



Response to Request for Additional Information

Prepared for:

U.S. Department of Justice
City of Baltimore

Submitted:

July 31, 2017

A close-up, low-angle shot of a blue police tape with the words "BALTIMORE POLICE" printed in large, white, bold, sans-serif capital letters. The tape is stretched across the foreground, and the background is a blurred city street scene with buildings and streetlights.



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I. Response to Request for Additional Information

A. Project Management: The ability to effectively manage the numerous projects tasks, and people who will be involved in implementing the Consent Decree is critical to the success of the reforms. Please identify the individual on your team who will assume primary responsibility to manage the implementation of the Monitor's duties under the Consent Decree, and any subordinates who will be managing the implementation of a specific area. Please describe their relevant expertise and experience to perform this role. Please also describe how the team will resolve any differences of opinion that may arise among the members of the team, including the law enforcement experts. Finally, please identify the individual(s) who will serve as the primary point of contact for the Court, and describe any relevant experience.

Jeff Schlanger, the designated Primary Monitor, will have primary responsibility for managing the teams working on the Monitorship. He will be assisted by Commissioner Charles Ramsey, who will serve as Deputy Primary Monitor. Each area of the Consent Decree will be addressed by a workstream whose leaders are named in the attached Organization Chart. Their expertise and experience are detailed in the "Personnel and Current Time Commitments" section of our Application and their full bios are included in Appendix A thereof.

Mr. Schlanger will also be assisted by an administrative team, known as the Project Management Office (PMO), which will be supervised by Denise Lewis. Ms. Lewis, a former police supervisor in Los Angeles with extensive audit experience, will have responsibility for scheduling and tracking all workstream activities and coordinating the development of reports. Her full biography is attached.

With respect to differences of opinions, our team members have previously worked together in multiple capacities, e.g., at various police departments, on current and previous monitorships and technical assistance programs, as well as on the President's Task Force for 21st Century Policing. While they bring a diversity of experience to bear on this monitorship, they share a common commitment to community and constitutional policing and similar views on policing practices. Any differences of opinion will be discussed during weekly team conference calls and calls specifically set up to address any such issues. Ultimately, if the team does not come to a mutually agreed upon decision, the Monitor will be responsible for resolving any differences of opinion and setting the course of action.

The Primary Monitor, Mr. Schlanger, who is an attorney, former Chief of Staff in the Manhattan District Attorney's Office, former Deputy Monitor of the LAPD, and current Monitor of the University of Cincinnati Police Department, will be the primary point of contact with the Court.



B. Community Accountability: The ability to engage with and build legitimacy among the diverse communities of Baltimore is also essential to the success of the Consent Decree. Please identify the specific actions that you will undertake to ensure effective bilateral communication with groups and individuals in Baltimore, including: (a) how you will ensure that your community engagement efforts are inclusive of Baltimore’s diverse communities; (b) the specific team members responsible for undertaking the actions;(c) the anticipated hours each team member will spend conducting these actions, and for how many of those hours each team member will be physically present in the City of Baltimore; d) how community feedback will be documented and incorporated into monitoring activities; and e) the portion of your budget that will be dedicated to community engagement. If you plan to add any additional team members to conduct these activities, please identify the process and criteria for retaining these persons, including any involvement by the Parties or the Court.

The proposed Monitoring Team will infuse Community Engagement into every aspect of the Monitorship.

We believe that, for reform to be systemic and enduring, the broad Baltimore community must have direct, substantive input and participation in the reform process. We also believe that, for reform to be as effective and timely as it must be, diverse stakeholders must be at the table early on to shape the development of policy and to understand, as best as possible, the issues implicated by various reforms. To ensure such participation, our team will initiate a comprehensive communications, outreach and engagement program across Baltimore’s diverse communities.

As stated in our Application, our designated community liaisons are Ronald Davis and Jessica Drake. They will be responsible for implementing and overseeing all team interactions with the community, including ongoing in-person neighborhood meetings and various initiatives to generate feedback from community residents.

Mr. Davis, former executive director of the DOJ’s Office of Community-Oriented Policing (COPS) will be the team lead for Community Policing and Engagement. Mr. Davis worked directly with the Baltimore Police Department, the Mayor, and the former U.S. Attorney (now the Deputy Attorney General), in bringing COPS’ Collaborative Reform Initiative to Baltimore.

Ms. Drake, who will lead the Community Engagement sub-work stream, is a Greater Baltimore resident whose career has been dedicated to nonprofit advocacy and development. She has worked in community outreach, fundraising and volunteer engagement roles in Baltimore’s neediest communities and schools for more than 15 years. Significantly, Ms. Drake served as the facilitator for the President’s Task Force on 21st Century Policing. As a local resident, she will always be on the ground in Baltimore providing our team’s continuous local presence.

Ms. Drake has begun forming a community-based Monitoring Team Advisory Board. She has already secured the commitment for participation from 15 representatives of a wide range Baltimore community development agencies, non-profit organizations and academic institutions¹. It is envisioned that the Advisory Board will meet monthly

¹Advisory Board Members to Date:

Jesse Greenspan, Open Society	Gianna Rodriguez, Baltimore Youth Arts	Leila Kohler-Frueh, Habitat for Humanity of the Chesapeake
Talib Horne, Community Works	Johnette Richardson, Belair-Edison Project	Rhonda Elsey-Jones, Women Healing Our Lives Entirely Intervention Project
Saida Agostini, Force Baltimore	Ivan Sheehan, University of Baltimore	Ava Pipitone, Transgender Alliance and Red Emma’
Celia Neustadt, The Inner Harbor Project	Cheryl Riviere, Fresh Start / Living Classrooms	Travis Street, P.O.W.E.R. House / Children’s Target Investment Zone
Elizabeth Nix, University of Baltimore	Durryle Brooks, Love and Justice Consulting	Leanna Powell, University of Maryland Baltimore County and Station North Toolbank

to discuss issues that have arisen and solutions under consideration. It will provide ongoing guidance and assistance on (a) the Monitor's approach and areas of focus; (b) substantive reform issues; and (c) engagement with the community. In the latter capacity, it will serve as a key conduit for communicating with, and obtaining feedback from, members of Baltimore's diverse communities.

We will partner with members of the Advisory Board to provide access to at-risk populations, minority and LGBTQ community members, youth, ex-offenders, middle-class families and academic institutions across the entire city. Advisory Board members have already been asked to prepare to assemble their community / constituency to solicit their responses to issues, topics, and decisions made through the monitoring process and to relay this feedback to the Monitoring Team.

In sum, the Advisory Board will be a force multiplier for the Monitoring Team, utilizing each members' contacts to reach further into the community.

Additionally, as noted in the Application, our Monitoring Team intends to recruit another team member - a Baltimore resident selected in collaboration with the community - who will serve as Monitoring Team Advisory Board Liaison. The Liaison will be responsible for coordinating the Advisory Board's meetings and managing the documentation of board members' feedback and residents' feedback gained through the board's auspices. The Liaison, who will, we expect, have had work experience in a non-profit setting, will report to Mr. Davis, supplementing both his and Ms. Drake's community engagement efforts. To recruit this key team member, we will disseminate a position description to Advisory Board members and appropriate individuals in the BPD, City and DOJ. We will also post it on relevant job boards such as idealists.org. We will, with stakeholder participation, interview candidates with the aim of filling the position sometime in the fourth quarter of this year.

The Monitoring Team will engage Baltimore residents through targeted human and technology outreach efforts, the work of our community liaisons, and the support of the Advisory Board.

We will hold periodic community forums and regular meetings, many of which will be coordinated with and/or hosted by the organizations participating on the Advisory Board. Our overarching aim will be to update community members on progress under the Consent Decree and to listen to their ideas, concerns and feedback. To that end, we will launch a website that contains in-depth information on the team, the monitoring plan, budget and semi-annual reports as they become available. (Examples of such websites that team members have previously managed can be found at www.seattle-monitor.com and www.clevelandpolicemonitor.net). Electronic surveys, short videos about progress on particular topics or providing background necessary to allow detailed feedback on some technical areas, and comprehensive resources will all be part of the anticipated web platform.

We will also introduce a variety of other mechanisms to gather feedback on individuals' interactions with police and their ideas for reform. All of these mechanisms will be geared toward understanding and gathering the experiences, histories, and values of various Baltimore communities and the perspectives of such groups when it comes on



ideas for the future. In-person efforts will be complemented by the use of text-based technologies to conduct community surveys via mobile phones. The team will also work to refine neighborhood-specific outreach strategies and feedback mechanisms, including physical bulletin boards and “suggestion boxes” for those without the ability to use or access to computer technology.

Direct community feedback from each of these mechanisms will be shared with all Monitoring Team members through reports prepared by the Community Engagement Lead, Advisory Board Liaison, and the community policing and engagement experts on the Monitoring Team. The goal will be both to reflect the scope and breadth of community insight, while trying to identify common themes, values, or threads that emerge from the outreach process. This feedback and its implications will be discussed at regular Monitoring Team meetings and at meetings specifically set up to review community input, and, as appropriate, will be factored into decisions by the Monitor and Monitoring Team.

As with the Advisory Board Liaison position, our team aims to seek local support for the community survey and other compliance assessments. Members of the proposed team have done this successfully in other jurisdictions. In Cleveland, for example, the Monitoring Team has sub-contracted with outside firms to conduct general surveys of Cleveland residents about the police, as well as focus groups with community members, officers, and arrested detainees. The team there employed a formalized RFP process for these undertakings, with affirmative outreach conducted to local and/or regional firms. This resulted in one Cleveland-based group leading the team’s community-member focus groups and another local firm managing its officer focus group initiative.

Finally, all team leaders will act as community liaisons with respect to the progress of their work streams and efforts to solicit public input on policies, procedures and other initiatives that fall under their purview. All team leaders have substantial experience dealing with the impact of policing on the community. They have led or participated in thousands of community meetings – and understand the primary role that the Baltimore community must play in ensuring reform that residents can see and feel on the streets.

All told, we estimate that at least 20% of total Monitorship hours will be directly focused on Community Engagement. This will come from the direct hours of the Ron Davis, Jessica Drake and the to-be-hired Advisory Board Liaison², and the hours of each of our team members spend interfacing with the community in their own subject matter area. Added to this will be the countless hours spent by Advisory Board in coordinating between the Community and the Monitoring Team.

Lastly, the Monitor’s “door” will always be open to members of the community who want to share their thoughts and raise questions. This philosophy will be a key message in all communications.

In sum, the Monitoring Team’s engagement with Baltimore’s diverse communities will be sustained and substantive, and involve multi-faceted efforts to conduct two-way communications with community organizations, residents and businesses.

² Jessica Drake will be primarily focused on Community Engagement spending 240 hours annually in that endeavor. The to-be-hired Community Liaison will be allotted an estimated 240 hours for his/her role. Lastly, it is estimated that Ron Davis will spend approximately 100 of his 455 hours in direct Community Engagement.

C. Technical Assistance: The monitoring team’s ability to provide guidance and expertise to the Baltimore Police Department will likewise be a critical part of the success of the Consent Decree. For each area of the Consent Decree, please identify the law enforcement or subject matter expert(s) who will provide Technical Assistance, their prior expertise and experience implementing reforms in the sections of the Consent Decree to which they are assigned, whether and where they have implemented reforms similar to those included in this Consent Decree, and the specific number of hours each expert has committed to working in each subject matter area during each year of the consent decree, and for how many of those hours will each expert be physically present in the City of Baltimore. If you anticipate that certain experts’ involvement will increase or decrease during the implementation of the consent decree depending on the stage of implementation or other factors, please describe how you anticipate managing that involvement.

The law enforcement officials and subject matter experts on the proposed Monitoring Team have unparalleled experience in reform and concomitant reduction in crime, coupled with extensive expertise in providing technical assistance in these areas to major police departments across the nation. In fact, nearly every team member has provided, or is currently providing, technical assistance in conjunction with a monitorship or a DOJ program or grant. Our experts’ qualifications for their specific roles on the Monitoring Team are detailed in the “Personnel and Current Time Commitments” section of our Application and their complete bios are available in Appendix A.

The attached spreadsheet addresses the number of hours each expert is expected to work on a particular area of the Consent Decree, generally and while present in Baltimore, for the five years of the Consent Decree.

Please note that this breakdown in hours is notional, representing an early projection of how progress may unfold in Baltimore. It will necessarily evolve as we develop the Monitoring Plan, as the Monitorship progresses, and as the BPD achieves compliance in specific areas. For example, because Use of Force is central to so many other Consent Decree issues, a large number of hours has been dedicated to this issue in Year 1. But as progress is made on related policies, procedures and training, the number of hours allotted to Use of Force will likely decrease. The time allotments set forth also reflect the reality that the BPD does not have the physical resources to give equal time and effort to every Consent Decree area at the same time.

Our Monitoring Team intentionally offers a large, flexible pool of law enforcement professionals and subject matter experts with a wide breadth of applicable experience. This gives us the ability to quickly shift talent from one workstream to another based on need. Because of our team’s capacity and flexibility, we expect that individual team members’ time commitments will also fluctuate over the course of the Monitorship.



Independent Monitor Review of the Baltimore Police Department

Estimate of Professional Hours and Fees

Blended Rate - \$225

Year 1	Jeff Schlanger Ramsey	Charles Hassan Aden	Matthew Barge	Kevin Bethel	Ronald Davis	Jessica Drake	Terrance Gainer	Maggie Goodrich	Rachel Harmon	Richard Jerome	Nola Joyce	Sarah Lawrence	Kathleen O'Toole	Sean Smoot	Ralph Taylor	Roberto Villaseño	Denise Lewis	George Turner	Tracey Meares	TBH	Other	Total Hours	Total Cost
Use of Force	50	145	80	40	55	20	30	30	40	30	40	30	40	30	40	30						520	117,000
Supervision	25	45	150	40		25							20			40						345	77,625
Coordination with Baltimore City School Police Force	20		80	80	50																	150	33,750
Interactions with Youth	20	20		150	150														25			215	48,375
Impartial Policing	30	35			150				40										60			315	70,875
Stops, Searches, Arrests and Voluntary Police-Community Interactions	35		50	30	120				40													315	70,875
Community Policing and Engagement	60	30			50	150			40				20			25				200		600	135,000
Transportation of Persons in Custody	10						50															60	13,500
Technology	30		30	40				140			25				40							305	68,625
Handling of Reports of Sexual Assault	10																					60	13,500
Staffing, Performance Evaluations, and Promotions	25	90									120	50										285	64,125
Miscellaneous Investigations and Discipline	35		40						20	20				110				50				275	61,875
Recruitment, Hiring and Retention	35	20	20		40							50		100								265	59,625
Officer Assistance and Support	10													50								60	13,500
First Amendment Protected Activities	10															50						60	13,500
Developing a Monitoring Plan	80	50	30	50	10	10	20	10	30	10	10	10		10	20	10	90		10		50	510	114,750
Report Writing	80	10	10	100	10	10	10	10	25	10				10			90		10		200	585	131,625
Project Management	50	30		30							25						190				150	475	106,875
Assessments, Auditing, & Miscellaneous																					550	550	123,750
Grand Total Personnel and Consultants (Hours)	615	475	370	330	290	435	220	95	170	145	100	250	110	70	320	100	155	370	50	130	200	950	5,950
Total Hours On-Site in Baltimore	490	280	390	200	190	330	220	45	110	100	90	170	85	50	260	45	80	290	40	80	160	3,705	\$1,338,750
Grand Total Personnel and Consultants (Cost)																						\$1,338,750	
Travel																						\$133,875	
Facilities and Administrative																						\$133,875	
GRAND TOTAL																						\$1,472,625	

Independent Monitor Review of the Baltimore Police Department

Estimate of Professional Hours and Fees
Blended Rate - \$225

Year 2	Jeff Schlanger Ramsey	Charles Hassan Aden	Matthew Barge	Kevin Bethel	Ronald Davis	Jessica Drake	Terrance Gainer	Maggie Goodrich	Rachel Harmon	Richard Jerome	Nola Joyce	Sarah Lawrence	Kathleen O'Toole	Sean Smoot	Ralph Taylor	Roberto Villasenor	Denise Lewis	George Turner	Tracey Mearns	TBH	Other	Total Hours	Total Cost
Use of Force	25	65	40	20	25	10	15	15	15	20	15	15	15	20	15	15						250	56,250
Supervision	25	30	100	30		20										30						250	56,250
Coordination with Baltimore City School Police Force	10			50	40																	100	22,500
Interactions with Youth	10	10		120															25			165	37,125
Impartial Policing	20	25			120			40											50			235	57,375
Stops, Searches, Arrests and Voluntary Police-Community Interactions	25		40	20	100					30					30							245	55,125
Community Policing and Engagement	60	30			50	150		40					20			25			25	200		600	135,000
Transportation of Persons in Custody	10	70	40			150										30						330	74,250
Technology	20		20	30			100			25					40							235	52,875
Handling of Reports of Sexual Assault Staffing, Performance Evaluations, and Promotions	40	20							140				30						60			330	74,250
Miscellaneous Investigations and Discipline	25	60								70		40										195	43,875
Recruitment, Hiring and Retention	25		30						10	10				40				30				145	32,625
Officer Assistance and Support	40	30	20		20							25		50								140	31,500
First Amendment Protected Activities	40	30	20											130	20			60				300	67,500
Developing a Monitoring Plan	40	30	20											20	140			50				300	67,500
Report Writing	50	25	15	30	10	10		10	10	10		10		10	10	10	50		10		30	300	67,500
Project Management	80	10	10	100	10	10		10	25	10				10			90		10		200	585	131,625
Assessments, Auditing, & Miscellaneous	50	30		30							25						190				150	475	106,875
Grand Total Personnel and Consultants (Hours)	610	445	335	260	220	335	210	180	110	130	60	270	75	100	260	120	250	140	180	200	880	5,700	
Total Hours On-Site in Baltimore	490	280	290	200	190	330	220	45	110	100	90	170	85	50	260	45	80	290	40	80	160	3,605	
Grand Total Personnel and Consultants (Cost)																						\$1,282,500	\$1,282,500
Travel																						\$138,250	\$138,250
Facilities and Administrative																						\$1,140,750	\$1,140,750
GRAND TOTAL																							





Independent Monitor Review of the Baltimore Police Department

Estimate of Professional Hours and Fees

Blended Rate - \$225

Year 3	Jeff Schlanger	Charles Ramsey	Hassan Aden	Matthew Barge	Kevin Bethel	Ronald Davis	Jessica Drake	Terrance Gainer	Maggie Goodrich	Rachel Harmon	Richard Jerome	Nola Joyce	Sarah Lawrence	Kathleen O'Toole	Sean Smoot	Ralph Taylor	Roberto Villaseñor	Denise Lewis	George Turner	Tracey Mearns	TBD	Other	Total Hours	Total Cost
Use of Force Supervision	50	120	60	40	-	20	-	-	-	20	-	-	-	25	-	-	30	-	-	-	-	-	365	82,125
Coordination with Baltimore City School Police Force	30	50	130	-	-	-	-	-	-	-	-	-	-	30	-	-	40	-	-	-	-	-	280	63,000
Interactions with Youth	20	30	-	-	90	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	160	36,000
Impartial Policing	30	40	-	-	120	140	-	-	-	40	-	-	-	-	-	-	-	-	-	25	-	195	43,875	
Stops, Searches, Arrests and Voluntary Police-Community Interactions	30	-	40	30	-	120	-	-	-	40	-	-	-	-	-	-	40	-	-	-	-	-	300	67,500
Community Policing and Engagement	60	30	-	-	-	50	150	-	-	40	-	-	-	20	-	-	25	-	-	25	200	-	600	135,000
Transportation of Persons in Custody	20	50	40	-	-	-	-	130	-	-	-	-	-	-	-	-	-	-	-	-	-	-	240	54,000
Technology	20	-	20	20	-	-	-	-	130	-	-	-	-	-	-	-	40	-	-	-	-	-	230	51,750
Handling of Reports of Sexual Assault	20	-	-	-	-	-	-	-	-	-	-	120	-	50	-	-	-	-	-	-	-	-	190	42,750
Staffing, Performance Evaluations, and Promotions	30	70	-	-	-	-	-	-	-	-	-	110	50	-	-	-	-	-	-	-	-	-	260	58,500
Misconduct Investigations and Discipline	30	-	-	40	-	-	-	-	-	-	30	-	-	-	-	-	-	-	40	-	-	-	250	56,250
Recruitment, Hiring and Retention	20	20	20	-	-	-	-	-	-	-	-	-	60	-	-	-	-	-	-	-	-	-	230	51,750
Officer Assistance and Support	20	-	-	-	-	20	-	-	-	50	-	-	-	-	100	-	-	-	40	-	-	-	230	51,750
First Amendment Protected Activities	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40	120	-	40	-	-	-	220	49,500
Developing a Monitoring Plan	50	25	15	30	10	10	10	-	-	10	10	-	10	-	10	10	10	50	-	10	-	30	300	67,500
Report Writing	80	10	10	100	10	10	10	-	10	25	10	-	-	-	10	-	-	90	-	10	-	200	585	131,625
Project Management	50	30	-	30	-	-	-	-	-	-	-	25	-	-	-	-	-	190	-	-	-	150	475	106,875
Assessments, Auditing, & Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500	500	112,500
Grand Total Personnel and Consultants Hours	600	475	335	290	230	370	220	130	140	135	140	255	120	125	340	130	225	330	120	110	200	880	5,900	
Total Hours On-Site in Baltimore	450	320	290	210	190	280	180	65	100	100	100	170	80	80	240	85	130	250	80	80	160	-	3,640	
Grand Total Personnel and Consultants (Cost)																							\$1,327,500	\$1,327,500
Travel																							\$132,750	\$132,750
Facilities and Administrative																							-	-
GRAND TOTAL																							\$1,460,250	\$1,460,250

Independent Monitor Review of the Baltimore Police Department

Estimate of Professional Hours and Fees

Blended Rate - \$225

Year 4	Jeff Schlanger	Charles Ramsey	Hassan Aden	Matthew Barge	Kevin Bethel	Ronald Davis	Jessica Drake	Terrance Gainer	Maggie Goodrich	Rachel Harmon	Richard Jerome	Nola Joyce	Sarah Lawrence	Kathleen O'Toole	Sean Smoot	Ralph Taylor	Roberto Villaseñor	Denise Lewis	George Turner	Tracey Mearns	TBD	Other	Total Hours	Total Cost	
Use of Force Supervision	40	110	50	30	10	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	300	67,500	
Coordination with Baltimore City School Police Force	20	40	110																				220	49,500	
Interactions with Youth	20	20		80	120		50																150	33,750	
Impartial Policing	30	30			120					40													185	41,625	
Stops, Searches, Arrests and Voluntary Police-Community Interactions	30	30	40	30	100						40					40							280	63,000	
Community Policing and Engagement	60	30			50	150				40				20			25				25	200	600	135,000	
Transportation of Persons in Custody	20	30	25				100									30							175	39,375	
Technology	20		15	15				120															200	45,000	
Handling of Reports of Sexual Assault	20											100		40									160	36,000	
Staffing, Performance Evaluations, and Promotions	20	70										100	50										240	54,000	
Misconduct Investigations and Discipline	20			30							20				100				40				210	47,250	
Recruitment, Hiring and Retention	20	15	15										50		90								190	42,750	
Officer Assistance and Support	20					10					40				90				30				190	42,750	
First Amendment Protected Activities	20															30	100		30				180	40,500	
Developing a Monitoring Plan	50	25	15	30	10	10	10			10	10		10		10	10	10		10			30	300	67,500	
Report Writing	80	10	10	100	10	10	10		10	25	10				10			90		10		200	585	131,625	
Project Management	50	30		30								25						190				150	475	106,875	
Assessments, Auditing, & Miscellaneous																						500	500	112,500	
Grand Total Personnel and Consultants (Hours)	560	410	280	265	220	310	220	100	130	135	120	225	110	100	300	110	185	330	100	110	200	880	5,400		
Total Hours On-Site in Baltimore	400	250	200	160	140	220	160	45	90	90	70	130	60	50	200	45	100	250	40	80	160	-	2,940		
Grand Total Personnel and Consultants (Cost)																							\$1,215,000	\$1,215,000	
Travel																								\$121,500	\$121,500
Facilities and Administrative																									
GRAND TOTAL																							\$1,336,500	\$1,336,500	



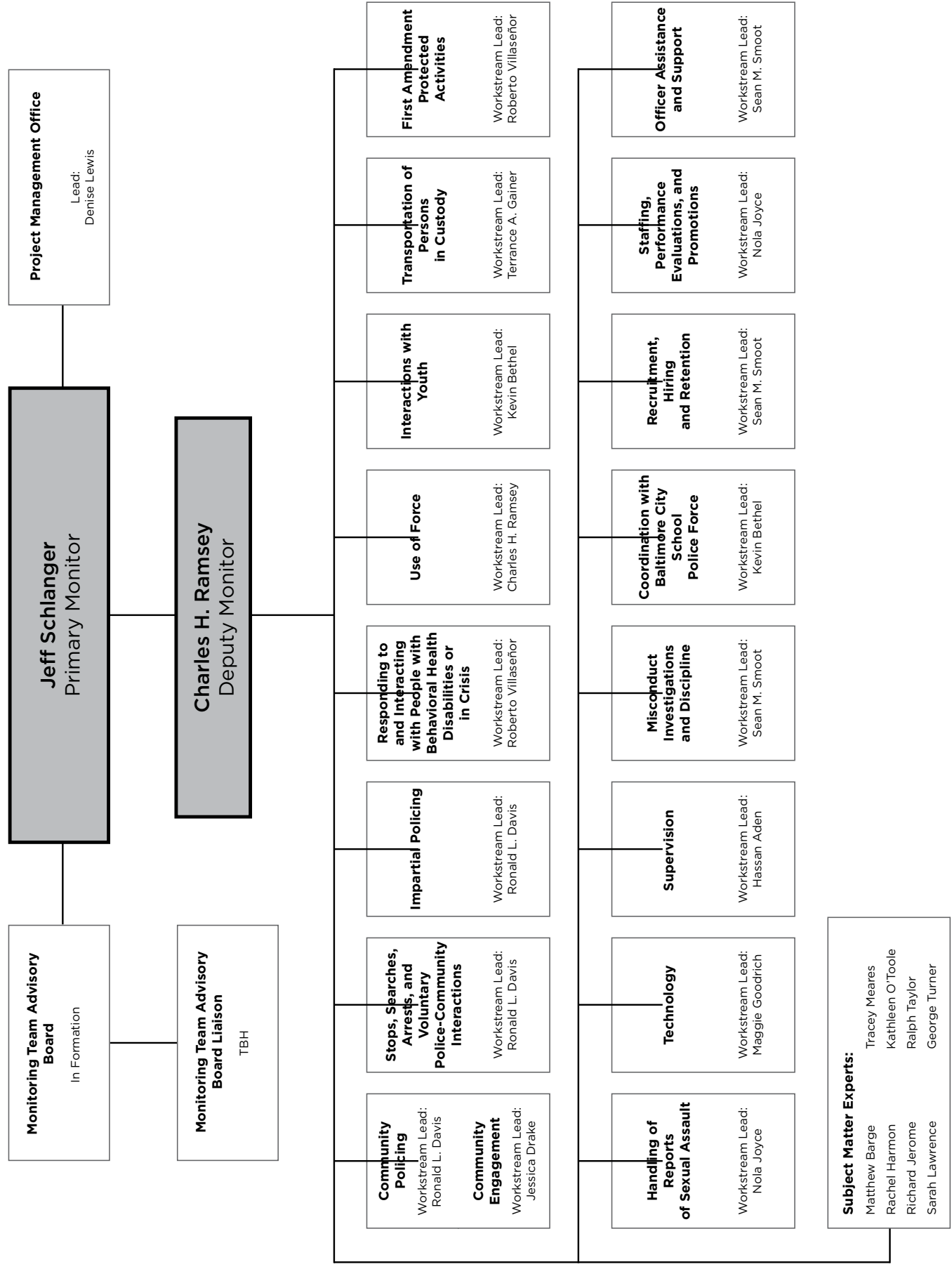


Independent Monitor Review of the Baltimore Police Department

Estimate of Professional Hours and Fees

Blended Rate - \$225

Year 5	Jeff Schlanger	Charles Ramsey	Hassan Aden	Matthew Barge	Kevin Bethel	Ronald Davis	Jessica Drake	Terrance Galner	Maggie Goodrich	Rachel Hammon	Richard Jerome	Nola Joyce	Sarah Lawrence	Kathleen O'Toole	Sean Smoot	Ralph Taylor	Roberto Villaseñor	Denise Lewis	George Turner	Tracey Mearns	TBD	Other	Total Hours	Total Cost
Use of Force	40	110	50	30	-	10	-	-	20	20	-	-	-	20	-	-	20	-	-	-	-	-	300	67,500
Supervision	20	40	110	-	-	-	-	-	-	-	-	-	-	20	-	-	30	-	-	-	-	-	220	49,500
Coordination with Baltimore City School Police Force	20	-	-	-	80	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150	33,750
Interactions with Youth	20	20	-	-	120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25	-	-	185	41,625
Impartial Policing	30	30	-	-	-	120	-	-	40	-	-	-	-	-	-	-	-	-	-	40	-	-	260	58,500
Stops, Searches, Arrests and Voluntary Police-Community Interactions	30	-	40	30	-	100	-	-	-	40	-	-	-	-	-	40	-	-	-	-	-	-	280	63,000
Community Policing and Engagement	60	30	-	-	-	50	150	-	40	-	-	-	-	20	-	-	25	-	25	-	200	-	600	135,000
Transportation of Persons in Custody	20	30	25	-	-	-	-	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	175	39,375
Technology	20	-	15	15	-	-	-	120	-	-	-	-	-	-	-	30	-	-	-	-	-	-	200	45,000
Handling of Reports of Sexual Assault	20	-	-	-	-	-	-	-	-	-	100	-	-	40	-	-	-	-	-	-	-	-	160	36,000
Staffing, Performance Evaluations, and Promotions	20	70	-	-	-	-	-	-	-	-	100	50	-	-	-	-	-	-	-	-	-	-	240	54,000
Misconduct Investigations and Discipline	20	-	-	30	-	-	-	-	20	-	-	-	-	-	100	-	-	-	40	-	-	-	210	47,250
Recruitment, Hiring and Retention	20	15	15	-	-	-	-	-	-	-	-	-	50	-	90	-	-	-	-	-	-	-	190	42,750
Officer Assistance and Support	20	-	-	-	-	10	-	-	-	40	-	-	-	-	90	-	-	-	30	-	-	-	190	42,750
First Amendment Protected Activities	20	-	-	-	-	-	-	-	-	-	40	-	-	-	90	-	-	-	30	-	-	-	180	40,500
Developing a Monitoring Plan	50	25	15	30	10	10	10	-	10	10	10	-	10	-	10	10	10	50	-	10	-	30	300	67,500
Report Writing	80	10	10	100	10	10	10	10	10	25	10	-	-	-	10	-	-	90	-	10	-	-	585	131,625
Project Management	50	30	-	30	-	-	-	-	-	-	-	25	-	-	-	-	-	190	-	-	-	-	475	106,875
Assessments, Auditing, & Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500	112,500	
Grand Total Personnel and Consultants (Hours)	560	410	280	265	220	310	220	100	130	135	120	225	110	100	300	110	185	330	100	110	200	880	5,400	
Total Hours On-Site in Baltimore	400	250	200	160	140	220	160	45	90	90	70	130	60	50	200	45	100	250	40	80	160	-	2,940	
Grand Total Personnel and Consultants (Cost)																								\$1,215,000
Travel																								\$121,500
Facilities and Administrative																								\$1,336,500
GRAND TOTAL																								\$1,336,500





Denise Lewis

Denise Lewis has spent close to 28 years in the areas of law enforcement, investigations, and police-related monitoring. During her 14+ year career as a sworn member of the Los Angeles Police Department, Ms. Lewis held a variety of patrol and supervisory assignments conducting both criminal and internal investigations. As a patrol and mobile field force sergeant, she supervised officers in the Community Relations Office, and exercised her leadership skills during tactical situations. She departed sworn service from LAPD at the rank of Sergeant II, having spent her final two years in the newly created Audit Division. In that role,

she supervised both sworn and civilian auditors in the completion of audits based on the LAPD's Federal Consent Decree mandates and developed complex audit work plans based on management objectives, policies and procedures, and applicable state and federal laws to ensure compliance with the Consent Decree.

Since retiring from the LAPD in 2003, Ms. Lewis has consulted in the area of compliance monitoring and police performance auditing, specializing in providing technical assistance and the institutionalization of internal auditing to ensure compliance with federal mandates related to arrests and detention, and the use of force. She has been a key member of several independent monitoring teams, including Detroit for six years, and currently serves as Primary Auditor of the University of Cincinnati Police Department (UCPD) since 2016. She has also conducted several training sessions for police agencies such as San Jose Police Department and the Los Angeles Airport Police, providing her expertise and assisting these agencies in establishing and institutionalizing the internal audit function, including the development of the requisite audit protocols in order to ensure compliance with government auditing standards.

In November 2013, Ms. Lewis was appointed Director of Contract Compliance for KeyPoint Government Solutions, Inc. In this position, she was responsible for leading the internal inspection function and oversaw all operational compliance audits to evaluate KeyPoint's compliance with contract requirements, and to ensure that credible recommendations were communicated to executive management. As a result of Ms. Lewis' training and experience, KeyPoint was assured that all audit work conformed to the Standards of the Professional Practice of Internal Auditing and the Code of Ethics developed by the Institute of Internal Auditors. In addition, she has contracted with several companies to review bankruptcy documentation for the Bankruptcy Audit Program of the Office of U.S. Trustees and conduct research for the U.S. Department of Energy Loan Guarantee Program.

Currently, as an Exiger employee working on the University of Cincinnati Police Department monitorship, Ms. Lewis is responsible for overall project management as well as onsite testing and the drafting of all monthly, quarterly, and bi-annual reports for the primary monitor.

In connection with several of the above assignments, Ms. Lewis has held security clearances with both the U.S. Department of Homeland Security and Office of Personnel Management.



Tracey Meares

Tracey L. Meares is the Walton Hale Hamilton Professor of Law and Founding Director of The Justice Collaboratory at Yale University. Before arriving at Yale, she was Max Pam Professor of Law and Director of the Center for Studies in Criminal Justice at the University of Chicago Law School. She was, at both The University of Chicago and Yale Law Schools, the first African American woman to be granted tenure. Before going into academia, Professor Meares held positions clerking for the Honorable Harlington Wood, Jr., of the U.S. Court of Appeals for the Seventh Circuit and as an Honors Program Trial Attorney in

the Antitrust Division of the United States Department of Justice.

Professor Meares has worked extensively with the federal government, having served on the Committee on Law and Justice, a National Research Council Standing Committee of the National Academy of Sciences from 2004–2011. Additionally, she has served on two National Research Council Review Committees: one to review research on police policy and practices, which produced the book, *Fairness and Effectiveness in Policing: The Evidence* (2004, Skogan and Frydl, eds.) and another to review the National Institute of Justice, *Strengthening the National Institute of Justice*, (2010, Welford, Chemers and Schuck, eds). In November of 2010, Meares was named by Attorney General Eric Holder to sit on the Department of Justice’s newly-created Science Advisory Board. And in December 2014, President Obama named her as a member of his Task Force on 21st Century Policing.

Professor Meares’s teaching and research interests focus on criminal procedure and criminal law policy, with a particular emphasis on empirical investigation of these subjects. Her writings on such issues as crime prevention and community capacity building are concertedly interdisciplinary and reflect a civil society approach to law enforcement that builds upon the interaction between law, culture, social norms, and social organization. She has written widely on these topics in both the academic and trade press. To this end, Professor Meares has been engaged in a number of action-oriented research projects in Chicago, Northern California, and several sites across New York State focused on violence reduction through legitimacy-enhancing strategies. Meares has been especially interested as of late in teaching and writing about communities, police legitimacy, and legal policy, and she has lectured on this topic extensively across the country to audiences of academics, lay people, and police professionals. Together with Tom Tyler, she directs the Justice Collaboratory at Yale Law School, which plays a central role, along with John Jay University and the Center for Policing Equity at UCLA in a new federal initiative to build trust and confidence in the criminal justice system. She has a B.S. in general engineering from the University of Illinois and a J.D. from the University of Chicago Law School.



George Turner

With more than 35 years of law enforcement experience, George N. Turner is one of the most sought after subject-matter experts in the fields of law and order, physical/corporate security, executive leadership/management and emergency response.

George N. Turner is a dedicated and loyal public safety professional having led the operations of the largest law enforcement agency in the State of Georgia. On July 9, 2010, he was appointed by Atlanta Mayor Kasim Reed as the 23rd Chief of Police for the City of Atlanta. After respectfully serving the City of Atlanta, Chief Turner passed the baton and retired from the Atlanta Police

Department on December 28, 2016.

Chief Turner has witnessed and shared in the paradigm shift of the policing profession. Under his leadership, the Atlanta Police Department targeted gang violence, alleviated aggressive panhandling and enhanced police officer recruitment efforts. The City of Atlanta's crime rate dropped to a 40-year low with a 27-percent reduction in crime. In 2015, the Homicide Unit had an 84-percent clear-up rate. Additionally, Chief Turner understood the importance of combining new age technology and old-fashioned police work to fight and solve crimes, deploying the latest technological advancements as part of the Department's crime-fighting strategies including video surveillance and predictive policing.

Chief Turner's resilience and leadership qualities promoted a guardian mindset and an environment of professionalism, integrity and accountability to effectively deliver police services. During the July 2016 protests, following various incidents related to police involved shootings, Atlanta was thrust into the spotlight as protesters gathered in front of the Georgia Governor's Mansion refusing to move. During that time, Chief Turner and the Atlanta Police Department were able to effectively diffuse potentially volatile situations with tact and diplomacy. As a result, the Atlanta Police Department gained national acclaim for its handling of the protests.

Despite the climate and the difficult time in our nation for members of the law enforcement community, the Atlanta Police Department remained committed to serving and protecting the citizens and visitors of Atlanta with courage, dignity and integrity.

As result of Chief Turner's commitment to building and nurturing positive relationships with communities, the Atlanta Police Department was one of 15 law enforcement agencies in the nation to be recognized for implementing the 21st Century Policing methods. The city obtained a model city designation for its efforts to implement and follow the 59 recommendations set in place by President Barack Obama's Task Force on 21st Century Policing.

Chief Turner's career has been diversified and filled with accomplishments. He has worked in all areas of the department to include the uniform division and investigations. He served as the Deputy Chief of the Support Services Division, which consists of the Corporate Services Section, 911 Communications Center, Information Services Section, and Training Academy. His responsibilities included managing the Department's

\$164 million budget, hiring new officers, and the training and development of police employees.

As a Major, he commanded the Human Resources Section, responsible for overseeing 2,200 employees and the Background & Recruitment Unit which was successful in hiring a record number of officers - 204 - during the year of 2006 and 251 in 2007. Prior to this assignment, he commanded the Zone One Precinct, which is the Northwest section of Atlanta, one of the more challenging and difficult precincts in the city. During his two-year command of the Zone One Precinct, he was responsible for a 17 percent reduction in overall crime. Chief Turner has received numerous commendations and awards from the Secret Service and the Federal Bureau of Investigation for his work on protective details with the various Presidents, other high-level officials and heads of state. He has also worked closely with the State of Georgia and other local law enforcement on a wide array of special assignments and details.

Highly respected throughout the Atlanta community, Chief Turner stands as a pillar of the community and among his brothers and sisters in blue. He served as the president of the Atlanta Police Athletic League. Most recently, he served as President of the Georgia Association of Chiefs of Police (2015-2016). He is also the past Chair of the Atlanta METRO POL and board member of Georgia International Law Enforcement Exchange (GILEE), the past Board Chair of High Intensity Drug Trafficking Area (HIDTA) and a member of the Major Cities Chiefs, International Association of Chiefs of Police, member of the Research Analysis Committee, the National Organization of Black Law Enforcement Executives (NOBLE), and the Police Executive Research Forum and a 2003 selected member of the Clark Atlanta University Athletic Hall of Fame. Chief Turner has also completed the FBI National Executive Institute training session, Class #34.

Chief Turner was educated in the Atlanta Public Schools and attended Clark Atlanta University. He holds a Bachelors of Art degree from Saint Leo University in Criminal Justice and a Master's in Public Administration from Columbus State University. He completed the United States Secret Service Academy, Small Detail Training, Police Executive Research Forum (Senior Management Institute) and Georgia Association of Chiefs of Police, Command College.