

**Kroll's Application for David Brown to Serve as
Monitor to Assess Implementation of the Consent
Decree Entered April 7, 2017
(U.S. District Court – District of Maryland)**

- Police Department of Baltimore City
- Mayor and City Council of Baltimore
- United States Department of Justice

June 7, 2017



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I. EXECUTIVE SUMMARY

Kroll is pleased to submit this Application for David Brown to serve as independent monitor (“Monitor”) to assess implementation of the Consent Decree entered on April 7, 2017 in the U.S. District Court for the District of Maryland (“Consent Decree” or “Agreement”) regarding the Police Department of Baltimore City (“BPD”).

David Brown and the Kroll team (the “Monitor Team”) have unprecedented experience and expertise leading and managing large metropolitan police departments and reviewing, monitoring, and investigating police departments and other complex organizations. The Monitor Team is experienced in all areas addressed in the Consent Decree and the Request for Applications (“RFA”). The personal hands-on experience of our team members will be supplemented by Kroll’s extensive research capabilities and knowledge of best police management practices, as well as by other individuals with relevant expertise.

Kroll’s team will be led by David (Dave) Brown, former Chief of the Dallas Police Department (“DPD”), who will serve as Monitor. Former Chief Brown, with the assistance of the Monitor Team, will conduct compliance reviews and outcome assessments; develop the monitoring plan; make recommendations and provide technical assistance; and, maintain regular contact with the Parties, the Court, and the Public. Importantly, Dave will be the leader and the public face of the Monitor Team. His leadership of the DPD, a large municipal police force, and his more than three decades of public service were marked by a genuine sense of duty and commitment to the residents and communities in his hometown and to his fellow officers. Dave has a national reputation as a progressive leader whose top priority is promoting law and order, improving community relations and reducing mistrust between a community’s police department and its residents, including racial and ethnic minorities, the LGBTQ community, and other traditionally underserved and underrepresented residents. Dave also has a deep understanding of the women and men in blue and of the importance of public safety and sound law enforcement. As Chief of the DPD, Dave worked tirelessly to build good relationships between his department and the surrounding community while reducing crime and enhancing the safety of the city he served.

Dave will be assisted by four Deputy Monitors, each with oversight responsibility for the areas addressed in the RFA and Consent Decree.

Daniel (Dan) Linskey will serve as principal Deputy Monitor responsible for assisting the Monitor in conducting compliance reviews and outcome assessments; developing the monitoring plan; making recommendations and providing technical assistance; and maintaining regular contact with the Parties and the Public. Dan previously served for over 28 years with the Boston Police Department, having most recently served as the Superintendent-in-Chief, the highest-ranking uniform officer in the department. Dan helped guide the city of Boston to a 30% reduction in Part I offenses (serious felonies), while also developing and overseeing the department’s community outreach and engagement strategies, which

have been cited as among the best practices in police management in the United States. He received national acclaim for the peaceful and successful management of the Boston Occupy movement and for his role as the Incident Commander during the Boston Marathon bombing attack. More recently, Dan was part of a team that assisted the DOJ with an assessment of the St. Louis County Police Department and collaborative reform project, for which he helped author *A Collaborative Reform Initiative*.

Kenya Mann Faulkner will serve as a Deputy Monitor responsible for assisting the Monitor in conducting compliance reviews and outcome assessments; developing the monitoring plan; making recommendations and providing technical assistance; and maintaining regular contact with the Parties and the Public. Kenya has practiced law for over twenty years in various positions in state, federal and local agencies. A former public defender and federal prosecutor, Kenya more recently served as Inspector General for the Commonwealth of Pennsylvania and as General Counsel and Chief Ethics Officer for the University of Cincinnati. A managing director in Kroll's Philadelphia office, she has previously trained agents from the Pennsylvania Office of Attorney General and the Pennsylvania State Police on use of force as well as constitutional issues, including search and seizure.

Richard Faughnan will serve as a Deputy Monitor responsible for assisting the Monitor in conducting compliance reviews and outcome assessments; and developing the monitoring plan. Richard is a former state and federal prosecutor and the former Chief of Public Integrity for the U.S. Attorney's Office in the Eastern District of New York. He has led or co-led a dozen monitorships involving multi-billion dollar government programs and infrastructure projects, as well as public agencies and corporations in a variety of industries. He has investigated and prosecuted high-profile police corruption and misconduct cases and is an expert in efficiently managing complex investigations and monitorships. He is intricately familiar with federal, state, and local law and with the policies and procedures governing law enforcement officers' daily activities.

Mark Ehlers will serve as a Deputy Monitor responsible for drafting the biannual public reports, filing documents with the Court, and posting to the Monitor's website semi-annual written reports. Mark served for a combined eighteen years as an Assistant U.S. Attorney for the District of Columbia and, later, the Eastern District of Pennsylvania. He has worked with police departments and law enforcement agencies at the state, local, and federal level for most of his 30-year career in prosecutions and investigations. Since joining Kroll, Mark has conducted internal investigations and best practice reviews for police departments throughout the country, has led seminars and trainings on the basic principles of investigations, and has authored some of Kroll's most complex and high profile reports, including several publicly released reports in investigations and reviews that received intense media scrutiny. He has worked successfully throughout his career with diverse stakeholders in a variety of contexts.

The Monitor and Deputy Monitors will be assisted by David (Dave) Mitchell, former Chief of the Prince Georges County Police Department and Superintendent of the Maryland State Police; Joseph (Joe)

Spinelli, former New York State Inspector General and FBI Special Agent; and William (Bill) Nugent, a former Assistant U.S. Attorney for the Eastern District of Pennsylvania and Kroll's Regional Managing Director for North America (see biographical details in Section III below).

Kroll is dedicated to ensuring that BPD is well trained in the core principles and best practices of community policing. For this reason, the Kroll team also includes several other experts and leaders that will allow us to address every issue of importance during the monitorship. Accordingly, our proposed team includes Sean Burns, a local Baltimore attorney with strong ties to the community, who will lead Kroll's community relations and outreach efforts. Our team also includes in-house information technology professionals to advise the BPD on data management and to assist the Monitor Team in analyzing the BPD's data to assess its implementation of the requirements of the Consent Decree. We will work closely with a community survey expert, selected in consultation with the Parties, to perform the biennial survey projects required by the Consent Decree. We also will consult with Jay Paris, Director of Youth Initiatives for the North America Family Institute, who has an impressive track record of helping police departments better engage with troubled teens and the community. Finally, because studies have shown that police officers are more effective and communities more secure when law enforcement has the tools and training needed to address today's public safety challenges, we have sought the assistance of Verna Myers, a Baltimore native and an internationally sought after leader, speaker, and trainer on conscious and unconscious bias.

Collectively, members of the team have served on dozens of monitorships, organizational and best practice reviews, and complex investigations across a wide range of public and private industry sectors. The Kroll team assembled here has proven experience in, and shares a deep commitment to, ensuring the institutional integrity of law enforcement agencies and promoting effective partnerships between communities and the police who serve them. In the role of Monitor, David Brown will serve the interests of the Court, the Parties, and the Public.

David Brown and other members of the Kroll team, most notably principal Deputy Monitor Daniel Linskey, have been tested by the most challenging policing incidents in recent history, and have proven their ability to balance constitutional liberties with the need for security and the promotion of law and order. Under their leadership, the Court, the Parties, and the community can rest assured that the Consent Decree will be effectively implemented. In sum, Kroll has the law enforcement, monitoring, and technical experience and expertise to "assess and report" on whether the requirements of the Consent Decree have been implemented, and whether the implementation of those requirements has resulted in constitutional and effective policing, professional treatment of all individuals, and increased trust of the BPD by the diverse communities of Baltimore.

II. SCOPE OF WORK

The core responsibility of the Monitor is to “assess and report” on whether the requirements of the Consent Decree have been implemented, and whether the implementation of those requirements has resulted in constitutional and effective policing, professional treatment of all individuals, and increased trust of the BPD by the diverse communities of Baltimore. The Monitor and his team will design and exercise all activities to fulfill those responsibilities.

The Monitor’s primary tasks will be to:

- (1) conduct compliance reviews to determine compliance with the material requirements of the Agreement (Consent Decree, pp. 164-165, ¶ 454);
- (2) conduct outcome assessments to measure whether BPD’s revised practices and procedures are achieving the purposes of the Agreement and having an overall beneficial effect on policing in Baltimore (Consent Decree, pp. 165-171, ¶¶ 456-460);
- (3) develop a monitoring plan in conjunction with the Parties (Consent Decree, pp. 172-175, ¶¶ 461-467);
- (4) make recommendations and provide Technical Assistance, if appropriate, and consistent with the terms of the Agreement (Consent Decree, p. 175, ¶ 468);
- (5) conduct a comprehensive re-assessment two years after the effective date to determine whether and to what extent the material requirements of the Agreement have been achieved, and any modifications to the Agreement that may be necessary for continued achievement in light of changed circumstances, etc. (Consent Decree, pp. 176-177, ¶¶ 469-470);
- (6) file with the Court and post to the Monitor’s website semi-annual written reports (Consent Decree, pp. 177-178, ¶¶ 471-472); and
- (7) maintain regular contact with the Parties, the Court, and the Public (Consent Decree, pp. 178-179, ¶¶ 473-475).

The Monitor Team as detailed herein has substantial expertise in policing, civil rights, monitoring, data analysis, project management, and other fields. Other individuals not specified in this Application having expertise in Criminology, Statistics, Statistical Analysis and Techniques, as well as individuals having local experience with the diverse communities of Baltimore, will be added to Kroll’s team if David Brown is selected to serve as Monitor.

Kroll does not believe that it is in the interest of the Parties to the Consent Decree to identify an academic expert at this phase, much less that the expert be required to pledge his or her exclusivity to a particular monitor applicant, as many of the other monitorship applicants have done. Rather, Kroll will work with the Parties to identify the most appropriate and best-in-class academic consultant after being awarded the monitorship, so as not to deprive the Parties, or the Monitor even if Kroll’s candidate is not selected, of

the benefit of any individual specialist. Kroll has contacted leading academic experts at a number of major research institutions, including Johns Hopkins University, University of Pennsylvania, Northeastern University, and historically black colleges and universities. Many of those contacted have expressed an interest in working with David Brown and the Kroll team. After the monitor selection is completed, Kroll will work with the Parties to identify and select an appropriate academic consultant. (Consent Decree, pp. 158-159, ¶ 442).

The proposed Monitor's career has exemplified working collaboratively with multiple stakeholders, including fellow police officers, police unions, elected municipal officials, and the community to bridge seemingly intractable divides and build trust. We are confident that Kroll's team can ensure compliance with the Agreement. Further, we pledge to work collaboratively with the City and the BPD to do so in a cost-effective manner. This will be achieved by a substantial reduction in Kroll's customary commercial hourly billing rates, a dedication of a certain number of hours pro bono, and leveraging cost-effective resources to accomplish certain tasks in the Consent Decree. Kroll will also seek to develop strategic partnerships with community organizations, academic institutions, and seek grant funding for programs designed to achieve long-lasting change in the neighborhoods of Baltimore. (Consent Decree, p. 159, ¶ 443).

If selected to be interviewed, Kroll will provide additional information and the names of other individuals not specified in this Application having relevant subject matter expertise and local experience with the diverse communities of Baltimore. (Consent Decree, pp. 159-160, ¶ 444).

This Applicant understands that, if selected, David Brown will be the agent of the Court. As such, David Brown will be supported by proposed Deputy Monitors who are former federal prosecutors and having substantial experience subject to the supervision and orders of federal courts. (Consent Decree, p. 161, ¶ 445).

This Application contemplates that the contracting party will be Kroll, a leading risk consulting firm that has been in business since 1972. David Brown is a full-time employee of Kroll, and all of the proposed Deputy Monitors are also full-time Kroll employees. If the Agreement continues more than five years, we anticipate that Kroll and its core team will continue to be in place. (Consent Decree, p. 161, ¶¶ 446-447).

The Monitor and our team recognize the importance of controlling fees and costs, as well as budgeting and transparency. Kroll will utilize the services of its accounting team to prepare a proposed budget annually to the Court for approval, including an accounting of the actual budget for the previous year, and maintain a public website posting its proposed budget and accounting. Unless unforeseen circumstances arise, and only if approved by the Court and the Parties, Kroll and its team will not exceed the annual \$1,475,000 Monitor budget cap, except as provided in the Agreement. (Consent Decree, pp. 161-164, ¶¶ 448-453).

Kroll's team will provide specific details of all compliance reviews in the monitoring plan, and will conduct the compliance reviews by accepted and trustworthy means and methods, using accepted statistical analysis and techniques. If requested, the Parties will be provided with the underlying analysis, data, methods, and source of the information relied upon by Kroll in its reviews. (Consent Decree, pp. 164-165, ¶¶ 454-455).

Kroll's team will conduct outcome assessments in a cost-effective manner based on accepted and trustworthy means and methods to measure whether BPD's revised practices and procedures are achieving the purposes of the Agreement and are having an overall beneficial effect on policing in Baltimore. Such outcome assessments will be conducted by accepted and trustworthy means and methods, using accepted statistical analysis and techniques. If requested, the Parties will be provided with the underlying analysis, data, methods, and source of the information relied upon by Kroll in its assessments. Kroll will work with the BPD to develop its capacity to conduct outcome assessments on its own, so that, from the effective date or as soon thereafter, BPD will begin performing the assessments. (Consent Decree, pp. 165-166, ¶¶ 456-458).

The Monitor Team will conduct all outcome assessments set forth in the Consent Decree at pp. 166-171, ¶¶ 459-460. All surveys, analyses, and assessments will be conducted using a variety of research, analysis and assessment techniques, including but not limited to, the following: interview City and BPD officials and employees; review BPD records and data maintained on police stops, arrests, use of force and crisis intervention; review Internal Affairs reports; attend regular meetings with the City, BPD, DOJ, and the community; attend police training sessions; accompany BPD patrols on ride-a-longs; perform data analytics on outcome measurements to assess whether implementation of the Consent Decree has resulted in constitutional policing; design and execute community surveys; and prepare biannual reports on our work and on the BPD's progress, among other activities.

Kroll's world class in-house information technology professionals will facilitate our ability to access and analyze the BPD's records and data, and recommend improvements to BPD's data collection, management systems and processes.

For the biennial community surveys, Kroll will work with an academic research consultant, selected in consultation with the Parties.¹ We will gather data from representative samples of the residents of the Baltimore community to determine perceptions and experiences of the BPD and of general public safety.

¹ Kroll has been in discussions with several distinguished university professors and researchers who have each indicated a willingness to work with Kroll and commit the required time and effort to fulfilling the objectives outlined in the Consent Decree. Kroll has intentionally chosen to defer selection of such consultant until after selection of David Brown as Monitor in order to ensure that we have the best possible research consultant for this particular monitorship, and one that is acceptable to all of the parties to the Consent Decree and can be retained in a cost-effective manner.

In addition, we will interview representative samples of sworn members of the BPD, key officials among BPD's leadership, and persons arrested by BPD based on more specific parameters provided by the City and DOJ during the design phase of the survey. For each group, samples will be drawn based on representative demographics (e.g. race, age, family status, neighborhood), using the most recent available U.S. Census data. Community leaders will also be interviewed as part of the project (e.g. city councilpersons, clergy members, community organization leaders, staff at city recreation centers, staff of the Baltimore School District, and community youth organizations).

Subject to consultation with DOJ, the City and BPD, we would propose using multiple data collection methods to develop a comprehensive, accurate depiction of community perceptions and experiences of the BPD. This may include such methods as phone surveys, neighborhood walking surveys, focus groups, one-on-one interviews, and analysis of social media, among other approaches for effective, comprehensive data gathering.

Phone Surveys

A randomized sample phone survey (cell and landline) will capture baseline data of community perceptions and experiences. The survey instrument will draw from best practices that focus on the perceptions of safety and local police in urban neighborhoods and the experiences of residents in those neighborhoods. The survey instrument will be available to the Monitor Team and all parties for review and revision as required. A core set of questions will be used for each of the three surveys to be administered (2017, 2019, 2021), to provide data that can be subjected to longitudinal analysis to determine attitudinal changes over time.

Walking Surveys

We will also conduct walking surveys of communities in targeted areas of Baltimore, using a survey instrument similar to the phone survey instrument. The purpose of the walking survey is to supplement the data gathered in the phone survey, capturing information from residents who may not be accessible by phone. The walking survey will focus on gathering data from residents in areas of high public traffic (e.g. shopping areas, parks, recreation and community centers, food pantries, social services agencies and courthouses) to include residents and homeless persons who may not be reachable by phone.

Focus Groups

We will conduct focus groups in each neighborhood cluster in the City to gather qualitative data concerning experiences and perceptions of the BPD. The focus groups will each consist of 10-15 invited residents of targeted neighborhoods, hosted at a neighborhood church or community center. Residents will be recruited through a question on the phone survey asking if they would like to participate in a focus group and/or follow up interview. Recruitment will also occur through neighborhood organizations and

religious entities. Each focus group will be audio-recorded and transcribed. Content analytics software will be used to determine primary themes across the focus groups, as well as analyze similarities and differences based on focus group demographics.

Face-to-face Interviews

We will conduct face-to-face interviews with a sample of BPD officers and senior leadership, as well as union representatives, using an interview instrument designed to gather information about their views of community perceptions of public safety and experience with the BPD. We will also conduct interviews with a sample of detained arrestees to gather information about their experience with the BPD. Interview protocols will be designed to ensure that reliable data is collected while providing protection of subject confidentiality.

Continual Communication

Ongoing data will also be gathered through periodic contact with neighborhood residents, community leaders, elected officials, BPD officers and command staff, DOJ representatives, and others as identified by the Monitor, the City and DOJ. This will include observing community meetings, BPD staff meetings, and other gatherings as needed. Relationships developed with residents, community leaders, and BPD staff during the initial period of focus groups and interviews will be used as a baseline for developing ongoing communication and relationships. Kroll is committed to maintaining active and open communication and relationships with all parties involved in the monitoring process.

Social Media Analysis

Kroll will oversee periodic analysis of social media usage by residents of the Baltimore community to determine trends in the community's perception of public safety and the BPD. To do so, Kroll will use a service that gathers communications from social media and compiles information by city and topic. The media analytics program will conduct periodic analysis of publicly available media in the Baltimore community to determine trends in discussions of issues that impact public perceptions of the BPD. While not considered scientific sampling, this qualitative data is useful in determining trends in social media communication about public safety across the Baltimore community.

Data from each of these methods will be compiled in a report to the Monitor and the parties. The report will include presentation of data, analysis of each dataset, and comparative analysis across datasets. Subsequent surveys (2018 and 2019) will include longitudinal analysis of data gathered in each cycle to determine changes in attitudes, perceptions and experiences of interview subjects and the community concerning public safety and the BPD.

Kroll notes that the analytics program will *not* monitor individual users, but rather track sentiment as expressed in the aggregate.

Staffing

The survey project will be conducted by a designated research consultant with the assistance of other faculty, staff, and students. Data analysis and report development will be coordinated with the Monitor Team. The research consultant will be responsible for developing and maintaining communication with the Monitor, the City and DOJ regarding all aspects of the biennial community survey component.

To perform all of the tasks assigned to the Monitor by the Consent Decree in a cost effective manner, the Monitor Team will establish clear lines of communication with key members of the City and the BPD who will be responsible for arranging access to department records and data, and arranging meetings with members of BPD. We will establish clear lines of communication with DOJ to facilitate regular informal communications as needed in addition to more formal meetings. With the assistance of Sean Burns, we will establish and maintain meaningful lines of communication with the Baltimore community throughout the performance of the monitorship.

III. PERSONNEL AND CURRENT TIME COMMITMENTS

We describe below the core members of the proposed Monitor Team and their respective roles. Our core team is comprised of seasoned professionals with deep backgrounds in law enforcement, civil rights investigations, organizational and best practice reviews, and integrity monitoring. Beyond these core team members, Kroll will enlist all of the analytical and logistical support necessary from its nationwide (and global) staff as needed.

Kroll notes that each of the below professionals are currently engaged in ongoing investigations and risk management consulting projects. Given the nature of Kroll's business, the time commitments and nature of each case varies; however, as indicated below for each professional on the core monitoring team, Kroll will commit, at a minimum, the time devoted to working exclusively on this monitorship.

David Brown – Monitor (25%)

David (Dave) Brown, a Managing Director in Kroll's Dallas office, rose through the ranks over the course of a distinguished 33-year law enforcement career, and today is a nationally recognized expert on promoting law and order and reducing violent crime, particularly through the use of highly effective community-based methods. Dave is also well known for his crisis management expertise. Last year, he demonstrated his steady hand and extraordinary leadership in his handling of the nation's worst-ever police shooting incident that resulted in the death of five Dallas police officers and injuries to nine others.

Dave's leadership and community-based approach has been recognized as a model for effective local policing in America's cities. He understands and has excelled at bridging the priorities, perceptions, and concerns of multiple stakeholders. His forward-thinking methods are immensely practical as they navigate the dynamic complexities of public safety, security, crisis management, and community relationships.

Dave's accomplishments are many and varied. Throughout his career, he has carried out every task and challenge that he has encountered with integrity and excellence. His service with the DPD was marked by a genuine sense of duty and commitment to the residents and communities in his hometown, and to his fellow officers. A proponent of accountability and transparency, Dave focused on instituting improvements during his tenure as Deputy Chief (2003-2010) and Chief (2010-2016) that would result in the most significant reduction in crime in the city's history, as well as increased diversity and education levels throughout the department. Dave joined the DPD in 1983 and progressively advanced to the department's SWAT team in 1996, which he directed and served on for seven years. He was appointed Deputy Chief in 2003, at a time when Dallas had led the country in violent crimes for six years. Working alongside the then-current Chief, Dave introduced and managed an initiative to effect change via accountability among the 3,500+ sworn officers comprising the force. Through strong commitments to relationships, attracting and hiring the right people, and modeling the proper behaviors, Dave oversaw a

transformation that resulted in reducing violent and overall crimes to 50- and 40-year lows, respectively. This included achieving the lowest murder rate in the modern era of Dallas, since 1930, as well as reducing the number of officer-involved shootings by 40 percent, the lowest point on record.

Dave is frequently invited to speak to groups both locally and across the country on his community-based approach. He continues to contribute to the well-being of the community and enhanced relationships with law enforcement by serving as a Senior Fellow with the Meadows Mental Health Institute; a Senior Advisor with the Rainwater Charitable Foundation; and Chief Social Entrepreneur with Mark Cuban Enterprises, which includes work as a liaison between the Dallas Mavericks professional basketball team, police officers, and young people. In addition to earning police departmental honors, Dave has received numerous awards from civic organizations that include the NAACP Dallas Branch, Dallas Interdenominational Ministers Alliance, and the National Black Police Association.

Dave earned his Master of Business Administration degree from Amberton University, and a Bachelor of Arts degree at Dallas Baptist University. He also attended the University of Texas at Austin prior to beginning his career in law enforcement. Dave's book about his life in policing, *Called to Rise*, was released by Ballantine Books on June 6, 2017.

Daniel Linskey – Deputy Monitor (Compliance Reviews – Oversight, Training, Community Engagement, and Technical Assistance) (25%)

Daniel (Dan) Linskey, a Managing Director in Kroll's Boston office, has been actively involved in law enforcement and police practices since 1986. He served as a sworn member of the Boston Police Department for approximately 28 years, working through every rank before being promoted to Superintendent-in-Chief, the highest sworn member of the Boston Police Department. Dan served over ten years as a senior member of the department's command staff tasked with developing policies and procedures and their implementation. This included revamping the internal review and audit programs to ensure professionalism and accountability. He worked with his team to re-orient the department's recruiting and in-service training towards a community engagement focus which aligned with the Boston Police Department's community policing strategy. Under Dan's leadership, use-of-force training was revamped and the reporting and investigation of use-of-force incidents strengthened to ensure thoroughness and professionalism. Dan helped to develop and deploy an enhanced utilization of school resource officers, community policing officers, and youth engagement officers to help build trust with the community. This included deploying a first ever police ice-cream truck throughout the community. Dan was instrumental in developing the Boston Police Safe Street Team Program. This initiative received the 2011 IACP/Sprint Excellence in Law Enforcement Research Award for demonstrating excellence in initiating, collaborating on, and employing research to improve police operations and public safety. During this time, Dan's efforts continued to increase the public's trust.

During his long career in law enforcement, Dan developed a strong commitment to translating the lessons learned from large-scale events, crises, and tragedies throughout the country into training and policies aimed at avoiding the mistakes of the past while also replicating successful strategies. Dan helped deploy the first in the nation text-a-tip program. He also changed the management and response of BPD to large scale public disorder events. Dan oversaw the peaceful and successful management of the Boston Occupy movement and eight world championship contests earning an international reputation at planning and overseeing major special events. Dan was the Incident Commander during the Boston Marathon bombing attack in 2013. He was tasked with stabilizing the scene, removing the injured, and overseeing the joint investigation of the attack for the BPD.

Dan has lectured and consulted for police officials and emergency management officials in the United States and abroad on special event management, and on developing training, policies, and leadership within police departments. Dan was part of a team sent to St. Louis County to assist the Department of Justice with an assessment of the St. Louis County Police Department and collaborative reform project. He also helped author *A Collaborative Reform Initiative* (<http://ric-zai-inc.com/Publications/cops-p316-pub.pdf>).

Kenya Mann Faulkner – Deputy Monitor (Compliance Reviews and Outcome Assessments – Oversight and Implementation) (40%)

Kenya Mann Faulkner is a Managing Director in Kroll's Philadelphia Office. Kenya started her legal career more than 25 years ago and has held positions in the public and private sectors, and in academia. After serving as a Philadelphia Public Defender early in her career, Kenya worked as a state and federal prosecutor for almost fifteen years. From 1996 to 2001, Kenya was a Senior Deputy Attorney General in the Pennsylvania Attorney General's Drug Strike Force Section, where she prosecuted complex drug traffickers including physicians and pharmacists. As an Assistant United States Attorney in the Eastern District of Pennsylvania, Kenya successfully prosecuted fraud cases, a Philadelphia councilman accused of bribery and corruption, and a New Jersey millionaire in one of the largest ever international sex tourism cases.

Kenya was also a partner in the white collar litigation practice group at the national law firm of Ballard Spahr in Philadelphia. At Ballard, she conducted internal investigations for governmental agencies and non-profit companies. Appointed by then Governor Tom Corbett, Faulkner subsequently served as the Inspector General for the Commonwealth of Pennsylvania. In that position, Kenya oversaw an agency of 244 employees and was tasked with preventing, investigating and eradicating fraud, waste, abuse, and misconduct in all executive agencies under the Governor's jurisdiction. In conjunction with the Maryland and New Jersey State Police, Kenya co-led the Investigating and Prosecuting of Drug cases training. More recently, Kenya served as Vice President of Legal Affairs & General Counsel for the University of Cincinnati, as well as the Ethics Officer for the University.

Kenya has been the recipient of many prestigious appointments and honors in her distinguished career. For example, in 2007, Kenya was appointed by then Philadelphia Mayor Michael Nutter to the Philadelphia Independent Board of Ethics. The same year, she was the recipient of the Assistant Attorney General's Award for Protecting Children Internationally. In 2010, Kenya received another United States Department of Justice Award – the Director's Award for Superior Performance by a Litigative Team. One year later, the *Philadelphia Intelligencer* selected Kenya as one of the Diverse Attorneys of the Year. In 2014, the University of Buffalo Law School recognized Faulkner as a distinguished Alumnus. Two years later, in 2016, Kenya was also honored by the Ohio Diversity Council as one of the "Top 16 Business Women in Ohio."

Richard Faughnan – Deputy Monitor (Compliance Reviews and Outcome Assessments – Oversight and Implementation) (20%)

Richard Faughnan is a Managing Director in Kroll's New York Office with more than thirty years of litigation and investigative experience. His practice focuses on integrity monitorships, corporate investigations of every variety, and compliance matters. He has led or co-led a total of twelve monitorships involving multi-billion dollar government programs and infrastructure projects, as well as public agencies and corporations in the construction, transportation, stevedoring, carting, financial services, higher educations, information technology and professional services industries. Before joining Kroll, Richard was a Managing Director in an international consulting firm where he was co-leader of that firm's first Public Sector and Monitoring Practice. Before becoming a consultant in 2009, Richard was an Assistant U.S. Attorney in the Eastern District of New York for more than thirteen years, where he served as the Chief of the Public Integrity Section, supervising investigations and prosecutions of public corruption and government fraud. Among his many high-profile cases, Richard prosecuted police officers involved in the sexual assault of Haitian immigrant Abner Louima, for which he received the Directors Award from the U.S. Attorney General; supervised the prosecution of ten federal prison guards, including a Captain and two Lieutenants, for civil rights violations involving the excessive use of force against inmates; and investigated and prosecuted a wide variety of other cases involving state and federal law enforcement corruption. Richard began his career as an Assistant District Attorney in Brooklyn, New York, where he served as Deputy Chief of the Appeals Bureau.

Mark Ehlers – Deputy Monitor (Biannual Public Reports) (25%)

Mark Ehlers is a Managing Director who heads the Philadelphia office of Kroll. Mark has 30 years of combined legal, financial and investigative experience in both the public and private sectors. Prior to joining Kroll, Mark served for 18 years as an Assistant United States Attorney, first in the District of Columbia and later in the Eastern District of Pennsylvania. While in D.C., Mark prosecuted hundreds of street-level criminal cases, ranging from misdemeanor drug and assault offenses to first-degree murders. He spent approximately four years in the Felony One Trial Division, where he prosecuted

homicide and sex offense cases. As a federal prosecutor in the Eastern District of Pennsylvania, including eight years with the Organized Crime Strike Force, Mark investigated and prosecuted a wide range of white collar crime and organized criminal enterprises, including Russian fraud rings and North Philadelphia drug gangs. As a prosecutor, Mark worked in close cooperation with the Metropolitan Police Department (Washington, D.C.), the Uniformed Secret Service, the U.S. Capitol Police, the Philadelphia Police Department, the Pennsylvania State Police, several local suburban police departments, and virtually every federal law enforcement agency.

Since joining Kroll, Mark has conducted internal investigations and best practice reviews for several police organizations, including the University of Chicago Police Department (Operational Review of the UCPD), University of Cincinnati Police Department (Review and Investigation of Officer's Use of Deadly Force on July 19, 2015), the North Carolina State Highway Patrol (Independent Review of Hiring and Selection, Ethics and Supervisory Training), the Borough of Barrington (NJ) Police Department (Operational and Management Review), the Metropolitan Transit Authority Police and Triborough Bridge and Tunnel Authority Police (NYC) (Management and Security Assessment of the TBTA Police), the Delaware River Port Authority, Department of Public Safety (Management Audit of Operational Effectiveness and Efficiency; Assessment of Chief Public Safety Officer Position), and the Philadelphia Housing Authority Police Department (Internal Investigation of Alleged Officer Misconduct), among others.

Mark has vast courtroom experience and has led seminars and trainings on the basic principles of investigations. He also has authored some of Kroll's most complex and high profile reports, including several publicly released reports in investigations and reviews that received intense media scrutiny (e.g., Internal Administrative Review of University of Cincinnati Police Department's Actions related to deadly use of force; Review of North Carolina State Highway Patrol following a series of public disclosures of trooper misconduct; University of Texas at Austin Investigation concerning allegations of undue influence in admissions). He is intricately familiar with federal, state, and local law and with the policies and procedures governing law enforcement officers' daily activities and has worked successfully throughout his career with diverse stakeholders in a variety of contexts.

David Mitchell – Consultant / Subject Matter Expert (10%)

David (Dave) Mitchell, a Kroll Senior Consultant, has devoted his entire career to law enforcement and is a nationally recognized leader and expert on police management and administration. Dave has a combined 46 years of law enforcement experience, having spent 24 years as a police officer for the Prince Georges County (Maryland) Police Department, where he worked his way up the ranks and eventually was appointed Chief of Police. For five years starting in 1990, Dave led the 38th largest police department in the United States and instituted the "Community Policing" philosophy, "Citizen's Police Academy", and other community partnerships. In 1995, then Maryland Governor Paris Glendenning

appointed Dave as the Superintendent of the Maryland State Police. As Superintendent for the next eight years, Dave led the seventh largest state police department in the nation, including during the 9-11 attacks in 2001 and the D.C. Sniper case in 2003.

In 2004, Delaware Governor Ruth Ann Minner appointed Dave as the Secretary of the Department of Safety and Homeland Security. For the next five years, Dave led a Department of over 1,000 employees to provide for the safety and security of Delaware's citizens and property using an "All Hazards and All Citizens Approach." In May 2010, Dave was appointed to his current position as Director of Public Safety and Chief of Police for the University of Maryland, College Park Campus. As such, Dave leads a Department of over 200 personnel serving a population of 60,000 students and staff at the twenty-sixth largest university campus in the United States.

Dave graduated *Summa Cum Laude* with a Bachelor's Degree in Technology and Management from the University of Maryland, University College, and earned his Master's Degree in Public Policy from the University of Maryland School of Public Policy. In 1996, Dave earned his law degree from the University of Maryland School of Law. He is admitted to the Maryland and District of Columbia Bar Associations. Dave is also a graduate of the FBI National Academy (154th Session) and the FBI National Executive Institute. Dave is an Adjunct Professor at The University of Maryland, College Park, Department of Criminology and Criminal Justice; The Johns Hopkins University, Division of Public Safety Leadership; and the University of Maryland, University College, Criminal Justice Program.

Dave helped lead Kroll's past work with the DRPA's Public Safety Department, the North Carolina State Highway Patrol, the Tennessee Highway Patrol, and the University of Cincinnati Police Department, among other assignments.

Joseph Spinelli – Consultant / Subject Matter Expert (10%)

Joseph (Joe) Spinelli is a Senior Managing Director with Kroll's New York office. In a career spanning more than 30 years across both the private and public sectors, Joe has been a pre-eminent leader in multiple fields, including anti-bribery and corruption, monitorships, criminal investigations, and forensic accounting. Joe's career in public service included eight years in the groundbreaking role of Inspector General for New York State. The first to ever hold this position, Joe led fraud and corruption investigations for state government agencies and authorities, and assisted the states of Ohio, Pennsylvania, and Louisiana in formulating their Inspector General programs. During this time, he co-authored the New York State Internal Control Act of 1987, which required state agencies to conduct risk assessments as part of a proactive approach to fraud prevention. Earlier, Joe served as Assistant Director of Criminal Justice for the State of New York, where he was responsible for investigating criminal complaints and fraud allegations throughout state government.

Joe started his career as a Special Agent for the Federal Bureau of Investigation (FBI). Based in both the New York and New Haven field offices, he was involved in several high-profile cases, and received numerous Letters of Commendation from the Director of the FBI. In 1991, Joe chronicled his FBI Investigation of organized crime's involvement in professional boxing in *Sports Illustrated*, and in 1992 testified in the U.S. Senate's Sub-committees on Permanent Investigations.

More recently, Joe was a Managing Director at a global consulting firm's Global Investigations and Compliance practice, serving as the Global Practice Leader for its FCPA and Anti-Bribery and Corruption practice, and Co-Leader of its Monitoring practice. Joe has led many noteworthy monitorship engagements that included the post-September 11 Ground Zero recovery efforts and the Diocese of Manchester, New Hampshire, child abuse case. Joe has also conducted numerous FCPA investigations in China, Korea, the Philippines, and Vietnam. He served as an Independent Private Sector Inspector General for Miami-Dade County and an independent auditor for the U.S. Securities and Exchange Commission for two stock exchanges.

Over the years, Joe has been selected to serve on numerous boards and commissions, including the Board of Regents of the Association of Certified Fraud Examiners, the world's largest anti-fraud organization; Acting Chairman of the New York State Commission on Public Integrity; and Chairman of the Audit and Compensation Committees for the New York Racing Association Board. Joe has a bachelor's degree from Ricker College and a law degree from the John Marshall Law School.

William Nugent – Supervision and Oversight (15%)

As Kroll's Regional Managing Director for North America, William (Bill) Nugent oversees Kroll's Investigations and Disputes practice throughout the United States and Canada. A former federal prosecutor, Bill works with government agencies, law firms, and private sector clients to conduct complex investigations and best practice reviews, monitor regulatory compliance, and consult on risk and security related issues. For more than seven years, Bill served as an Assistant U.S. Attorney in the Eastern District of Pennsylvania, where he prosecuted and investigated a wide variety of federal criminal offenses, including the supervision of a lengthy grand jury investigation into the shooting and killing of an African American civilian by a white Philadelphia Police Officer. Bill was also a member of the Organized Crime Strike Force. Prior to that, Bill was an associate at a large law firm in Philadelphia, where he handled criminal defense and civil litigation cases. Since joining Kroll in 1998, Bill has become a national leader in corporate and government investigations and risk management consulting. During his tenure at Kroll, Bill has played a lead role in several high profile police investigations. Starting in 2003, then Pennsylvania Governor Edward G. Rendell appointed Kroll, with Bill as the lead, as the Independent Monitor of the Pennsylvania State Police ("PSP"). For the next several years, Bill led Kroll's efforts in monitoring the PSP's efforts at mitigating documented issues of sexual harassment and misconduct and in leading efforts at reform. Bill also led Kroll's management audit of the Delaware River Port Authority Department

of Public Safety and Kroll's review of the North Carolina State Highway Patrol following a series of reports of Trooper misconduct. Bill is a graduate of Duke University and Rutgers (Camden) University Law School.

Verna Myers, Esq. - Diversity Consultant (TBD)

Verna Myers is the Founder and Chief Cultural Innovator of the Verna Myers Company. Verna rose out of Baltimore's working class to become a Harvard-trained lawyer, entrepreneur, author, and cultural innovator. Verna and her team of consultants have helped eradicate barriers of race, gender, ethnicity and sexual orientation at elite law firms, Wall Street powerhouses, and the 10,000 member Fire Department of New York City, with the aim of establishing a new, more productive and just status quo. She has graced multiple stages as a powerful keynote speaker and was featured on Ted.com. Verna is a nationally recognized expert on diversity and inclusion within law firms, law departments, and improving the recruitment, retention and advancement of underrepresented groups.

Earlier in her career, Verna served as Deputy Chief of State for the Attorney General of Massachusetts, where she executed a comprehensive diversity and inclusion initiative: increasing minority recruitment, conducting diversity and sexual harassment training, and performing outreach to the state's diverse population.

Sean Burns, Esq. - Local Counsel / Community Relations (10%)

Sean D. Burns currently serves as the Director of Government Relations for the Thurgood Marshall College Fund ("TMCF"). In this capacity, Sean is the lead advocate on behalf of TMCF's 47 public Historically Black College and University member-schools before the United States Congress and Executive Branch. Previously, Sean served as a Committee Counsel to the U.S. House of Representatives Committee on Oversight and Government Reform, and also served as Deputy Director of Federal Relations for former Maryland Governor Martin O'Malley. As a products liability litigator at the Law Offices of Peter G. Angelos, Sean participated in multi-dollar settlements related to asbestos. During his employment in Congress and for the State of Maryland, Sean was actively engaged with diverse groups and Baltimore stakeholders. He also provides mentorship for young diverse men and women in Baltimore.

Jay Paris, Director of Youth and Police Initiative Trainings, North American Family Institute (TBD)

Jay Paris began his career as a curriculum writer and journalist, eventually editing and publishing magazines focused on education. He has also authored many articles about in-service education and training in numerous fields including behavioral health, education, travel and community policing. In 2000, he joined North American Family Institute ("NAFI"), where he has served in many roles including training and program development. In 2006, as a member of the Executive Team that governs NAFI's six regions

and 1600 employees, Paris developed Youth Link, NAFI's prevention initiative that has operated the Youth and Police Initiative Training in 25 cities, Bermuda and Belize, as well as follow-up Youth Leadership Academies. These trainings have been highly touted by police chiefs in Yonkers, Providence, New Haven, Boston, Indianapolis, Spokane and numerous other metropolises for successfully building trust between teens at risk and officers who patrol their neighborhoods. A graduate of Princeton University and Bennington College's Masters in Fine Arts writing program, he is the author of several books, including *Walking Nova Scotia* (Walking Magazine Publications) and *Too Young to Die* (Beekman Press). Jay will assist the Monitor Team on an as needed consulting basis to offer positive and innovative solutions to the Monitor's work in implementing the Consent Decree and improve outcome assessments in the BPD's community engagement strategies.

Alexander Orban – Data Analytics (10%)

Alexander (Alex) Orban works as an Associate in Kroll's Philadelphia office. As a member of the firm's Financial Investigations practice, Alex provides data management and analysis services for clients in a variety of industries, including the banking, manufacturing, healthcare, and insurance sectors. Alex is currently working on the monitorship of HSBC under its Deferred Prosecution Agreement with the US Department of Justice, the US Federal Reserve Bank, and the United Kingdom's Financial Conduct Authority. As part of the HSBC Monitor Team, Alex has led the analytical audit of the bank's compliance programs across multiple international jurisdictions. Tasks while in-country include the audit of relevant data collection, investigations into the effectiveness of the bank's Anti-Money Laundering and Sanctions Screening programs, and oversight of the creation of operational management information. Prior to joining Kroll, Alex served two tours of duty with the U.S. Military in Iraq and Afghanistan.

Elif Ryder – Data Analytics (5%)

Elif Ryder is an Associate Director with Kroll's Investigations and Disputes practice based in New York. She has extensive experience assisting clients with fraud investigations, fraud risk assessments, and regulatory compliance matters. She specializes in utilizing innovative data analytics to detect instances of fraud, waste, and abuse in proactive and reactive investigations. Elif has worked on dispute resolution, due diligence, and litigation matters; bankruptcies, mergers, and acquisitions; compliance monitoring; and internal investigations, including whistle-blower allegations. She has worked alongside internal audit, boards of directors, general counsel, outside counsel, and federal law enforcement agencies.

Prior to joining Kroll, Elif worked with forensic technology and advanced risk and compliance analytics teams at Big Four firms. She has extensive experience leading data analytics work streams on complex cross-border investigations, and building anti-fraud analytics testing libraries based on the fraud threat landscape and clients' risk appetites.

IV. QUALIFICATIONS

The proposed Monitor Team possesses exemplary experience in major integrity monitoring engagements of police departments and other complex organizations. The proposed Monitor, former Dallas Police Chief David Brown, has made a career of building and maintaining strong relationships with the community. Under Dave's leadership, the Dallas Police Department became a community-policing-focused organization. Dave recognized the value of partnering with the community and working together to make the City of Dallas a safer and more cohesive city. He expanded community outreach and youth centered programs, strengthened the relationships between rank-and-file officers and the neighborhoods they served, and oversaw the most significant decline in overall crime of any Dallas police chief dating back to the 1930s.

Dave also recognized that building and maintaining the public's trust is best accomplished through transparency. As Chief of Police, he published twelve years of data concerning officer-involved shootings, which he made publicly accessible through the department's website. In April 2016, Dave added to the website information concerning all of his officers' use-of-force incidents.

During his tenure, Chief Brown implemented policies and training that measurably improved citizen and officer safety during interactions. He emphasized the importance of de-escalation training and held accountable the small number of officers who violated the department's deadly force and use-of-force policies. He enhanced the training provided to all officers and equipped field personnel with Taser equipment and other less lethal tools. Under Dave's leadership, the department reduced the use of deadly force by over 40% and excessive force complaints by 80%.

Chief Brown successfully managed the Dallas Police Department through some of the department's most trying times. On June 13, 2015, the Dallas Police Headquarters was attacked by a gunman who, armed with an assault rifle, fired hundreds of rounds on the building and planted an explosive device in the parking lot. Dave exercised decisive leadership and made the crucial tactical decisions that ended a highly volatile and dangerous situation. As a result of his leadership, no innocent lives were lost. Throughout the crisis, Chief Brown kept the community informed and subsequently allowed the public an unprecedented walk-through of an active crime scene, which further enhanced transparency and public trust in the department.

Chief Brown's leadership was again tested one year later, when the Dallas Police Department faced the darkest day of its history. On July 7, 2016, a gunman took the lives of five Dallas police officers and wounded twelve others. Dave's guidance and leadership never faltered, and it was his decision to end the deadly confrontation by using a robot to transport an explosive device to the suspect's hiding place, which ended the deadly situation without any further loss of life. Dave's strength, compassion, and leadership during this incident revealed to the rest of the country the type of department for which the citizens of

Dallas were justifiably proud. He challenged those seeking change to join the police force. In the weeks following Chief Brown's challenge, 467 people applied to join the DPD, almost a 250% increase in applications when compared to prior periods. After the incident, many referred to Chief David Brown as "America's Chief."

In addition to former Chief Brown, Kroll's team includes two other nationally renowned police leaders, two former State Inspectors General, four former state and federal prosecutors, and data analytics experts. Collectively, Kroll's team has more than a century-and-a-half of substantive law enforcement experience.

Dan Linskey served for over twenty-eight years with the Boston Police Department, having most recently served as the Superintendent-in-Chief, the highest-ranking uniform officer in the Department. Dan oversaw the day-to-day operation of a 3,000 person department with a budget of over \$300 million. He helped guide the department to a 30% reduction in Part I crime, and under his leadership implemented social media, community outreach and engagement strategies that have been recognized as among the best in the country. Dan has lectured and consulted police officials and emergency management, on developing training, policies, and leadership within various police departments.

Dave Mitchell has led four major law enforcement organizations during his 46-year career in law enforcement. As Chief of the Prince Georges County Police Department in the 1990s, Dave successfully instituted the concept of community policing when that concept was in its infancy and not yet fully embraced by the law enforcement community. Later, as Superintendent of the Maryland State Police, Secretary of Homeland Security for the State of Delaware, and Director of Public Safety and Chief of Police of the University of Maryland at College Park, Dave led with distinction and instituted major reforms and improvements to each of the law enforcement organizations under his command.

Joe Spinelli was the first person ever to be appointed Inspector General for the State of New York. In this groundbreaking role, Joe led fraud and corruption investigations for state government agencies and authorities, and assisted the states of Ohio, Pennsylvania, and Louisiana in formulating their Inspector General programs. During this time, he co-authored the New York State Internal Control Act of 1987, which required state agencies to conduct risk assessments as part of a proactive approach to fraud prevention. In more recent years, Joe has led many noteworthy monitorship engagements, including monitoring the post-September 11 Ground Zero recovery efforts and the Diocese of Manchester, New Hampshire, child abuse case. Joe has also served as an Independent Private Sector Inspector General for Miami-Dade County and an independent auditor for the U.S. Securities and Exchange Commission for two stock exchanges.

In addition, Bill Nugent, Kenya Mann Faulkner, Mark Ehlers, and Richard Faughnan have decades of experience as state and federal prosecutors (Faulkner also served as a public defender), and each has

led and managed dozens of high-profile investigations of complex organizations and has vast experience working with state, federal and local law enforcement agencies.

Kroll's team has collectively led a total of twenty monitorships of major public and private organizations. These include monitoring the demolition and debris removal at the World Trade Center site in the immediate aftermath of the September 11, 2001 attacks; a state-appointed monitorship of the Pennsylvania State Police concerning allegations of systematic sexual harassment and gender discrimination; monitoring multi-billion dollar disaster relief and infrastructure projects for the State of New Jersey and New York City; monitoring two stock exchanges for the Securities and Exchange Commission; a federal consent decree monitorship of the special education program of the New York City Department of Education; a state-appointed monitorship of the New York City Administration for Children's Services; and monitorships of major corporations in the financial services, higher education, construction, transportation, stevedoring, carting, retail, information technology and professional services industries.

Finally, several current members of Kroll's proposed team have also played key roles in past investigations and operational reviews of police departments throughout the country, including the University of Cincinnati Police Department, the University of Chicago Police Department, the North Carolina State Highway Patrol, the Delaware River Port Authority Department of Public Safety, the Tennessee Highway Patrol, the Borough of Barrington (New Jersey) Police Department, and the Triborough Bridge and Tunnel Authority Police (New York), among others.

In short, Kroll has unparalleled expertise and demonstrated experience in police department investigations, reviews, and monitorships.

A. Monitoring the Performance of Organizations

As described more fully in Section V below, our team has extensive experience overseeing major, multi-year monitorships of public and private organizations and programs, including police departments. All of these monitorships involved testing organizational change through outcome measures, as well as developing effective quality improvement practices for those entities and programs. Combining all of this experience, the Kroll team understands what will be involved in monitoring the BPD both from the perspective of the Monitor, and from the perspective of the police department, the City, and the DOJ, which we believe will serve to make our team a more effective Monitor.

B. Law Enforcement Practices

Our Monitor Team consists of former senior prosecutors, police officials and academics with deep experience and broad understanding of law enforcement practices, including training, community and problem-oriented policing, use of force investigations, and constitutional policing.

As noted above, our team boasts three former nationally renowned police chiefs and two former state inspectors general, one of whom is also among the team's four former federal prosecutors, three of whom also served as state prosecutors, with experience monitoring and/or investigating police practices. The three former police chiefs on our team, including our Monitor, each have experience with problem-oriented policing strategies and programs, and have been deeply involved in police training, department reorganization, and community policing. Another key member of the Kroll team served as the monitor of the Pennsylvania State Police on issues relating to sexual harassment and gender discrimination. And the Kroll team has worked on a variety of issues with police departments of all sizes and regions throughout the United States.

C. Evaluating Organizational Change and Improvement Practices

Dave Brown and Dan Linskey made positive organizational changes in the police departments they led in Dallas and Boston, respectively. Both of those departments and the cities they patrolled contained many similarities in size and composition to the BPD. Dave Mitchell has likewise been a change agent at each of the police agencies he has led over the years. All three former police chiefs have effectively utilized statistical analysis, set benchmarks, and initiated community outreach to improve their respective police departments.

Additionally, Joe Spinelli has monitored and measured mandated organizational changes in such agencies as the New York City Department of Education, for which he helped implement special education impartial hearing orders, as well as two stock exchanges whose practices were deemed deficient by the Securities and Exchange Commission.

D. Mediation and Dispute Resolution

In 2013, while General Counsel for the University of Cincinnati, Kenya Mann Faulkner guided senior officials at the University following the tragic shooting death of an unarmed African American motorist by a white University police officer that resulted in street protests and calls for action in Cincinnati and nationally. Kenya participated in the mediation of the subsequent wrongful death lawsuit and successfully settled the matter with the victim's family. Kenya also has experience conducting arbitrations for the City of Philadelphia.

E. Statistical and Data Analysis

For the biannual statistical surveys required by the Consent Decree, the Monitor Team will utilize the services of an expert, survey group, and/or academic research team with demonstrated experience and expertise in the relevant field.

F. Information Technology and Data Management

Kroll has the knowledge and experience in-house to analyze both complex structured and unstructured data. Our information technology experts can readily extract, process and manage complex data sets pulled from the BPD's records, reports, filings, recordings, transcripts and other documentation, and organize them into a secure, searchable database, structured to leverage sophisticated analytic tools to support and facilitate the Monitor Team's assessments.

Using software designed for complex investigations and litigation, our information and technology experts will not only enable our team to organize the diverse media and documentation provided by the BPD into a well-structured database, but will use a suite of tools to classify and sort seemingly disparate data sources based on their linguistic and semantic content. This analysis will help us extract maximum value and understanding from BPD materials, potentially identifying ongoing issues and trends that may otherwise be missed. These tools include concept-based search and document clustering, automated content categorization and other predictive coding features, and enhanced keyword expansion. Our tools enable us to move beyond known search constructs to identify previously unknown and unexpected information and patterns within large data sets.

Kroll is also expert at collecting and analyzing structured data sets, providing clients further insight into the underlying information. Our information technology experts can collect from a wide range of commercial and proprietary databases and quickly provide deep analysis and forecasting based on that data. Through leveraging SQL queries and other tools, we can help assess the impact of various observations and data points, and provide detailed, evidence-based analyses and reports, including visual documentation such as tables, graphs, scatter plots (with trend lines), and various matrices tailored to the needs of the Monitor Team.

At Kroll, all client data is hosted in our secure, state-of-the-art Data Centers in Eden Prairie, Minnesota. Our control framework is based on the industry standard best practices defined in the ISO 27000 series on information security and risk management, and incorporates other best practices such as Open Web Application Security Project, Cloud Security Alliance and Software Assurance Maturity Model. Kroll also adheres to a formal Information Security Policy that establishes company-wide requirements for secure design, management, and operations of the enterprise computer, networks and information systems. Organizational, Human Capital, and Physical Security requirements are all included in the Information Security Policy.

G. Working with Government Agencies, Municipalities and Collective Bargaining Units

Having held senior positions in various state and federal law enforcement agencies and collectively having performed fifteen monitorships for numerous government agencies, departments and courts, the members of our Monitor Team have vast experience working with government agencies and

municipalities. We understand government and how it works, and we are adept at working cooperatively with government officials to get things done.

In addition, Kroll has monitored and performed investigations and compliance work for unions and collective bargaining units. Kroll was the monitor of Local One of the Plumbers Union, and has performed investigations for District Council 37 of the Service Employees International Union, which represents New York City government employees; Service Employees Union Local 100; and the Patrolmen's Benevolent Association (the bargaining unit for New York City Police Officers). Kroll has also performed compliance work for Local 1199 of the Service Employees International Union, which represents New York City hospital workers.

H. Language Skills and Experience Working with Limited English Proficient Persons and Communities

Kroll is an international intelligence, investigations and advisory firm with offices in nearly 30 countries and with in-house staff fluent in 32 languages. We are accustomed to working with non-English speaking persons, and have wide experience and presence in Spanish speaking populations. Indeed, we have several offices in Spanish speaking countries. There will be no language barriers for our Monitor Team.

I. Familiarity with and Understanding of Local Issues and Conditions

Our team's local counsel, Sean Burns, is intricately familiar with the issues and conditions in Baltimore. Sean is a respected attorney and leader in the legal community in Baltimore. Throughout his career, Sean has shown his commitment to Baltimore, specifically with his position as Chairman and CEO of the Clarence H. "Du" Burns Memorial Fund. In that position, Sean mentors youth and young professionals interested in public service to help them obtain internships and permanent positions in government and private industry. Sean has also served as the Special Assistant for Policy & Special Projects to the President and CEO of the Greater Washington Urban League and his employment in the federal government. In that capacity, Sean engaged diverse communities and stakeholders.

Additionally, we have identified several individuals who are knowledgeable of Baltimore's diverse neighborhoods and who have expressed an interest in joining our team, if David Brown is selected to serve as Monitor. Kroll's team would work with these individuals and community organizations to gauge the attitudes and opinions of citizens of Baltimore and surrounding areas on various issues and conditions.

Finally, we will conduct periodic social media analysis of publicly available media in the Baltimore community to determine trends in discussions of issues that impact public perceptions of the BPD.

If selected as Monitor, Kroll's efforts will be focused at all times on seeking to strengthen cooperation, trust, and communication between BPD and the community. In this respect, Kroll will examine where

incidents are having an impact on the City of Baltimore and what partnerships can be formed between the BPD and other agencies and community stakeholders, to address particular problems.

J. Effective Engagement with Diverse Communities

The core members of the Kroll team have spent the majority of their careers working and collaborating with multi-ethnic, multi-racial organizations in or near large urban environments. Diversity and racial and gender equality are of utmost importance, individually and collectively, to the Kroll team on this project.

Early in his career and throughout his tenure in the Dallas Police Department, Dave Brown worked to promote effective engagement with diverse communities. Like Baltimore, Dallas is a richly diverse neighborhood. Under Dave's leadership, Dallas worked with and implemented various community policing efforts through programs such as Chief on the Beat, community and health safety fairs, the police athletic league (PAL), Blue-in-the-School, mentoring programs, and junior police academy, among many others. Effective implementation of these programs, along with holding officers' accountable for misconduct and improving transparency, allowed Chief Brown to reduce his department's officer involved shootings by more than 40% and excessive force incidents by nearly 80%.

Dan Linskey started his career in the Boston Police Department patrolling the Roxbury section of Boston, a diverse community with a high crime rate. Dan developed long-lasting relationships with the community that led to reductions in violence and crime. He worked tirelessly to strengthen the relationships with the stakeholders to establish needed trust. He partnered with the Dorchester Youth Collaborative, Teen Empowerment, and the North American Family Institute to help develop youth police dialogues. He oversaw several Operation Ceasefire events where he and his officers met with gang members and their family members offering services to get education, housing, mental health, and career support in exchange for ending engagement in violence, while promising the resources of state and federal agencies focusing on those who continued with violent activity. Dan also oversaw the Boston Reentry Program, which identified high risk candidates who were incarcerated to develop plans and support to not reoffend when released. He helped launch numerous youth police sports programs including the Boston Police Tennis Program, which engaged hundreds of youth from Boston housing developments each week to learn tennis from police officers. These programs helped address crime while improving community trust. The work in the community helped propel Dan to the position of Chief at the young age of forty-three. Although no longer in law enforcement, while at Kroll, Dan has continued to engage with a wide spectrum of diverse communities while consulting with police departments on community engagement strategies.

Dave Mitchell helped to integrate and/or promote diversity within three separate police departments during his illustrious career in law enforcement. He has appointed large numbers of African Americans

and women to senior leadership ranks and has mentored and guided a diverse workforce in racially and ethnically diverse communities throughout his career.

The Kroll team further reflects a level of racial and gender diversity that we believe is important to effectively serve as Monitor and engage with all stakeholders, including the BPD, the City of Baltimore, and the community.

In addition, if the Parties agree, Kroll will partner with North American Family Institute (“NAFI”), a private nonprofit human service agency that has developed evidence-based alternatives to institutionalization and hospitalization for youth and adults. For the past decade, NAFI’s Youth Link Prevention division has been in the forefront of providing training and consulting to public and private organizations in the field of law enforcement. NAFI’s signature Youth & Police Initiative (“YPI”) program has been successfully implemented in 25 cities, as well as Bermuda and Belize. These include Baltimore, MD, Hartford, CT, Yonkers, NY, Providence, RI, Boston, MA, Indianapolis, IN, Albany, NY and Philadelphia, PA. NAFI pioneered bridging the disconnection between young people and police. The creation and implementation of the YPI model is unique. National survey assessments of the program yield positive attitude change in both police and youth. The goal of the YPI is to build new trust between youth and police in two ways: to give participating youth new ways to understand, perceive and deal with police authority and to provide police with a new understanding of youth they encounter in economically challenged neighborhoods. In essence, the intent is for both parties to replace their negative views and perceptions of each other with understanding and new ways to connect and communicate.

The YPI training is a highly structured, interactive training that occurs over six sessions. The NAFI has a “Train-the-Trainer” model created for police departments and/or local organizations to develop internal capacity to offer the YPI training on a regular basis. This approach certifies a local team of trainers over the course of twelve months to lead and co-lead YPI locally. The certified training teams use its copyrighted training manual and survey instruments to maintain fidelity to the approach. NAFI scores the surveys of all trainings to continually offer feedback to the certified training teams in the field. The Train-the-Trainer model was recently implemented in a few municipalities with outstanding success. The process gave the patrol officers and youth the opportunity to interact and build sustainable relationships – critical relationships that did not only affect the participating youth but also their parents, peers and siblings. As participating officers completed these YPI trainings, the shared experiences of the participating officers had a significant impact on the way a majority of police officers in their respective departments viewed at risk youth in their neighborhoods.

The YPI program has had significant community impact reducing crime. The effectiveness of this innovative training experience not only addresses possible reduction of youth victimization and participation in crimes of violence, but also helps patrol officers more effectively communicate, intervene and relate to youth and families, which improves community relations. The program enables youth

interacting with these specially trained officers to develop new knowledge, attitudes and beliefs that strengthen protective factors against violence and gang involvement.

K. Creation and Evaluation of Meaningful Civilian Oversight

Collectively, Kroll team members have reviewed hundreds of internal affairs investigations and issued recommendations for improvements in the investigatory process, as well as refinements and clarifications of the use-of-force reporting requirements. Kroll team members have also worked with city officials and the community on the scope of the oversight panel's duties beyond case review and oversight to include independent investigations, disciplinary recommendations and a mediation component. If appropriate, we can provide recommendations and technical assistance in these areas.

L. Familiarity with Federal, Maryland, and Local Laws, including Civil Rights Laws and Policies and Rules Governing Police Practices

Our Monitor Team boasts four former federal prosecutors who are well-versed in federal criminal and civil rights laws. Early in his career, Mark Ehlers studied for and passed the Maryland Bar and lived in Maryland for several years. Dave Mitchell is also a member of the Maryland Bar and is well versed in state and local law.

Each of our law enforcement experts, including three former police chiefs of major departments, have spent their lengthy and distinguished careers as senior police officials, consultants, and academics addressing the policies and rules governing police practices. Dave Brown has more than 25 years of experience formulating and implementing policies and rules for the police departments he has led, including enhanced strategies for community policing. Dan Linskey has developed policies and procedures to enhance the Boston Police Department. This included revamping the internal review and audit programs to ensure professionalism and accountability. He also worked to re-orient recruit and provide in-service training towards community engagement. Under his leadership, use-of-force training was revamped and the reporting and investigating of use-of-force incidents was strengthened to ensure thoroughness and professionalism.

Dave Mitchell has similarly designed, developed, and implemented many policy and procedural reforms in the departments he has led over the past nearly three decades. And Joe Spinelli established the first Inspector General Office in the State of New York. In short, we have the legal and policy expertise to address any legal, regulatory, or policy issue that arises during the monitorship.

M. Completing Projects within Anticipated Deadlines and Budgets

Having performed fifteen prior monitorships and many complex investigations and organizational reviews, our team has vast experience with managing deadlines and budgets for multi-year monitorships of the magnitude of the BPD monitorship. As a recent example, Kroll's monitorship of New Jersey's Super

Storm Sandy \$3.3 billion relief programs required that we work under tight, mandated deadlines and a fixed fee yearly budget for a complex monitoring effort. We met each of our deadlines and hit our budget target to the dollar. Accordingly, we understand the importance of deadlines and budgets, and will meet both.

N. Preparing for and Participating in Court Proceedings

Every member of our core Monitoring Team has extensive experience in court either as a prosecutor, counsel, fact or expert witness, or all of the above. Our core team is comprised of four former federal prosecutors and four former senior law enforcement officials, all of whom have participated in countless court proceedings and all of whom understand what is involved in effectively preparing for and participating in those proceedings.

O. Report Writing for a Broad Variety of Stakeholders

Although Mark Ehlers will be primarily responsible for report writing, every member of our core Monitoring Team is adept at report writing. Our various team members have authored reports for fifteen monitorships and dozens of complex investigations, organizational reviews, and best practice reviews. We understand that our reports will be addressed to multiple stakeholders, including the Court, the DOJ, the City, the BPD, the press, and the public. Kroll reports are clear, concise and thorough, and will transparently address all of the issues under the Monitor's purview as set forth in the Consent Decree.

V. PRIOR EXPERIENCE & REFERENCES

A. Police Department Reviews and Investigations

1. University of Cincinnati Police Department

On July 19, 2015, a University of Cincinnati Police Department (UCPD) officer shot and killed an unarmed motorist during an off-campus traffic stop. The University's Office of General Counsel retained Kroll to conduct the UCPD internal administrative review and investigation of the July 19 incident and to review all UCPD personnel actions associated with the incident. Kroll's findings addressed the traffic stop, the officer's use of deadly force, UCPD's response to the incident, the truthfulness and cooperation of UCPD officer with all relevant investigations, and the officers' compliance or non-compliance with all relevant UCPD policies and procedures. On August 31, 2015, Kroll issued a 60-page report containing its findings and recommendations.² (2015) (Reference: Lori Ross, General Counsel, 513-556-3483, rossla@ucmail.uc.edu)

2. University of Chicago Police Department

On November 16, 2016, the University of Chicago ("University" or "UC") retained Kroll to conduct an operational review of the University of Chicago Police Department ("UCPD"). As part of this review, the University asked Kroll to perform two tasks: First, to document the extent to which UC, over the previous eight years, had implemented recommendations of The Bratton Group LLC, which had performed a comprehensive review of the University's security and policing programs in 2007-2008. Second, to perform an updated assessment of the UCPD's current operations, staffing levels, patrol areas, use of technology, community engagement strategies, and relations with the Chicago Police Department, among other areas. Kroll's confidential findings and recommendations were submitted to UC in February 2017 in a 42-page written report. (2016-2017) (Reference: Eric M. Heath, Associate Vice President for Safety and Security, 773-834-1274; emheath@uchicago.edu)

3. North Carolina State Highway Patrol

In December 2007, the North Carolina Department of Crime Control and Public Safety (Department) retained Kroll to independently review the NCSHP following a series of public disclosures of personal misconduct involving sworn Troopers. Reports of alleged Trooper misconduct were brought to light in a series of articles published in the *Raleigh News and Observer* and other media outlets starting in the

² <http://www.uc.edu/content/dam/uc/safety-reform/documents/Kroll%20Report%20of%20Investigation%208.31.2015.pdf>

summer of 2007. In response, then Governor Mike Easley ordered that the NCSHP undertake a thorough review of its hiring and selection process, ethics, and supervisory training, to determine what was wrong and to recommend and implement solutions. Kroll was selected and issued its Report on April 14, 2008. (2007-2008) (Reference: Bryan E. Beatty, former Secretary of the North Carolina Department of Crime Control and Public Safety, current Commissioner of the North Carolina Utilities Commission; 919-733-0825; bbeatty@ncuc.net).

4. Triborough Bridge and Tunnel Authority (TBTA) Police Department

In 2012, the Director of Safety and Security of the Metropolitan Transit Authority (MTA), which oversees the TBTA Police, retained Kroll to perform a comprehensive assessment of the management and security operations of the TBTA Police Department. Kroll was specifically asked to provide options on how MTA can most efficiently and effectively utilize TBTA peace officers to protect the public and TBTA's property, personnel, and customers, taking into account the current threat environment in New York City. In a 63-page confidential report, Kroll recommended organizational and practical improvements to efficiently and effectively address the security, operational, and law enforcement needs of the department. (2012) (Reference: Michael Coan, Chief of Police, MTA Police Department, 464-996-0010, mcoan@mtapd.org)

5. Borough of Barrington (New Jersey) Police Department

In 2010, Kroll was retained to do to a comprehensive operational and management review of the Borough of Barrington (New Jersey) Police Department. The primary objective of the review was to independently assess the efficiency of the police department's operations, including budgetary expenditures, staffing, scheduling, management of overtime, and other operational benchmarks. Kroll's review was conducted with an eye toward determining where gaps existed between the department's current operational efficiencies and best practices, balancing officer safety and protection of the community. (2010) (Reference: Timothy Higgins, Former Borough Solicitor, 856-482-8500, tj.higgins1@verizon.net)

6. Delaware River Port Authority Public Safety Department

In 2006 and 2008, the DRPA, a bi-state authority of the Commonwealth of Pennsylvania and the State of New Jersey, engaged Kroll to conduct a management audit of its Public Safety Department (Public Safety) and to assess the placement of Public Safety in DRPA's organizational structure. Kroll reviewed certain areas within Public Safety, specifically, Staffing, Dispatch, and Specialty Units, to understand how Public Safety functions as an operational entity and to determine whether the processes in place are an efficient and effective way to manage Public Safety. Kroll also addressed the proper delineation of responsibilities and coordination of efforts between the DRPA's Public Safety and Homeland Security functions, including anti-terrorism, counterterrorism, and business continuity planning. (2006 – 2008)

(Reference: Hon. John J. Matheussen, former Chief Executive Officer of the Delaware River Port Authority, currently Judge on the Vicinage XV New Jersey Superior Court; 856-686-7414)

B. Monitorships in Other Industry Sectors

1. New York City Administration for Children's Services

Kroll was selected by the State of New York to monitor the New York City Administration for Children's Services ("ACS") to review, evaluate and assess all policies, procedures and practices relating to ACS's provision of child protective and preventive services, including the investigation of abuse and neglect. (References: Julia Pinover Kupiec, Assistant Counsel to the Governor, julia.kupiec@exec.ny.gov, 581-486-1155; Sheila J. Poole, commissioner, Office of Children and family Services, Sheila.poole@ocfs.ny.gov)

2. International Financial Institution Compliance Consultancy

Kroll was selected by the New York State Department of Financial Services ("DFS") to serve as the independent consultant of BTMU under the terms of a consent order. Kroll's work at the Bank has included, among other things, undertaking a comprehensive review of the Bank's BSA/AML and Sanctions compliance program; assessing the organization from a governance, reporting and accountability standpoint; overseeing a complete overhaul of the Bank's OFAC risk assessment; revising the investigations process for deliberating false positives from the Bank's transaction monitoring system; recommending a case management system to allow the Bank to collect and mine its own sanctions data; developing an industry-leading proactive approach to OFAC and sanctions compliance with the implementation of an internal advisory group to identify and mitigate sanctions-related issues; and overseeing the relocation of the Bank's sanctions compliance center to the New York branch. (2013-present) (References: Matthew Levine, matthew.levine@dfs.ny.gov, 212-709-5461; Megan Prendergast, megan.prendergast@dfs.ny.gov, 212-709-1674; Elizabeth Nochlin, elizabeth.nochlin@dfs.ny.gov, (212) 709-1659)

3. The Cooper Union for the Advancement of Science and Art

Kroll was selected by the New York Attorney General's Office ("NYAG") to serve as the Financial Monitor of the Cooper Union for the Advancement of Science and Art ("Cooper Union") pursuant to a Consent Decree signed by the NYAG and the Cooper Union Board of Trustees ("the Board"). The Kroll team is responsible for monitoring the Board's implementation of the Consent Decree, which focuses on Cooper Union's efforts to return to a full-tuition scholarship model. (2016-present) (Reference: James Sheehan, John Oleske and Peggy J. Farber; NYAG; James.Sheehan@ag.ny.gov, John.Oleske@ag.ny.gov, Peggy.Farber@ag.ny.gov; (212) 416-8785)

4. New York City Eastside Access Project

Kroll was selected to monitor the prime contractor on the Eastside Access project for the New York City Metropolitan Transportation Authority (“MTA”) to ensure that the contractor complies with all provisions of its contract with the MTA, including Minority/Women/Disadvantaged Business Enterprise laws and regulations. The term of the monitorship is three years. (2015-present) (Reference: Demetri Jones, MTA Office of the Inspector General, djones@mtaig.org, 212-878-0279)

5. Westchester County Solid Waste Commission

Kroll was selected to monitor City Carting of Westchester (“City Carting”) for the Westchester County Solid Waste Commission to ensure that City Carting complies with all provisions of its contract with Westchester County and does not associate with organized crime. The term of the monitorship is three years. (2016-present) (Reference: Judge Daniel Angiolillo, Executive Director, Westchester County Solid Waste Commission, dda4@westchestergov.com, 914-995-6822)

6. New Jersey Superstorm Sandy Disaster Recovery Program

Kroll professionals were selected by the Department of the Treasury for the State of New Jersey to monitor the \$3.3 billion, HUD-funded Superstorm Sandy Disaster Recovery Program administered by the New Jersey Department of Community Affairs (“DCA”). They monitored the contractors managing the primary housing reconstruction and rehabilitation programs, as well as the contractor charged with creating the information technology infrastructure for the programs, a staffing augmentation contractor, and the public accounting firm serving as the DCA’s internal monitor. (2014-15) (Reference: David Ridolfino, Associate Deputy State Treasurer, 609-633-8185, david.ridolfino@treas.state.nj.us)

7. New York City Second Avenue Subway

Kroll professionals were selected by the Chief Compliance Officer of the MTA to serve as the integrity monitor over the Second Avenue Subway project valued at approximately \$3 billion. Their team monitored the five prime contractors and numerous subcontractors on the project for labor compliance issues, fraudulent billing schemes, organized crime infiltration and project safety. (2012-15) (References: Daniel Worrell, MTA Director of Internal Controls, 646-252-1303, dworrell@mtahq.org; Lamond W. Kearse, MTA Chief Compliance Officer, 646-252-1330, lkearse@mtahq.org)

8. New York City Fulton Street Transit Center

Kroll professionals were selected by the Chief Compliance Officer of the MTA to serve as the integrity monitor over the Fulton Street Transit Center project valued at approximately \$1.4 billion. Their team monitored three prime contractors and numerous subcontractors on the project for labor compliance

issues, fraudulent billing schemes, organized crime infiltration and project safety. (2012-15) (References: Daniel Worrell, MTA Director of Internal Controls, 646-252-1303, dworrell@mtahq.org; Lamond W. Kearse, MTA Chief Compliance Officer, 646-252-1330, lkearse@mtahq.org)

9. New York Superstorm Sandy Rapid Repairs Program

Kroll professionals were selected by the New York City Department of Investigation (DOI) to serve as one of the integrity monitors for New York City's FEMA-funded Rapid Repairs program, which provided emergency repairs to thousands of homes damaged by Superstorm Sandy. Their team was in the field monitoring construction crews seven days a week during this intensive program to provide heat, electrical service and hot water to New York City residences that lost those services as a result of the hurricane. The team identified improper contractor charges of more than \$10 million. (2012-13) (Reference: Michael Carroll, Assistant Commissioner, DOI, 212-825-3338; mcarroll@doi.nyc.gov)

10. John F. Kennedy International Airport / World Trade Center

A Kroll professional was selected by the Port Authority of New York and New Jersey Inspector General's Office (PAOIG) to be the integrity monitor of a major construction company ("the Company") following the federal fraud indictment of the Company's former President and Director of Purchasing. The team, led by Rich Faughnan, was responsible for monitoring the Company's performance of a \$220 million contract to rehabilitate the main runway at John F. Kennedy International Airport, and its \$177.6 million contract to brace the box that encloses the MTA's Number 1 subway line in lower Manhattan, which bisects the World Trade Center ("WTC") site. The monitoring team's duties included, among other things, designing and monitoring the implementation of a corruption prevention program for the Company, which included a corporate compliance program, code of business ethics and system of internal accounting controls; conducting investigations and forensic audits to ensure the Company's compliance with all criminal and civil laws, and with the terms of the monitoring agreement and the Company's two contracts with the Port Authority; and establishing and monitoring a 24-hour "Hot-Line" to facilitate the reporting of suspected improper or illegal conduct by the Company's employees. (2009-12) (References: Steven A. Pasichow, Port Authority Inspector General's Office, 973-565-4366, spasichow@panynj.gov; Robert Joyce, Port Authority Inspector General's Office, 973-565-4366, rjoyce@panynj.gov)

11. World Trade Center

A Kroll professional was selected by the PAOIG to be the integrity monitor of a tile and marble company ("the Company") in its performance of approximately \$45 million in contracts at the WTC site following the federal fraud indictment of the Company's principal owner and Chief Executive Officer. The monitoring team's duties included, among other things, designing and monitoring the implementation of a corruption prevention program for the Company, conducting investigations and forensic audits to ensure the

Company's compliance with all criminal and civil laws, and with the terms of the monitoring agreement and the Company's contracts with the Port Authority; and establishing and monitoring a 24-hour "Hot-Line" to facilitate the reporting of suspected improper or illegal conduct by the Company's employees. (2009-13) (References: Steven A. Pasichow, Port Authority Inspector General's Office, 973-565-4366, spasichow@panynj.gov; Robert Joyce, Port Authority Inspector General's Office, 973-565-4366, rjoyce@panynj.gov)

12. Central Artery/Third Avenue Tunnel Project (aka "The Big Dig")

A Kroll professional was selected by the Massachusetts Office of the Attorney General to be the monitor of a manufacturing company ("the Company") that supplied adhesives used to hold bolts in place on the \$15 billion Central Artery/Third Avenue Tunnel Project, also known as "The Big Dig." The failure of the company's adhesives led to a fatality that resulted in a deferred prosecution agreement for the company. The monitoring team's responsibilities included reviewing and revising the company's corporate compliance agreement, monitoring its adherence to the terms of the deferred prosecution agreement, and submitting an annual report of the reviews the team conducted to all parties, including the Federal Highway Administration. (2009-12) (Reference: Edward Bedrosian Jr., Deputy First Assistant Attorney General, 617-963-2028, ed.bedrosian@state.ma.us)

13. New York City Department of Education

A Kroll professional led a team serving as the independent auditor, appointed by the United States District Court, Southern District of New York, to monitor the timely implementation of special education impartial hearing orders. This monitorship was the result of a class action suit brought on behalf of special education students in New York City. A Stipulation and Agreement of Settlement reached between the plaintiffs and the New York City Department of Education granted both compensatory and injunctive relief. The monitoring team's responsibilities related to compensatory relief involved the review of claims for the purpose of either approving or disapproving the claims and determining the specific dollar value each claimant would receive. The team's responsibilities related to injunctive relief and involved reviewing all the impartial hearing orders and their related action items on a quarterly basis and investigating whether those orders and related action items were timely implemented. The team developed the review processes, procedures and protocols for both the compensatory and injunctive relief audits, and developed the case management system to record findings and evidentiary documentation. (2008-15) (Reference: Judith Nathan, First Deputy Counsel, 212-374-2993, jnathan@schools.nyc.gov)

14. School Bus Companies

Kroll professionals were selected by the Special Commissioner of Investigation for the New York City School District ("SCI") to be the integrity monitor of nine school bus companies related by common

ownership (“the Companies”) as a result of the owner’s involvement in a kickback scheme involving union officials with organized crime ties and city bus inspectors. The monitoring team was responsible for monitoring the Companies’ performance of approximately \$618 million in contracts to provide school bus service. The team’s monitoring duties included, among other things, designing and monitoring the implementation of a corruption prevention program for the Companies, conducting investigations and forensic audits to ensure compliance with all criminal and civil laws, and with the terms of the monitoring agreement and the Companies’ school bus contracts; and establishing and monitoring a 24-hour “Hot-Line” to facilitate the reporting of suspected improper or illegal conduct by employees of the Companies. (2010-14) (Reference: Daniel Schlachet, Special Counsel, 212-510-1418, dschlachet@nycsci.org)

15. Waterfront Commission of New York Harbor

Kroll professionals were selected by the Waterfront Commission of New York Harbor to serve as the integrity monitor of one of the major stevedore companies (“the Company”). The monitoring team was responsible for monitoring the company for financial issues, labor compliance issues, and organized crime associations. (2013-15) (Reference: Walter M. Arsenault, Executive Director, 212-742-9280)

16. American Stock Exchange and Philadelphia Stock Exchange

A Kroll professional served as the integrity monitor of two stock exchanges pursuant to administrative orders issued by the United States Securities and Exchange Commission (“SEC”) as a result of findings that both exchanges had numerous regulatory violations of trading, investigations and surveillance rules. The monitorship involved regular audits and reports to the exchanges and the SEC. (2008-10) (References: Claudia Crowley, Chief Executive Officer and Chief Regulatory Officer for NYSE Regulation, Inc., 212-656-4631, ccrowley@nyx.com; Meyer S. Frucher, formerly President and Chief Executive Officer of the Philadelphia Stock Exchange, now Vice Chairman of NASDAQ)

17. New York City Housing Development Corporation and Department of Housing Preservation and Development

Kroll has been providing labor and construction monitoring services for the New York City Housing Development Corporation (“HDC”) and the Department of Housing Preservation and Development (“HPD”) on several construction projects located in the Bronx, Queens and Brooklyn. During these monitorships, Kroll professionals have worked closely with HDC and HPD personnel, as well as with the New York City Department of Investigation regarding potential illegalities uncovered by Kroll during these monitorships. (2012-15) (Reference: Hammad Graham, HDC, 212-227-2898, hgraham@nychdc.com)

VI. BUDGET

Kroll will offer its services at significantly discounted hourly rates for the duration of the project as set forth below. In necessary, we will commit all time that would otherwise exceed the agreed upon budget on a pro bono basis in order to ensure that all tasks required pursuant to the Consent Decree are completed within budget. The Monitor, Deputy Monitors, local counsel, and Kroll's other senior legal and police experts ("Senior Professionals") will charge their services at a blended rate not to exceed \$300 per hour, which is well below their standard rates of \$440 to \$750 per hour. Our junior professionals, information technology experts, academic and diversity experts will each charge at discounted rates not to exceed \$250 per hour. We will keep these rates the same for the three years of the monitorship.

We will bill travel and lodging expenses at cost, and we will not bill for travel time. We do not anticipate any expenses for the leasing of office space. In addition, if selected as Monitor, we are willing to negotiate an annual cap on out-of-pocket expenses.

The below table sets forth our projected budget for the various tasks outlined in the Consent Decree. These projections are estimates and may ultimately vary as we develop our work plan in coordination with the DOJ, the City and the BPD, and as we perform our duties. It is difficult to project precisely how many hours will be spent on-site and off-site, but we expect to maintain a presence in Baltimore each month during the term of the monitorship. We have not included an estimate for the biennial surveys in light of the Consent Decree's statement that the City and DOJ "will endeavor to secure private funding for the biennial community survey."

Estimate of Professional Fees - Three Year Summary

Task	Work Scope	Cost per Task		
		Year 1	Year 2	Year 3
I.	Conduct Compliance Reviews with Material Requirements of the Agreement	\$240,000	\$200,000	\$190,000
II.	Conduct Outcome Assessments to Measure Achievement with Purposes of the Agreement and Beneficial Effect on Policing in Baltimore	\$280,000	\$240,000	\$230,000
III.	Develop a Monitoring Plan in Conjunction with the Parties	\$210,000	\$70,000	\$0
IV.	Make Recommendations and Provide Technical Assistance Consistent with the Terms of the Agreement	\$180,000	\$170,000	\$170,000
V.	Conduct a Comprehensive Review Two Years After the Effective Date	\$50,000	\$200,000	\$200,000
VI.	Provide Semi-Annual Written Reports to the Court and Monitor's Website	\$200,000	\$180,000	\$180,000
VII.	Maintain Regular Contact with the Parties, the Court and the Public	\$140,000	\$140,000	\$140,000
GRAND TOTAL FEES		\$1,300,000	\$1,200,000	\$1,110,000

VII. COLLABORATION & COST EFFECTIVENESS

Kroll prides itself on its collaborative and team approach to all assignments. Implementation of the proposed monitorship is no exception. Accordingly, we will work in close cooperation with the City, BPD, and DOJ to ensure that BPD achieves full compliance with the Consent Decree in a cost-effective manner. Kroll's efforts will be focused at all times on seeking to strengthen cooperation, trust, and communication between the BPD, the City, DOJ, and the community.

For example, Kroll will examine where incidents are having an impact on the City and what partnerships can be formed between the BPD and other agencies and community stakeholders to address particular problems. Through interviews of BPD personnel, community stakeholders, and City officials, Kroll will identify informal (non-written) policies, procedures, and practices that may be undermining compliance with existing written policies and procedures.

Based on Kroll's evaluation and assessment of the BPD's collection and use of data, we will recommend ways in which the BPD may better utilize data and statistics to improve transparency and promote greater trust in the community. We will also address BPD's Public Information Office/media protocols to determine how effectively BPD's command structure, legal counsel, and other designated personnel collaborate in reviewing existing data and communicating with and educating the community on issues of public importance. In general, the more information and data that can be shared without compromising police investigations or confidential BPD operations, or that may negatively impact citizen and officer safety, the more effectively BPD can build trust and confidence in its operations.

Kroll's recommendations and technical assistance will be geared toward promoting transparency, improved communications and relationships with the citizens and residents of Baltimore, visitors, local businesses, and the City's neighbors. Kroll will provide appropriate recommendations to enhance community outreach and education, and to improve the BPD complaint and internal investigations process. We also will explore and recommend ways BPD can most effectively inform the public about the BPD external complaint process, including but not limited to public service announcements, community meetings, informational brochures and placards, and public forums held at libraries, community centers, and meetings of local citizen advocacy groups.

Kroll will provide technical assistance to help BPD increase community outreach and collaboration with community and organizational leaders in the City, and to better educate key target groups about the BPD's operations and challenges. We will work with all stakeholders to ensure that, through the use of social media and a properly maintained website, the community remains informed as to how and in what manner BPD is achieving compliance with the Consent Decree and at what cost. Open communications between Kroll, BPD, the City, DOJ, and the community will help minimize misunderstandings and ensure

that the goals and objectives of the Consent Decree are satisfied in an efficient and cost-effective manner.

VIII. POTENTIAL CONFLICTS OF INTEREST

We are not aware of any potential conflicts of interest with any of the Parties to the Consent Decree at this time. Neither the Monitor nor any members of the Monitoring Team have any conflicts or potential conflicts to report. Kroll notes, however, that Richard Faughnan, who will serve as one of the Deputy Monitors, is presently engaged with the United States Attorney's Office for the Eastern District of New York with respect to two ongoing matters. In one engagement, Kroll is providing data hosting, e-discovery and data-analytic services. In the second engagement, Kroll is providing data-analytic services with respect to a securities fraud case.

IX. CONCLUSION

Kroll is uniquely qualified to perform the scope of work outlined in this proposal and to lend credibility to the review process and reform efforts of the BPD. David Brown and the Monitorship Team have unparalleled expertise and demonstrated experience in the management and operation of large municipal police departments, as well as in conducting independent police investigations, reviews, and monitorships. We understand the policies, procedures, protocols and operational concepts of public safety organizations from both current and historical perspectives obtained through years of diverse law enforcement experience. Based on our collective experience holding high ranking positions in law enforcement, government and the private sector, and through our police department monitorships, investigations, and operational reviews, we have a proven track record of dealing appropriately with diverse stakeholders, including elected officials, police command staff, sworn officers, ordinary citizens, and special interest groups in contentious and highly charged issues.

Kroll's reputation is based on its integrity, independence, thoroughness and appreciation for the sensitivity of the matters which it accepts. The team assigned to this monitorship will ensure that all work to be performed is carefully planned and executed. Moreover, given the diversity of experience on our team, recommendations representing best police practices will be assured. We believe that it is through a team approach that the underlying goals of the assignment can best be achieved.

In addition to the technical credentials of our team members, a key attribute of our team's performance will be the significant level of senior team member involvement throughout the monitorship. Kroll is committed to ensuring that all parties and stakeholders achieve full and successful implementation of the goals and objectives of the Consent Decree in a cost effective manner. Only by building a stronger, more cohesive police department that engages with the community in a constitutionally and procedurally fair manner, and with appropriate levels of compassion and concern, can the parties ensure a culture of transparency, legitimacy, fairness, collaboration, inclusion, diversity, and innovation within the BPD.

We are open to revising the proposed scope of work and corresponding budget to meet the needs of the City of Baltimore and to accommodate any additional or modified objectives.

Kroll is happy to provide any additional information or references upon request. We appreciate the opportunity to participate in this RFA process.



1835 Market Street
Suite 2950
Philadelphia, PA 19103
T 215.568.2440
F 215.568.7270