consent Decree entered between the City of Los Angeles and the DOJ. Because of collaboration with key internal and external partners, the Consent Decree was lifted in July 2009.

Recognized for her leadership skills and management abilities, Chief MacArthur had repeatedly been selected to implement and oversee significant operational programs. In 2008, she was promoted to Deputy Chief, Commanding Officer of Incident Management and Training Bureau. Because of the attacks on September 11, 2001 and the Mumbai, India, tragedy, she developed a comprehensive tactical strategy that integrates and aligns both strategic and tactical responses by

local, state and federal agencies. Chief MacArthur continued to foster efforts to engage local communities by building collaborative partnerships and educating Department personnel. Most noteworthy, over the past five years, she had skillfully led challenging LAPD initiatives including Federal Consent Decree implementation, the MacArthur Park investigation, 21st Century Mobile Field Force Training, the Multi-Assault Counter Terrorism Action Capabilities (MACTAC) regional training, and the redesign of the recruit-training program.

To meet the training needs and continue the development of executive level staff and command officers within the LAPD, Chief MacArthur established the Leadership Enhancement and Development (LEAD) training program conducted on a quarterly basis. Recognizing the need to bring training beyond the walls of LAPD and to establish an ongoing pipeline for new recruits, Chief MacArthur created a program in which 30 high school seniors from the Los Angeles Unified School District spent a semester at the LAPD Academy, learning about law enforcement careers and earning high school and college credits. The Police Orientation and Preparation Program (POPP) was launched in September 2009. Chief MacArthur was viewed by many as an important driving force behind the LAPD's commitment to embrace a style of policing that draws from the community, develops public trust, improves race relations and solves problems in a collaborative manner. Chief MacArthur is committed to reducing crime, while maximizing training resources, even during difficult budgetary conditions.

Chief MacArthur joined the LAPD in 1980 after receiving a Bachelor of Science degree in Criminal Justice from Arizona State University, graduating Cum Laude. In 1997, she obtained a Master Degree in Behavioral Science, graduating with honors and specializing in Negotiations and Conflict Management, from California State University, Dominguez Hills.

Technical Advisor: Reginald Paige

Mr. Paige retired from the Los Angeles Police Department (LAPD) with 28 years of service as a Sergeant II. His last assignment was with the Work Environment Liaison Division as the Associate Liaison Officer. He was responsible for mediating employee conflicts by assisting them in resolving issues which ultimately led to its resolution. This included preparing the investigative analysis of the conflict and the consent decree that represented a legal and binding contract signed by the involved parties.

Prior to being assigned to the Work Environment Liaison Division, Mr. Paige was an investigative sergeant at Internal Affairs Group (IAG). His duties included investigating personnel complaints of misconduct. He also served in the Disciplinary Settlement Unit, where he over saw the settlement of complaints that could be resolved through that process. During this assignment, Mr. Paige met with attorneys, command staff and the Chief of Police to resolve the case. This resulted in a win/win situation, thereby, saving the City and Department several million dollars annually. He was also responsible for writing the unit's first and only Disciplinary Settlement Unit's Operation Manual. The manual has been adopted by other law enforcement agencies throughout the country.

Mr. Paige has also served as an acting officer-in-charge of IAG's Central Section and an investigator with the Special Operations Section, that was responsible for handling serious

allegations of criminal misconduct. As the lead investigator, he coordinated surveillances, preparing the investigative reports, and arresting and booking employees for serious criminal offenses. Mr. Paige was also responsible for filing the cases with the appropriate prosecuting agency.

Mr. Paige has worked as a community relations officer and was the officer-in-charge of Central Area's Community Relations Office. He was responsible for supervising 16 officers, civilian personnel, coordinating community meetings and writing monthly activity reports.

Mr. Paige attended Pepperdine University in Malibu, California, where he received a certificate from the Straus Institute for Dispute Resolution. He also received a Dispute Resolution Certificate from the Los Angeles City Attorney's Office. Mr. Paige attended Shaw University in Raleigh, North Carolina, where he majored in Premed and Biology.

Technical Advisor: André Dawson

Mr. Dawson served the LAPD for 33 years with over 20 years of undercover operations and supervisory experience. His assignments include patrol, organized crime, transnational organized crime (FBI), vice, gangs and a history of successful command experience in the Police Commission and Office of the Chief of Police under the leadership of former Chief William Bratton.

Mr. Dawson supervised the daily operations of the Los Angeles Metropolitan Human Trafficking Task Force and Federal Bureau of Investigation Innocence Lost Task Force. Both units are designed to investigate street level and organized human trafficking with the primary function of identifying and rescuing victims of commercial sex trafficking.

Mr. Dawson also had the privilege of being a member of the California Department of Justice, Attorney General's Human Trafficking Work Group and contributed to the 2012 State of Human Trafficking in California Report.

In November 2011, Mr. Dawson was nominated and selected to participate in the FBI Police Executive Fellowship Program, FBI Headquarters in Washington DC. While assigned to the FBI's Criminal Investigative Division, Transnational Organized Crime Task Force, he was tasked with providing a local perspective to national and international law enforcement issues. During this assignment, Mr. Dawson monitored human trafficking trends throughout the country, identified task force operation best practices and effective law enforcement strategies.

From 1998 until he retired in September 2015, Mr. Dawson was a surveillance and undercover tactics instructor for the California POST/ICI Core Course present by the LAPD. He also taught human trafficking enforcement strategies to officers throughout the state of California including the Los Angeles County Sheriffs, Human Trafficking Bureau personnel.

After retirement, Mr. Dawson continued his service with the LAPD as a reserve officer assigned to the Operations South Bureau, Human Trafficking Task Force and began working as an independent consultant specializing in human trafficking related crimes and undercover tactics.

In 2016, Mr. Dawson partnered with the Frederick Douglass Family Initiatives as a Senior Advisor and assisted in developing a human sex trafficking curriculum designed for school-aged children. Mr. Dawson also partnered with the YWCA of greater Los Angeles, California Governor Unserved/Underserved Victim Advocacy and Outreach Program, which provide human sex trafficking training and community outreach throughout Los Angeles County. Mr. Dawson also partnered with Congress member Karen Bass to assist in providing human trafficking education and awareness training to faith based and community groups within her congressional district. He is also a member of the National Organization of Black Law Enforcement Executives (NOBLE), Southern California Chapter.

In 2017, Mr. Dawson joined the Institute for Intergovernmental Research (IIR) team, which provides exemplary programs, and superior training services that enhance public safety, governmental effectiveness, and organizational efficiency.

By request, Mr. Dawson has provided human sex trafficking education, awareness and prevention training to school administrators, students and counselors in the Los Angeles, Lynwood, Long Beach, Saugus, Pasadena School Districts and community organizations. He also has provided human sex trafficking education and awareness training to the Los Angeles County Office of the District Attorney, Santa Barbara Office of the District Attorney County Task Force, foreign dignitaries participating in the Department of State's International Visitor Leadership Program and law enforcement agencies outside the state of California.

Mr. Dawson is recognized as a subject matter expert in the field of commercial human sex trafficking, undercover vice operations, surveillance and prostitution related crimes. He has also provided expert testimony in Los Angeles and Santa Barbara County Superior Court regarding human sex trafficking related crimes.

Andre has appeared in numerous human trafficking newsprint articles, the *Dr. Phil Show* and documentaries including, *Hidden in the Crowd: Human Trafficking Locally and Globally*, *Charles Vijay Kumar, LMU, California's Forgotten Children*, *Melody C. Miller, UCLA and Equal Means Equal*, *Kamala Lopez* and *Patricia Arquette, Academy Award winning actress, Winner Best U.S. Documentary Audience Award, Michael Moore's Traverse City Film Festival*.

Technical Advisor: Donald Casimere, MPA

Mr. Casimere has worked for more than 25 years in civilian oversight. He started as a Berkeley police officer in 1972 and served 12 years with that Department. Mr. Cashmere promoted to the rank of sergeant before leaving. He then worked as a senior investigator with the San Francisco Office of Citizens Complaints; as an investigative and appeals officer with the Richmond Police Commission; and as the Director of the Office of Public Safety Accountability in Sacramento. He also assisted in the startup of these three agencies.

Mr. Casimere is a past president and founding member of the International Association for Civilian Oversight of Law Enforcement (IACOLE). He is also a founding member of the National Association for Civilian Oversight in Law Enforcement (NACOLE) and a founding and

current member of the Bay Area Police Oversight Network. Mr. Cashmere also sits on the Board of Directors for the City of Sacramento Corp. He has a Master's degree in Public Administration from California State University, Hayward.

Technical Advisor: Brian Brewer

Chief Brewer (Retired) is a senior law enforcement professional whose career spans nearly 30 years of public service. He served as the CHP Valley Division Assistant Chief from 2008-2011, prior to his retirement. During this assignment, he was charged with overseeing in excess of 1,000 departmental personnel assigned to 19 Northern California field commands including California's State Capitol, Sacramento. His work resulted in the transformation of a troubled agency into one that was more transparent, accountable and effective.

Chief Brewer's proven leadership skills and ability to establish effective policing programs throughout diverse communities will be an asset to BPD Executive Staff. He excels in his skill-set for his recruitment, hiring and retention efforts; oversight of background investigations; implementation of mandated and departmental training; dissecting administrative investigations and sanctioning discipline for misconduct; preparation and review of annual performance appraisals; review of promotional readiness packages and provision of proper recommendation; handling and review of "Threshold" or "High Risk" Incidents including excessive force and pursuits; negotiating and drafting Memorandums of Understanding between agencies and media relations; and identifying policy and procedural compromise resulting in exposure to liability and limiting risk of liability by taking swift, appropriate corrective action. Additionally, Chief Brewer has extensive experience working with one of the largest and most proactive police associations in California.

Chief Brewer has extensive experience managing specialized high risk law enforcement units and in changing cultural values to ensure constitutional policing standards. These include Warrant Service Teams, Air-Operations, Auto and Drug Task Forces, Special Investigations Units and Special Response Teams to Civil Unrest incidents including the aftermath of the Rodney King incident and the Bay Area Riots.

Technical Advisor: Arthur Miller, MA

Chief Miller is a Senior Law Enforcement Expert for EPAC. Currently, he is the Chief of Police of the South Pasadena, California, Police Department (SPPD) and has over 34 years of law enforcement experience. Prior to becoming the chief of SPPD, Chief Miller retired from the LAPD as a captain. His experience as a staff and command officer is vast, with a wide variety of experience in human resources, emergency operations, training, department media spokesperson and professional standards.

As a captain with the LAPD, Chief Miller was the Patrol Commanding Officer of Hollywood Area. He commanded the uniform police officers, worked with community members to establish a permanent foot beat in the established Entertainment District in Hollywood. He was also responsible for providing law enforcement services to a 10 square mile area with a diverse population of approximately 200,000. Chief Miller then transferred to the LAPD's Southwest Area as the Patrol Commanding Officer.

Chief Miller was then assigned as the Assistant Commanding Officer of LAPD's Metropolitan Division, where his command responsibility involved managing several specialized units that included special weapons and tactics (SWAT), K-9, Horse Mounted Unit, Under Water Dive Unit, Crime Suppression Platoons, Administrative Operations, Security Details for the Chief of Police, Mayor and City Attorney, Cadet Program and the Crime Analysis Detail.

Chief Miller's educational background includes a Master's Degree in Organizational Leadership from Woodbury University and an Undergraduate Degree in Business Administration from the University of Phoenix. He also attended numerous specialized training courses, which include Certificate-Emergency Response to Critical Incident, Command Post; Graduate-FBI National Academy; Graduate-California Commission on POST Supervisory Leadership Institute; West Point Leadership Program; POST Management School; POST Supervisory Leadership Institute, Instructor Course; Juvenile Procedures; Advanced Field Officers Course; Supervisory Development Course; Tactical Communications Course; Interview and Interrogation Course; Civil Unrest Response; Quality Leadership Seminar; Sexual Harassment; Watch Commander School; Cultural Awareness; Standardized Emergency Management Systems; Problem Oriented Policing; Affirmative Action for Supervisors; Informant Management and Control; Ethical Decision Making; Tools for Tolerance; Retaliation Prevention; Incident Command System; Bicycle School; and, Urban Police Rifle.

Chief Arthur Miller was also the recipient of LAPD's top three prestigious awards for heroism. He is a recipient of the Police Star, Police Medal and the department's highest award, the Medal of Valor. He was the only officer on the LAPD to receive all three of the department's highest awards.

Technical Advisor: Christopher Figueroa, DPA, CGAP, CFE, CFS, CRMA, CLEA

Dr. Figueroa is the Director of Training for EPAC, and a retired Police Detective III with the LAPD, Audit Division (AD). He was the Officer-in-Charge of the Audit Training Section at AD. Dr. Figueroa had 33 years with the LAPD and was assigned to patrol, field training officer, traffic collision investigator, background investigator, field detective, detective training, and an internal auditor.

While at AD, Dr. Figueroa oversaw the acquisition, installation, and implementation of CCH/Wolters Kluwer "TeamMate" software program, and associated hardware and software, for LAPD's Audit Division. TeamMate is an industry leading audit project and electronic work paper storage software suite.

Dr. Figueroa received his Bachelor of Science degree in Business Administration and Management from the University of Phoenix. He received his Master of Arts degree in Behavioral Science, Conflict Negotiation and Resolution from California State University, Dominguez Hills. He is a Doctor of Public Administration (DPA) from the University of La Verne with an emphasis in the field of law enforcement performance auditing and organizational development.

Dr. Figueroa is a Certified Government Auditing Professional (CGAP), CFE, CFS, CRMA and CLEA. He has conducted law enforcement performance audits for the Riverside, Oakland, Nashville/Davidson County Police Departments and LAPD.

He is also a member of the instructional staff of the Association of Certified Fraud Specialists (ACFS). Dr. Figueroa is an advisory board member of Abraham Lincoln University in Los Angeles, California. He has lectured in the field of law enforcement performance auditing for the ACFS, NACOLE and ILEAA.

Dr. Figueroa was the instructional designer of the first Basic Law Enforcement Performance Auditor Course (BLEPAC) in the United States that is certified by California POST and the Michigan Commission on Law Enforcement Standards (MCOLES). This course was presented by the LAPD, and iterations were presented to the DPD and CHP, wherein Dr. Figueroa was the course administrator. Approximately 40 different law enforcement agencies, including Oakland, San Jose, Denver, Indianapolis, Phoenix, Portland, Baltimore Police Departments, Calgary and Edmonton Canada Police Services, and San Diego Sheriff's personnel attended the BLEPAC courses administered by Dr. Figueroa.

He was also responsible for the development of the same course presented to the San Jose Police Department by San Jose State University's Administration of Justice Bureau. Alameda Police Department personnel also attended this course. Dr. Figueroa is also the instructional designer of the first Advanced Law Enforcement Auditor Course for Executives and Managers in the United States that was certified by California POST. This course, presented by EPAC and administered by Dr. Figueroa, consisted of students from the CHP, New Orleans Office of the Independent Monitor, Oakland and Westminster Police Departments.

He is a certified California POST/ICI instructor and a graduate of the California POST Master Instructor Development Program (MIDP). As a Master Instructor, Dr. Figueroa is responsible for course design, and the training and evaluation of law enforcement instructors throughout California. Dr. Figueroa also graduated from the Technology, Training Design and Development Course at the University of Southern California (USC).

Dr. Figueroa is also certified as a homicide and computer crimes expert through the California POST/ICI program. To obtain these certifications, he had to attend training courses for each of the specialties.

Technical Advisor: Jeri Weinstein, MEd

After 30 years with the LAPD, Commander Weinstein (Retired) developed an extensive and diverse foundation of experience, competencies, skills, and knowledge. She served as a Commander, Captain, Lieutenant, and Sergeant with multiple command, management, and supervisory assignments. Her experience includes working as a detective, patrol officer, and youth services counselor.

Commander Weinstein was the Senior Human Resources Coordinator- Labor Relations for the City of Oxnard, California and she has also done Labor Relations work for the County of

Ventura. In these positions, she worked with unions, completed contract negotiations, evaluated policy, conducted investigations, trained managers in disciplinary and grievance matters and myriad employee relations issues.

Prior to her work with the City of Oxnard and County of Ventura, Commander Weinstein was a consultant and private investigator for the Norman A. Traub Associates, conducting public agency workplace investigations, workplace assessments, use of force investigations and employer strategies for workplace litigation.

She retired as a Police Commander from the LAPD and was the commanding officer of Employee Relations Group and the Department's Employee Relation Administrator. Employee Relations Group represents the Office of the Chief of Police (OCOP) in all employee relation matters, including contract negotiations with various representative units, which represent Department sworn and civilian employees. Employee Relations Group also conducts investigations on grievances and represents the OCOP in all arbitration resulting from grievances. They prepare legislative analysis, handle meet and confer requirements of the OCOP and conduct other duties as directed by the Chief.

As a police captain, Commander Weinstein was the commanding officer of Risk Management Division, Work Environment Liaison Division (Ombudsman), Criminal Investigation Division/Internal Affairs Group and West Valley Area Patrol Division. As a police lieutenant, she was a bureau adjutant for a deputy chief, the officer-in-charge of Internal Affairs Group Administrative Section and the administrative lieutenant for Pacific Area. Commander Weinstein was a watch commander, complaint investigator, gang unit supervisor, detective and field training officer. She was also a youth service counselor with the Beverly Hills Police Department and a reserve police officer with the Culver City Police Department.

Commander Weinstein earned a Master of Education degree in Organizational Leadership from Northcentral University in Prescott, Arizona. She also earned a Master of Social Work degree and Bachelor of Science degree in Psychology from the University of Illinois. Commander Weinstein attended the LAPD BLEPAC, The Role of the Chief of Police Course presented by the California Police Chiefs Association, the California POST Executive Development Course and Command College. She has over 2500 hours of advanced and wide ranging law enforcement training in the areas of leadership and communication skills, personnel and division management, investigative proficiency, future forecasting and scanning, risk assessment and management, change management, labor relations and negotiations, decision-making and problem-solving, critical thinking, internal investigation and discipline, project development and oversight, critical incident management. Commander Weinstein has a State of California teaching credential.

Commander Weinstein accomplishments with the LAPD were leading the Department with 100% divisional compliance during the Federal Consent Decree. This included developing strategies, systems, checklists, audits and teams to ensure compliance. She also revamped the LAPD Ombudsman Office with new investigative protocols, training and policy manual. Commander Weinstein developed the first racial profiling/biased policing policy for the Department. She led the LAPD internal affairs team responsible for the 2007 May

Day/MacArthur Park use of force misconduct investigation and created a state-of-the-art investigative model. Commander Weinstein created and led a team responsible for 118 protocols, developed because of a settlement agreement involving a lawsuit against the LAPD. This included developing team leaders, conducting research, creating and implementing policy, and working with an independent monitor to ensure compliance facilitating completion of the settlement without penalties and sanctions. As the commanding officer of Risk Management Division, she conducted risk assessments and created "lessons learned" for Department commanding officers.

Commander Weinstein successfully led contract negotiations for the LAPD, with labor unions and the city of Los Angeles. She represented the chief of police in all union negotiations, grievances, meet and confer issues, and problem solving on employee issues related to wages, hours, and working conditions. Commander Weinstein also served as the liaison with Employee Relations Board Director, City Administrative Officer and the City Attorney.

Technical Advisor: Sergio Sais, MPA, CGAP, CFE, CLEA

Mr. Sais is the Director of Auditing for EPAC and a professional law enforcement auditor. He is a retired Police Sergeant II with the LAPD, Uniformed Support Division where he specialized in incident command system training, command post operations and major incident response. Mr. Sais had over 20 years with the LAPD and was assigned to patrol, field training officer, administration, and as a field supervisor.

As a professional law enforcement auditor, Mr. Sais was responsible for conducting consent decree audits, which included use of force investigations, complaint investigations, search warrants, and gang enforcement detail selection. Additionally, he was responsible for coordinating and directing the LAPD's response to the Inspector General and Independent Monitor inquiries regarding those audits. As the officer-in-charge of an Audit Division team, Mr. Sais is responsible for the supervision of internal audit personnel.

Mr. Sais has also provided auditing and consulting services to the Los Angeles City Fire Department's Arson and Counter Terrorism Section (ACTS), where he conducted audits to determine the quality of ACTS's arson investigations. He also aided in developing procedures for streamlining supervisory oversight of the investigations.

Mr. Sais was the Deputy Director of Security for the Los Angeles City Department of Water and Power. His duties included oversight of security personnel and property within the Southern California area, including Hoover dam.

Mr. Sais is a certified California POST/ICI instructor, wherein he instructs Police Performance Auditing/Capturing Fieldwork Data, Audit Planning, Audit Work Plans, and Fieldwork Analysis for the LAPD BLEPAC. As a member of the LAPD BLEPAC instructor cadre, he provided instruction to approximately 40 different law enforcement agencies, including the CHP, Oakland, San Jose, Denver, Indianapolis, Phoenix, Portland Police Departments, Calgary and Edmonton Canada Police Services, and San Diego Sheriff's personnel.

Mr. Sais obtained his Bachelor’s degree in Public Administration from USC, and a Master of Public Administration from California State University, Northridge. He is a CGAP, CFE, and CLEA.

Current Time Commitment:

The following table outlines individual tasks required under the CD and the lead personnel responsible for these tasks. Team members identified have committed to the time necessary to fulfill these tasks over the five-year time period.

SCOPE OF WORK	EPAC STAFF	1 ST Year	2 ND Year	3 RD Year	4 TH Year	5 TH Year	TOTAL HOURS
1. Community Oversight Task Force	D. Reynolds	150	150	150	150	100	700
	R. Paige	100	100	100	100	100	500
	D. Cassimere	50	50	50	50	50	250
2. Community Policing and Engagement	D. Reynolds	300	300	300	300	300	1500
	R. Paige	200	200	200	200	200	1000
	D. Cassimere	50	50	50	50	50	250
3. Stops, Searches, Arrests, and Voluntary Police-Community Interactions	R. Khatami	200	200	200	200	100	900
	G. Chaleff	120	120	120	120	100	580
	D. Reynolds	100	100	100	100	50	450
4. Impartial Policing	D. Reynolds	200	200	200	100	100	800
	S. MacArthur	100	100	100	100	50	450
	D. Cassimere	100	100	100	50	50	400
5. Responding to and Interacting with People	S. MacArthur	120	120	120	100	100	560
	D. Cassimere	100	100	100	100	60	460
	J. Weinstein	100	100	100	100	60	460
6. With Behavioral Health Disabilities or In Crisis	S. MacArthur	200	200	200	200	100	900
	D. Cassimere	200	200	200	200	100	900
	J. Weinstein	100	100	100	100	100	500
7. Use of Force	R. Khatami	300	300	300	300	200	1400
	B. Brewer	300	300	300	300	200	1400
8. Interactions with Youth	S. Sais	200	200	200	200	100	900
	R. Paige	200	200	200	200	100	900
9. Transportation of Persons in Custody	A. Miller	200	200	100	100	100	700
	B. Brewer	100	100	100	100	100	500
10. First Amendment Protected Activity	G. Chaleff	500	500	500	200	200	1900
	D. Reynolds	500	500	500	200	200	1900
11. Handling of Reports of Sexual Assault	A. Dawson	100	100	100	100	100	500
	C. Figueroa	100	100	100	100	100	500
12. Technology	C. Figueroa	400	400	400	200	200	1600
	D. Reynolds	200	200	200	200	200	1000
13. Supervision	A. Dawson	500	500	500	300	100	1900
	S. Sais	200	200	200	200	100	900
14. Misconduct Investigations and Discipline	R. Khatami	400	400	400	400	300	1900
	B. Brewer	300	300	300	200	200	1300

SCOPE OF WORK	EPAC STAFF	1 st Year	2 nd Year	3 rd Year	4 th Year	5 th Year	TOTAL HOURS
15. Coordination with Baltimore City School Police Force	S. Sais	200	200	100	100	100	700
	R. Paige	100	100	100	100	100	500
16. Recruitment, Hiring and Retention	A. Miller	200	200	200	100	100	800
	B. Brewer	100	100	100	100	100	500
17. Staffing, Performance Evaluations and Promotions	S. MacArthur	200	200	200	200	100	900
	J. Weinstein	200	200	200	100	100	800
18. Officer Assistance and Support	A. Miller	100	100	100	50	50	400
	B. Brewer	80	80	80	50	50	340
TOTAL HOURS		8170	8170	7970	6420	4970	35700

Table 1: Five Year Scope of Work Hourly Table

QUALIFICATIONS

The EPAC team qualifications include:

- **Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations, including experience in monitoring settlements, consent decrees, or court orders:**

Mr. Chaleff, Dr. Figueroa, Mr. Khatami, and Mr. Sais will be responsible for these tasks.

Mr. Chaleff served as the Special Assistant for Constitutional Policing in Los Angeles throughout its consent decree with the DOJ; and he is an expert in consent decrees, settlement agreements, and court orders. He was also a member of the negotiating team for the City of New Orleans in its negotiations with the DOJ consent decree.

Dr. Figueroa is a DPA from the University of La Verne with an emphasis in the field of law enforcement performance auditing, organizational development. He is also a certified auditor with the following designations: CGAP, CFE, CFS, CLEA and CRMA. Dr. Figueroa has conducted law enforcement performance audits for the Riverside, Oakland, Nashville/Davidson County Police Departments and LAPD.

Mr. Khatami is a certified auditor with the following designations: CFE, CFS, CLEA and CRMA. Mr. Khatami has conducted law enforcement performance audits for the Oakland, Nashville/Davidson County, Atlanta Police Departments and LAPD.

Mr. Sais is a certified auditor with the following designations: CGAP, CFE, and CLEA. Mr. Sais has conducted law enforcement performance audits for the Oakland, Riverside Police Departments, Los Angeles City Fire Department and LAPD.

- **Law enforcement practices, including use of force and investigations of force; search and seizure practices; constitutional policing; bias-free policing; community policing, problem-oriented policing and engagement; crisis intervention and de-escalation techniques; First Amendment speech and protest-related rights; intake, investigation,**

and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and officer and staff training: Chiefs Brewer, MacArthur, Miller, Commander Weinstein, Mr. Dawson and attorneys Gerald Chaleff and Dawn Reynolds will oversee the EPAC team responsible for these tasks.

As an Assistant Chief with the CHP, Chief Brewer analyzed police practices regarding use of force, pursuit management, investigative methods, risk assessment, and auditing administrative processes. Throughout his career, he has investigated, analyzed and provided recommendations for thousands of police reports, investigations, and law enforcement administrative processes.

As an Assistant Chief with the LAPD, Chief MacArthur extensive history is founded in police operations, administrative and command experience. The complexity and sensitivity of her professional assignments demonstrate her understanding and recognition of the importance of leadership in the areas of human relations, discrimination, conflict resolution, tactics, training delivery and use of force.

Chief Miller brings operational and tactical experience to the team. As the Chief of the South Pasadena, California, Police Department, he is responsible for the day-to-day operations of the organization. Chief Miller retired from the LAPD as a captain, where he served as the commanding officer of two patrol divisions and as the assistant commanding officer of Metropolitan Division. As the assistant commanding officer of Metropolitan Division, Chief Miller had oversight of SWAT, K-9, Mounted Unit and crime suppression platoon.

Commander Weinstein has an extensive and diverse foundation of experience, competencies, skills, and knowledge. She served as a Commander, Captain, Lieutenant, and Sergeant with multiple command, management, and supervisory assignments. Her experience includes being the LAPD's Employee Relations Administrator, Ombudsperson and Risk Manager.

Mr. Dawson has partnered with the YWCA of greater Los Angeles, California Governor Unserved/Underserved Victim Advocacy and Outreach Program, which provide human sex trafficking training and community outreach throughout Los Angeles County. He also partnered with Congress member Karen Bass to assist in providing human trafficking education and awareness training to faith based and community groups within her congressional district.

Mr. Chaleff is nationally recognized as an expert in criminal law. He has served as an attorney both in the Los Angeles County District Attorney's Office and the Public Defender's Office. The New York Police Department (NYPD) presently retains Mr. Chaleff to consult with NYPD issues relating to a federal court order and to assist the Department in its relationship with the newly created Office of the Inspector General (OIG). Additionally, he is consulting on use of force issues.

Ms. Reynolds is licensed as an attorney with an extensive background in criminal law and civil rights. As a former appellate attorney working in federal and state court, she has the legal expertise necessary to review police reports and evidence and spot potential errors, bias,

omissions and misconduct. She has served on the board of directors for the National Association for Civilian Oversight for nearly six years and has helped organize seminars and panels on subjects ranging from biased based policing to current legal standards for constitutional policing.

- **Assessing legal sufficiency and compliance with constitutional and other legal requirements:** Mr. Chaleff and Ms. Reynolds are both attorneys with expertise in constitutional law and civil rights, both have experience in reviewing police policies, practices and training to ensure constitutional policing is practiced, both have experience in reviewing complaints against police officers and reviewing internal affairs investigations. The police executives, auditors and analysts who serve on the monitoring team are trained and experienced in measuring police performance against constitutional standards.
- **Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore's diverse communities, and issues and challenges facing those communities:** The entire EPAC team will be responsible for overseeing these tasks. Team members have reviewed the investigative report that preceded the CD, the CD and applicable Maryland statutes and local city ordinances.
- **Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods:** Dr. Figueroa, Commander Weinstein and Mr. Sais will be responsible for overseeing these tasks.

All these individuals have advanced degrees that required completion of a thesis or dissertation.

Dr. Figueroa earned his DPA degree from the University of La Verne. While pursuing this degree, he conducted research, which involved statistical and data analysis.

Dr. Figueroa and Mr. Sais have conducted numerous performance audits, which include statistical and data analysis of findings.

- **Familiarity with federal state and local laws:** Mr. Chaleff and Ms. Reynolds will ensure that the BPD performance is measured against federal, state and local legal requirements.

Both Mr. Chaleff and Ms. Reynolds have many years' experience in reviewing, federal, state, and local laws, have a solid understanding of administrative procedures and are committed to ensuring that all of Baltimore's stakeholders have equal protection under the law.

Ms. Reynolds and Mr. Chaleff are both practicing attorneys with expertise in civil rights, and been involved with oversight and reform of law enforcement. Both have practiced in state and federal court. They have the necessary experience and expertise to review and analyze court rules, local ordinances and state statutes. They also have the necessary experience and expertise to identify issues involving substantive and procedural due process and implicit bias in the courtroom.

- **Evaluating organizational change and institutional reform, including applying qualitative and quantitative analyses to assess progress, performance, and outcomes:** Mr. Khatami and Dr. Figueroa will oversee the team that will be responsible for these tasks.

Mr. Khatami and Dr. Figueroa have extensive experience in designing, planning and implementing law enforcement performance audits for consent decrees, wherein they used qualitative and quantitative analysis to assess progress and performance.

- **Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and community members interested in policing issues:** Commander Weinstein, Mr. Casimere, Mr. Dawson and Chief Miller will oversee the team that will be responsible for these tasks.

Mr. Casimere is a founding member of the NACOLE and has worked with numerous community groups to enhance police accountability and transparency.

As the Employee Relations Administer, Commander Weinstein successfully led contract negotiations for the LAPD, with labor unions and the City of Los Angeles. She represented the chief of police in all union negotiations, grievances, meet and confer issues, and problem solving on employee issues related to wages, hours, and working conditions. Commander Weinstein also served as the liaison with Employee Relations Board Director, City Administrative Officer and the City Attorney.

Mr. Dawson has worked with Congress member Karen Bass to assist in providing human trafficking education and awareness training to faith based and community groups within her congressional district. He is also a member of the National Organization of Black Law Enforcement Executives (NOBLE), Southern California Chapter.

Chief Miller has worked with elected officials, civilian oversight bodies, collective bargaining units, and community members interested in policing issues, as the chief of police for the SPPD.

- **Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing:** Joined by Mr. Cassimere and Mr. Paige, Ms. Reynolds will oversee the team that will be responsible for these tasks.

Ms. Reynolds has extensive experience working with community stakeholders establishing strategic partnerships. She assessed the Oakland Police Department's Community Policing Program.

As a founding member and former President of the National Association for Civilian Oversight of Law Enforcement, Mr. Cassimere has over two decades of experience in working with community stakeholders. After leaving the City of Berkeley's police department, he served as the Director and lead investigator for the City of Richmond's oversight program.

Mr. Paige has worked as a community relations officer and was the officer-in-charge of Central Area's Community Relations Office. He was responsible for supervising 16 officers, civilian personnel, coordinating community meetings and writing monthly activity reports.

- **Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation:** Ms. Reynolds, Chief MacArthur, Mr. Paige and Commander Weinstein will oversee the team that will be responsible for these tasks.

As an attorney and former municipal court judge, Ms. Reynolds has presided over numerous mediation and dispute resolution cases.

Chief MacArthur has experience in mediation and dispute resolution as the Department's Ombudsperson. She also earned a Master Degree in Behavioral Science, graduating with honors and specializing in Negotiations and Conflict Management.

As the Employee Relations Administer, Commander Weinstein represented the LAPD OCOP in all employee relation matters, including contract negotiations with various representative units, which represented Department sworn and civilian employees. She was also responsible for overseeing investigations on grievances and represented the OCOP in all arbitration resulting from grievances. Commander Weinstein oversaw the preparation of legislative analysis, and meet and confer requirements of the OCOP.

Mr. Paige was responsible for mediating employee conflicts by assisting them in resolving issues which ultimately led to its resolution. This included preparing the investigative analysis of the conflict and the agreement that represented a legal and binding contract signed by the involved parties.

- **Use of technology and information systems—including data collection and management, and analytic tools—to support and enhance law enforcement and court practices:** Dr. Figueroa and Ms. Reynolds will oversee the team that will be responsible for this task.

Dr. Figueroa oversaw the acquisition, installation, and implementation of CCH/Wolters Kluwer "TeamMate" software program, and associated hardware and software, for LAPD's Audit Division. TeamMate is an industry leading audit project and electronic work paper storage software suite.

Dr. Figueroa is a certified computer crimes expert through the California POST/ICI program. To obtain this certification, he attended several computer and cyber technology courses.

Ms. Reynolds is proficient with IAPRO, a software system used in many police and oversight programs to manage complaint systems, investigations, adjudications, and provide an early warning system for police managers.

- **Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony:** Mr. Chaleff and Ms. Reynolds will ensure that the Parties meets all legal requirements.

Mr. Chaleff is a licensed attorney and served as the Special Assistant for Constitutional Policing for the LAPD from 2007 to 2013 where he oversaw the operations of the Department Risk Manager, Planning and Research Division, Legal Affairs Division, Internal Audits and Inspections Division, and Fiscal Operations Division. Prior to assuming that post, he served on the Los Angeles Board of Police Commissioners and was President of that body from 1999 to 2001.

Mr. Chaleff is nationally recognized as an expert in criminal law. He has served as an attorney both in the Los Angeles County District Attorney's Office and the Public Defender's Office.

Ms. Reynolds is a licensed attorney with a background in civil rights, criminal law and in civilian oversight of law enforcement. She served on the federal criminal appeals panels in the states of Oregon and Washington and handled direct appeals and habeas petitions. Her criminal legal background also includes working with three federally recognized Indian tribes. While in private practice, she served on the board of directors for the Washington Affiliate of the American Civil Liberties Union (nine years) and as an ACLU cooperating attorney representing individuals and groups in civil litigation and administrative appeals against government entities including municipal governments, school districts, public hospitals and universities.

- **Writing complex reports for dissemination to diverse sets of stakeholders:** All EPAC team members will be responsible for this task.

The EPAC team consists of law enforcement professionals, attorneys, law enforcement auditors, and scholars, who have prepared reports. These reports have been presented in court, administrative hearings and to the public. Summary versions will also be prepared and made accessible to stakeholders. The monitor will ensure that stakeholders receive clear, concise, and timely reports.

- **Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies:** Chief MacArthur, Chief Brewer and Dr. Figueroa will provide the expertise in this area.

Chief MacArthur's has developed executive level staff and command officer training for the LAPD. She established the LEAD training program that was conducted quarterly. Chief MacArthur was an important driving force behind the LAPD's commitment to embrace policing that draws from the community, develops public trust, improves race relations and solves problems in a collaborative manner.

Chief Brewer has extensive experience managing specialized high risk law enforcement units and in changing cultural values to ensure constitutional policing standards.

Dr. Figueroa is a certified California POST/ICI instructor and a California POST Master Instructor. As a Master Instructor, Dr. Figueroa is responsible for course design, and the training and evaluation of law enforcement instructors throughout California. Dr. Figueroa also graduated from the Technology, Training Design and Development Course at the University of Southern California (USC).

- **Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices:** All EPAC team members will be responsible for this task. Each police program will be reviewed and analyzed to ensure that policies, procedures, and training represent best practices and meet constitutional standards.

The EPAC team consists of law enforcement professionals, attorneys, law enforcement auditors, and scholars, who have experience with policy and procedures related to public safety.

- **Municipal budgets and budgeting processes:** Mr. Chaleff will oversee the team that will be responsible for this Tasks.

As the Special Assistant for Constitutional Policing, Mr. Chaleff was responsible for the operations of the Department's Risk Manager, Planning and Research Division, Legal Affairs Division, Audit Division, and Fiscal Operations Division. As overseeing Fiscal Operations Division, Mr. Chaleff was responsible for reviewing all Departmental budgets and fiscal issues.

- **Completing projects within anticipated deadlines and budget:** Mr. Chaleff will oversee the team that will be responsible for these Tasks.

As the Special Assistant for Constitutional Policing, Mr. Chaleff was responsible for the operations of the LAPD's Risk Manager, Planning and Research Division, Legal Affairs Division, IAID, and Fiscal Operations Division. As overseeing Fiscal Operations Division, Mr. Chaleff was responsible for reviewing all Departmental budgets and fiscal issues.

- **Any other qualifications the Monitor candidates believe are pertinent to fulfilling the duties of Monitor under the Consent Decree:**
 - **Evaluating, developing, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization:** Dr. Figueroa and Mr. Sais will take the lead on this issue and will work with team members to measure and assess gaps in policies, supervision and training.
 - **Creation and evaluation of meaningful civilian oversight mechanisms:** Ms. Reynolds and Mr. Cassimere will oversee the team that will be responsible for this task.

Both individuals are active in NACOLE with Ms. Reynolds and Mr. Cassimere currently serving on its board. They have been responsible for oversight agencies, working with Civilian Review Boards, reviewing or conducting investigations, and assessing the effectiveness of oversight efforts.

- **Development of effective quality improvement practices:** Mr. Khatami and Dr. Figueroa will oversee the team that will be responsible for these tasks.

Mr. Khatami and Dr. Figueroa have extensive experience in designing, planning and implementing law enforcement performance audits for consent decrees, wherein they used qualitative and quantitative analysis to assess progress and performance.

PRIOR EXPERIENCE AND REFERENCES

The firm has provided consulting, training or assessment/audit services for the following entities:

- Riverside, California, Police Department;
- Nashville/Davidson County, Tennessee, Metropolitan Police Department/Metropolitan Nashville Office of Internal Audit;
- Atlanta, Georgia, Police Department/Atlanta Citizen Review Board;
- California Highway Patrol, and;
- Oakland, California, Police Department.

Outlined below are the references for the EPAC listed projects:

- Chief Sergio Diaz
Chief of Police
Riverside Police Department
4102 Orange St.
Riverside, CA 92501
(951) 826-5940
- Mr. Carlos L. Holt, CPA, CFF, CIA, CFE, CGAP,
Audit Manager
Metropolitan Nashville Office of Internal Audit
404 James Robertson Parkway, Suite 190
Nashville, TN 37219
(615) 862-6110
- Ms. Cristina Beamud
Executive Director from September 2008 – December 2011
City of Atlanta Citizen Review Board
Atlanta, GA

Ms. Beamud is presently the Executive Director
Civilian Investigative Panel, City of Miami
970 Southwest 1st Street. Suite 402
Miami, FL 33130
(305) 960-4950

- Mr. R. Y. Ikemoto, CLEA
Inspector General
California Highway Patrol
601 North 7th Street
Sacramento, CA 94298-0001
(916) 843-3160
- Police Program & Performance Auditor Kristin Burgess
Oakland Police Department
455 7th Street
Oakland, CA 94607
(510) 238-7097

BUDGET

The following tables outline the proposed budget for the five years of mentoring the BPD CD.

YEAR 1:

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	<u>R</u>	<u>H</u>	<u>D</u>	<u>R</u>	<u>H</u>	<u>D</u>	<u>R</u>	<u>H</u>	<u>D</u>	
Independent Monitor - (Reynolds)	\$300	450	\$135,000	\$300	400	\$120,000	\$300	400	\$120,000	\$375,000
Assistant Monitor- (Khatami)	\$200	500	\$100,000	\$200	500	\$100,000	\$200	400	\$80,000	\$280,000
Executive Advisor- (Chaleff)	\$200	300	\$60,000	\$200	300	\$60,000	300	200	\$60,000	\$180,000
Technical Advisor(s) (Police Management)	\$125	1000	\$125,000	\$125	1000	\$125,000	\$125	500	\$62,500	\$312,500
Technical Advisor -IT	\$100	200	\$20,000	\$100	200	\$20,000	\$100	200	\$20,000	\$60,000
Lead Auditors	\$100	400	\$40,000	\$100	400	\$40,000	\$100	400	\$40,000	\$120,000
Total Labor Hours		2850			2800			2100		
Total Labor Dollars			\$480,000			\$465,000			\$382,500	\$1,327,500

YEAR 2:

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Reynolds)	\$300	450	\$135,000	\$300	400	\$120,000	\$300	400	\$120,000	\$375,000
Assistant Monitor- (Khatami)	\$200	500	\$100,000	\$200	500	\$100,000	\$200	400	\$80,000	\$280,000
Executive Advisor- (Chaleff)	\$200	300	\$60,000	\$200	300	\$60,000	300	200	\$60,000	\$180,000
Technical Advisor(s) (Police Management)	\$125	1000	\$125,000	\$125	1000	\$125,000	\$125	500	\$62,500	\$312,500
Technical Advisor -IT	\$100	200	\$20,000	\$100	200	\$20,000	\$100	200	\$20,000	\$60,000
Lead Auditors	\$100	400	\$40,000	\$100	400	\$40,000	\$100	400	\$40,000	\$120,000
Total Labor Hours		2850			2800			2100		
Total Labor Dollars			\$480,000			\$465,000			\$382,500	\$1,327,500

YEAR 3:

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Reynolds)	\$300	400	\$120,000	\$300	300	\$90,000	\$300	400	\$120,000	\$330,000
Assistant Monitor- (Khatami)	\$200	400	\$80,000	\$200	400	\$80,000	\$200	400	\$80,000	\$240,000
Executive Advisor- (Chaleff)	\$200	300	\$60,000	\$200	300	\$60,000	300	200	\$60,000	\$180,000
Technical Advisor(s) (Police Management)	\$125	800	\$100,000	\$125	800	\$100,000	\$125	500	\$62,500	\$265,500
Technical Advisor -IT	\$100	200	\$20,000	\$100	200	\$20,000	\$100	200	\$20,000	\$60,000
Lead Auditors	\$100	400	\$40,000	\$100	400	\$40,000	\$100	400	\$40,000	\$120,000
Total Labor Hours		2500			2400			2100		
Total Labor Dollars			\$420,000			\$390,000			\$382,500	\$1,195,500

YEAR 4:

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Reynolds)	\$300	300	\$90,000	\$300	300	\$90,000	\$300	400	\$120,000	\$300,000
Assistant Monitor- (Khatami)	\$200	300	\$60,000	\$200	300	\$60,000	\$200	300	\$60,000	\$180,000
Executive Advisor- (Chaleff)	\$200	300	\$60,000	\$200	300	\$60,000	300	200	\$60,000	\$180,000
Technical Advisor(s) (Police Management)	\$125	800	\$100,000	\$125	800	\$100,000	\$125	500	\$62,500	\$265,500
Technical Advisor -IT	\$100	200	\$20,000	\$100	200	\$20,000	\$100	200	\$20,000	\$60,000
Lead Auditors	\$100	400	\$40,000	\$100	400	\$40,000	\$100	400	\$40,000	\$120,000
Total Labor Hours		2300			2300			2000		
Total Labor Dollars			\$370,000			\$370,000			\$362,500	\$1,105,500

YEAR 5:

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	<u>R</u>	<u>H</u>	<u>D</u>	<u>R</u>	<u>H</u>	<u>D</u>	<u>R</u>	<u>H</u>	<u>D</u>	
Independent Monitor - (Reynolds)	\$300	300	\$90,000	\$300	300	\$90,000	\$300	400	\$120,000	\$300,000
Assistant Monitor- (Khatami)	\$200	300	\$60,000	\$200	300	\$60,000	\$200	300	\$60,000	\$180,000
Executive Advisor- (Chaleff)	\$200	300	\$60,000	\$200	300	\$60,000	300	200	\$60,000	\$180,000
Technical Advisor(s) (Police Management)	\$125	800	\$100,000	\$125	800	\$100,000	\$125	500	\$62,500	\$265,500
Technical Advisor -IT	\$100	200	\$20,000	\$100	200	\$20,000	\$100	200	\$20,000	\$60,000
Lead Auditors	\$100	400	\$40,000	\$100	400	\$40,000	\$100	400	\$40,000	\$120,000
Total Labor Hours		2300			2300			2000		
Total Labor Dollars			\$370,000			\$370,000			\$362,500	\$1,105,500

COLLABORATION AND COST EFFECTIVENESS

The EPAC team is committed to working collaboratively with the City, BPD, and DOJ to enable BPD to reach compliance with the CD, and the ability to do so in a cost-effective manner. In conducting the monitoring and assessment of BPD, EPAC will adhere to the National Guidelines for Police Monitors and provisions of GAGAS, which includes: ethical principles in government auditing, general standards, fieldwork standards, and reporting standards. The EPAC team will comply with the procedures to meet the goal for BPD to achieve compliance with the CD.

• **Methods of obtaining information**

We at EPAC believe the key to a successful assessment is to establish a professional rapport and develop clear lines of communication with all parties. In addition, a formal process for requesting and tracking information will be developed through a database. Request for

information should be made through the BPD liaison officer. All information obtained under the consulting and assessment engagements will be kept secure and confidential.

- **Developing a five-year strategic plan:**

The EPAC Monitoring team shall meet with BPD senior staff to discuss the development of a five-year strategic plan for the department to achieve compliance with the CD. The strategic plan shall also include an annual audit plan of assessments that will be conducted.

- **Methods for analyzing information:**

Elite Performance Assessment Consultants will develop methodologies for reviewing and analyzing BPD's risk assessments, methodologies, objectives, and prior audit reports. The methodologies developed will be used to ensure all provisions are being addressed. Included in EPAC's analytical methods are the evaluation of relevancy, validity, and reliability of test work performed by BPD.

- **Personnel Responsible for the various activities of monitoring engagements:**

An EPAC team member will be assigned full time to address the various components of their engagement. The Monitor will be available to the parties as required, and will assist the team members as needed. Consulting, assessment and clerical staff have been budgeted to assist the Monitor.

- **How EPAC's Monitoring team's experience and expertise will prepared BPD to fulfill the CD assessments within the context of the BPD's organization structure, size, and volume of work:**

The EPAC management team has successfully supervised, conducted, and completed consent decree assessments that were subject to strict time constraints. These assessments addressed complex law enforcement subjects (e.g. search warrants, complaint investigations, use of force investigations, etc.) for the LAPD, one of the largest law enforcement agencies in the United States. We shall become familiar with the BPD's organizational structure, size, and volume of work through research and training that will be provided to the EPAC monitoring team. We are very confident that each team member will have the knowledge, experience, and wherewithal to meet the needs of a police organization such as the BPD.

- **How EPAC's Monitoring team will coordinate with the BPD to arrange visits, on-site records reviews and interviews, and how your team would coordinate its monitoring activities and communications with the Parties:**

As previously noted, EPAC will establish lines of communication with the appropriate members of the BPD, City, DOJ and stakeholders. Specifically, EPAC will look to BPD to identify key personnel through whom we will coordinate our activities, arrange visits for on-site records reviews and interviews. Additionally, the Monitor or her designated representative will be tasked with communicating all pertinent activities with the parties. A

BPD liaison officer should be appointed to coordinate communication with concerned parties.

- **How EPAC’s monitoring team will provide technical assistance to the BPD:**

The EPAC team has the necessary law enforcement expertise to provide technical assistance. Consulting engagements shall be conducted as appropriate and EPAC team will provide technical assistance in accordance with GAGAS standards.

- **Assessment, investigating, or reviewing performance of the organization:**

We at EPAC provide audits, inspections, and consulting services related to those areas of public safety operations that create the highest risk and liability exposure. We provide an independent, objective, fact-based, non-partisan assessment of the stewardship, performance, and cost of programs and operations.

Mr. Khatami, Deputy Monitor, will be assign to the oversight, management, and review of the BPD assessments. Mr. Khatami has extensive supervisory experience as an Auditor-in-Charge, where he oversaw the planning, coordination, and execution of the following audits: search warrant procedures; use of force investigations; arrest, booking, and charging procedures; complaint investigations; confidential informants; and gang enforcement personnel selection audit.

- **Working with government agencies, municipalities, and collective bargaining units:**

The Monitoring team will establish working relationships with all parties concerned. This shall be established by communicating with the parties and conducting meetings to establish proper protocols.

- **United States and/or State of California Laws, policies and rules governing police practices:**

Each member of the EPAC team has extensive knowledge pertaining to constitutional law as it relates to law enforcement (e.g. search and seizure, Miranda, arrest, detention, etc.). Review of BPD policy and procedures and through consulting engagements will be conducted to assure the organization has adopted the paragraphs of the CD as best practice.

- **Appearing in court as an auditor, consultant or expert witness, or providing other types of testimony:**

The entire EPAC team will be available to testify in court as to their assessment findings.

- **Report writing:**

The EPAC team have extensive experience in writing consent decree audit reports, law enforcement and correctional policies and procedures, criminal investigation reports. Team members will complete the reports in a timely manner upon analyzing their findings. The report writer will support their findings through audit evidence.

- **Audit Engagement Steps:**

The Monitoring team will follow the below described audit engagement steps:

1. Obtain, and review reference material and any other pertinent Department references.
2. Consult with BPD management on the population, the sample size, and the audit process (Opening Conference).
3. Obtain and review the BPD's current organization chart. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.
4. Initiate the preparation of the audit work plan for the audit engagement.
5. Obtain copies of tracking mechanisms (i.e. logs, databases) from all entities to determine the total population for the audit period.
6. Auditors will request and obtain copies of audited documents and the accompanying supporting material from each Department entity.
 - a. Confidential documents would be reviewed on site.
7. Develop a compliance/performance testing instrument to be utilized as a reference during the audit and to assist in the preparation of the audit findings and the audit report.
 - a. Test the compliance/performance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.
 - i. Two to three audited documents would be selected to test the questionnaire.
8. Complete development of the audit work plan.
9. Conduct fieldwork.
10. Analyze audit findings and prepare a draft report.
11. Provide a draft report to BPD prior to final audit report being issued.

12. Meeting with BPD management to discuss findings of final audit report (Exit Conference)¹.

- **Monitor's timeline:**

The Monitor will develop and implement annual monitoring plans for implementing the Consent Decree. The monitoring plan within must be presented after 90 days of being appointed by the Court. The plan will include an overview for how BPD will reach full and effective compliance with all material requirements of the CD within five-years, including a schedule with specific deadlines for the upcoming year and a general schedule for successive years.

Two years after the date the CD is entered by the District Court of Maryland, and every two years thereafter, the Monitor shall conduct a comprehensive reassessment to determine whether and to what extent the material requirements of the CD have been achieved. This reassessment shall include areas of greatest achievement as well as areas of greatest concern, as well as strategies and technical assistance for achieving compliance.

- **Annual Audit Plan:**

The EPAC team submits an Annual Audit Plan to conduct assessments of BPD to determine compliance with the CD, see Attachment No. 1.

POTENTIAL CONFLICTS OF INTEREST OR BIAS

Dr. Figueroa and Mr. Khatami had contact with BPD personnel who attended the LAPD BLEPAC. Both individuals are members of the LAPD BLEPAC instructor cadre and taught during the course.

Other members of the EPAC had no contact with any of the parties.

¹ Initial exit conferences will be conducted in person. Subsequent exit conferences may be conducted telephonically.

ATTACHMENT No. 1
Baltimore Police Department's Annual Audit Plan

Specified Audits	Auditing Entity	EPAC Audit Number	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Audit Methodology
STOPS and ARRESTS							
Arrest, Booking & Charging Reports Audit	EPAC	16-001	16-001				Stops, legal standards, Unconstitutional stops, Search and seizures, contempt of cop, and Supervisor Oversight, Miranda
BIAS POLICING							
Pedestrian Stop Audit	EPAC	16-002		16-002			Unconstitutional stops, search and arrest.
USE of FORCE							
Use of Force Audit	EPAC	16-003		16-003			Legality, Reporting, Tracking, Supervisor oversight, adequacy of the investigation
Officer Involved Shooting Investigations Audit	EPAC	16-004		16-004			Legality, Reporting, Tracking, Supervisor oversight, adequacy of the investigation
Complaint Investigations							
Complaint Investigations Audit	EPAC	16-005			16-005		Theft, Patterns of constitutional violations, Supervisory Oversight, adequacy of the investigation, Evidence, Witness statements, Miranda, Officer Training
Specialized Units Selection Criteria Audit							
Specialized Units Selection Criteria Audit	EPAC	16-006				16-006	Rotation Policy, adequately screening candidates
Training							
Internal Affairs Investigators	EPAC	16-007				16-007	Internal Affairs Investigators training



Non-Audit Services (Inspections or Assessments)							
Service	Entity Receiving the Service	EPAC Service Number	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Comments
Mental Illness Training	BPD	16-008	X				
Policing Related to Sexual Orientation and Gender Identity	BPD	16-009		X			
Early Warning System	BPD	16-011				X	
Record Management System	BPD	16-012			X		
Civilian Review and Community Engagement	BPD	16-013		X			
Bias Free Policing/Constitutional Policing	BPD	16-014				X	
Policy Review/Revision	BPD	16-015	X				

