

Protecting What Matters

The Village of Oak Park

Our Approach to an Overall Assessment
of Policing, Training and Accountability
for the Oak Park Police Department

June 24, 2021

Confidential and Proprietary Proposal

 HILLARD HEINTZE

A Jensen Hughes Company

June 24, 2021

Cara Pavlicek
Village Manager

To Ms. Pavlicek:

Thank you for the opportunity to demonstrate how Hillard Heintze can support the Village of Oak Park by, as you made clear in your request for proposals, providing analysis services to study and develop an overall policing, training, accountability and community engagement assessment for the Oak Park Police Department. In the wake of the growing national spotlight on the relationship between police departments and the unique array of communities they serve, we support your plan to proactively engage an independent perspective.

We share your appreciation of the importance of this critical moment in American public safety. In July, we were selected over many other competing firms to conduct a [top-to-bottom review of the Louisville Metro Police Department](#) in the wake of the tragic, highly publicized death of Breonna Taylor. We are also currently supporting numerous additional municipalities, institutions and their police departments to ensure adherence to best practices, both proactively and in response to specific recent officer-involved shooting or use-of-force incidents. We are prepared to assist you as well as you seek an assessment of the Oak Park Police Department's (OPPD) policies, protocols and procedures impacting issues of diversity, equity and civil rights; training focus and operations; community engagement strategies and, based on this assessment, recommendations for action.

Our goal is to help you ensure that OPPD is using best practices and sound policies and procedures in all phases of its work, with particular focus on reviewing community and organizational input and current police techniques, policies and practices to determine if the Department is effective and equitable in the delivery of law enforcement services to all members of the community, and specifically people of color, for the purpose of making specific recommendations for change to improve techniques, policies and practices for the Department. In some cases, this may mean highlighting the Department's strengths. In others, it will mean identifying critical areas in need of improvement, and, potentially, comprehensive structural change that could be groundbreaking for both the Department and policing in the future.

Our team has helped drive the critical advancements in policing called for in the *Final Report of the President's Task Force on 21st Century Policing*: transparency, accountability and better community engagement. Under the administration of President Barack Obama, the U.S. Department of Justice chose Hillard Heintze as the sole service provider for the Community Oriented Policing Services (COPS) Office Collaborative Reform Initiative for Technical Assistance (CRI-TA), the largest U.S. program to advance police transformation and reform in cities and universities across the nation. Both under CRI-TA and independently as a global leader in change management for policing, we have helped guide, develop and advise law enforcement agencies with strategy development and real, sustainable programmatic initiatives that help them deliver effective, professional, ethical, community-focused and culturally sensitive policing.



In addition, we bring nationally recognized thought leadership. Hillard Heintze's Law Enforcement Consulting team served as the authors and subject matter experts for the COPS Office's recently published guide, *Law Enforcement Best Practices – Lessons Learned from the Field*. This critical publication serves as a guide for modern police reforms throughout the United States.

Trust, Legitimacy and Transparency

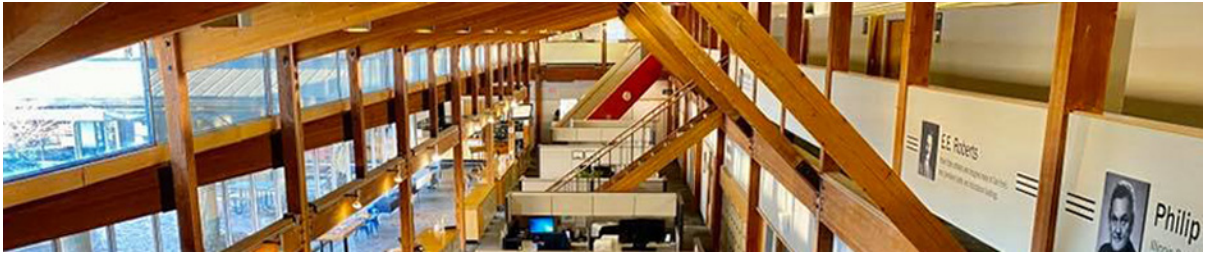
We understand that when communities and their public servants come together as intertwined partners in an ongoing effort, the potential is limitless for a system of public safety built on a foundation of trust, legitimacy and transparency. This is our core competency. We believe we bring the experience, expertise and vision that will be required to lay out a community-centric vision for the future of the Oak Park Police Department and build a comprehensive set of recommendations that collectively will result, over time, in the fulfillment of a promise to the people of Oak Park.

Thank you for your consideration of our firm for this critical initiative. We are ready to support your leaders, and if chosen as your trusted independent advisor, we will serve you with integrity and distinction.

Sincerely,
Hillard Heintze, A Jensen Hughes Company

A handwritten signature in black ink, appearing to read 'KB', with a large, stylized flourish at the end.

Kenneth A. Bouche
Chief Operating Officer



1. Name of the firm and the location of the office that will have responsibility for this project.

Hillard Heintze, a Jensen Hughes Company
30 South Wacker Drive, Suite 1400
Chicago, Illinois 60606

Name, address and phone number of a contract person responsible for and knowledgeable of this proposal.

Robert L. Davis
Senior Vice President, Practice Lead – Law Enforcement Consulting
30 S. Wacker Drive, Suite 1400
Chicago, Illinois 60606
+1 312-869-8609

Project Team

a. Names of all principals/partners and/or parties having any interest in the firm.

Corporate Owner: Jensen Hughes

b. Date the company was founded.

2004 (Hillard Heintze)

c. General nature of work experience/specialties.

Hillard Heintze is one of the leading law enforcement and public safety consulting firms in the United States and across the world. Since our inception in 2004, we have helped dozens of public safety and law enforcement organizations – at all levels of government, from local to national, as well as academic institutions – protect people, performance, interests and reputations.



- We bring an exceptional team experienced in complex policing practices, both as executives delivering public safety services and as assessors addressing a range of issues, from single-focused problem-solving and program-building to strategic, high-profile police transformation initiatives.
- We have a team of skilled former public servants familiar with and able to modify organizational structures to ensure seamless delivery of safety services in highly complex, changing environments.

Hillard Heintze is based in the U.S. with corporate headquarters in Chicago. Our Law Enforcement Consulting practice is led by Senior Vice President Rob Davis, who is supported by an experienced team of leaders and subject matter experts in public safety.

d. Number of professional and support staff (by general classification) located in Illinois.

Hillard Heintze has more than 60 full-time employees, about 40 of whom are located in Illinois.

e. Estimated fee income for professional services in 2019.

As we are a services company and our revenue is generated by providing value-add services to our clients, this information is confidential.

f. Project history for the past five (5) years.

We have contracted for 107 law enforcement consulting projects since 2017.



2. Brief description of our capabilities, strengths and relevant experience developing municipal police department policing, training, accountability assessment and community engagement in communities similar to Oak Park including but not limited to sworn officers, command structure, local law enforcement services, population, population density and location of existing Village facilities.

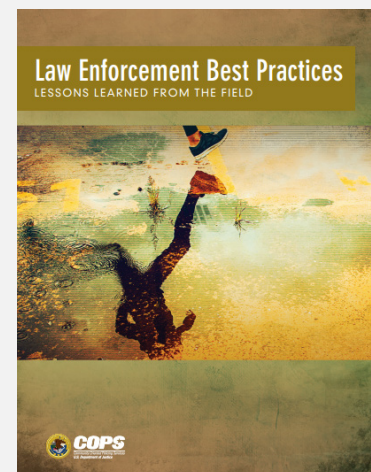
We understand and have developed and implemented best practices in public safety for decades. We have a first-hand and highly detailed knowledge of precisely how agencies operate and where the greatest vulnerabilities to organizational effectiveness and efficiency lie. We have been able to assist agencies in driving reform – and sustaining these changes over time.

Hillard Heintze and our subject matter experts who would serve on this engagement:

- + Served as the lead contractor with the U.S. Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS Office) Collaborative Reform Initiative for Technical Assistance (CRI-TA) to work with law enforcement agencies to institute collaborative reform through focus on constitutional policing in both large and small cities, with a focus on the key areas of use of force, bias, community policing, personnel and hiring practices and officer and department accountability. Many of these assessments were in response to high-profile incidents involving officers' use of force.
- + Provided independent investigations of citizen complaints for the **Village of Schaumburg** and investigative support to complaints against the Schaumburg Police Department and Village employees, including conducting internal affairs investigations. This work represented an outgrowth of our engagement as we conducted a sweeping independent review of the Department in the wake of criminal charges filed against three officers accused of stealing from drug dealers and selling narcotics. After the resignation of the Department's police chief, a senior Hillard

An Authority on Police Policies and Practices

Hillard Heintze's Law Enforcement Consulting team served as the authors and subject matter experts in creating the COPS Office guide entitled, "Law Enforcement Best Practices – Lessons Learned from the Field," serving as a guide for modern police reforms throughout the United States.



To access this publication, please visit [this link](#).



- Heintze executive served as the Interim Police Chief. The Hillard Heintze team made 50 recommendations – all of which were adopted by the Department, which is well on its way to transforming its culture and relationship with the community it serves.
- + Were selected in July to conduct a top-to-bottom review of the Louisville Metro Police Department in the wake of the death of Breonna Taylor.
 - + Are currently providing assessments for numerous municipalities, institutions and their police departments throughout the country, both proactively and in response to specific, recent officer-involved shooting or use of force incidents.
 - + Engaged as the independent monitor to help advance the organizational transformation of the San Francisco Police Department (SFPD), working with the department to evaluate how it is implementing the operational recommendations generated by an assessment completed under the U.S. DOJ Collaborative Reform Initiative – Technical Assistance Program (CRITA).
 - + Support the City of Chicago in meeting its consent decree requirements, while also helping to innovate policing in the city across the spectrum of reform, from officer-involved shooting investigation policies, practices and training, including civilian review and investigation, to engaging the community on use of force issues through diverse and multi-dimensional working groups to help inform policing policies that are procedurally just and reflect the concerns of underserved communities.
 - + Are currently assisting the Baltimore Police Department, on behalf of the Civil Rights Division of the U.S. Attorney General's Office, with designing training courses that meet the requirements of the Federal Monitoring Team and the Court. Through this effort, we support BPD in complying with Consent Decree training requirements for improved use of force and procedural justice curriculum.
 - + Planned, directed and delivered dozens of assessments and analyses of police and sheriffs' departments – ranging in size and complexity from Denver and Boulder, Colorado and Miami, Florida to Riverside, Corona and Tustin, California – with a focus on leadership, management, accountability, policy, procedures and actual practices as related to national best practices in policing and investigations.
 - + Authored multiple national-level research and analysis publications and reports on police department operations, including analyses of police bias, investigation practices, complaint management optimization, interview policies and organization.
 - + Planned and directed, as major, mid-size and small city police chiefs, sheriff and former federal Senior Executive Service law enforcement leaders, some of the most complex law enforcement initiatives that federal, state and local policing organizations have undertaken over the past 30 years – in Washington, D.C., in states and in major metropolitan centers, mid-sized cities, small towns, and universities across the nation.



Additional Relevant Past Performances

U.S. Department of Justice COPS Office CRI-TA Program

Under the administration of President Barack Obama, the United States Department of Justice's COPS (Community Oriented Policing Services) Office selected Hillard Heintze to assist with reform efforts in three cities across the country. Based largely on our early success, in September 2015, Hillard Heintze was named as the sole technical assistance provider for the CRI-TA program to work with law enforcement agencies to institute collaborative reform in keeping with the ***Final Report of the President's Task Force on 21st Century Policing***.

Our team led CRI-TA efforts in nine cities across the U.S., with agencies spanning 23 officers to 2,000-plus officers. Work was conducted in key constitutional policing subject matter areas, including Community Policing; Impartial Policing; Crisis Intervention; Use of Force; Recruitment, Hiring, and Promotion; Critical Incident Response and Follow-up; Supervision; Training; Officer Safety and Wellness; and Accountability and Transparency. Our collaborative approach was designed to bring together community members, local governments and police departments to identify practices that foster community relations and effective constitutional policing, as well as those policies and practices that tend to erode, undermine or be counter to best practices in community policing. Federal employees are prohibited from providing references. However, **Hillard Heintze received high ratings from the DOJ Contracting Officer for our work, including ratings of Exceptional for our project manager.** These assessments are available from the federal Contractor Performance Assessment Reporting System (CPARS).

NATO 2012 Summit in Chicago

Hillard Heintze served the 2012 Chicago NATO Host Committee as a trusted security advisor to consult and provide services on a wide spectrum of issues surrounding emergency preparedness, security, communications and operational matters between the City of Chicago and the Chicago business community regarding the Summit, **the largest National Special Security Event (NSSE) to occur on U.S. soil.** Our team worked with communities and stakeholders to provide advice and coordinate strategies, and engaged with civil attorneys, including the ACLU, to discuss mass arrest protocols and constitutional policing during the anticipated demonstrations. There was no civil litigation filed regarding overall policing practices, and personal injury and property damage was minimal while the world watched.

Carpentersville, Illinois

Hillard Heintze conducted an investigation into a use-of-force complaint against a member of the Carpentersville Police Department, which we completed with discretion, investigative diligence and professional respect. The independent review of the facts surrounding this incident was used to determine if the officer's use of force violated policy or was in any way inappropriate.



California Department of Justice

Hillard Heintze was contracted to help the California Department of Justice by conducting high-level assessments of police departments deemed in need of independent review. For our first assignment, we have been tasked with assessing the Vallejo Police Department's (VPD) use of force policies, processes and procedures in alignment with emerging best practices in policing and providing oversight support. In light of recent public incidents involving the VPD, the analysis was intended to serve as a vital examination to help assure Vallejo residents of the VPD's constitutional policing practices and that the Department delivers the best possible services to its community and other stakeholders.

Tustin, California

In July 2016, the City of Tustin commissioned Hillard Heintze to (1) conduct an independent workforce assessment of the Tustin Police Department, with a special focus on current Patrol and Investigations operations and then (2) translate the assessment's key findings and analysis into a clear and actionable set of recommendations to help the Department implement these changes over time. This report included our assessment team's key findings and recommendations on how to establish the appropriate level of staffing necessary to help the City of Tustin meet and sustain its responsibility to protect its communities and ensure public safety and security.

Riverside, California

In July 2015, the City of Riverside, California launched a program to provide independent, outside audits of all City departments once every five years. The Riverside Police Department (RPD) was one of the three selected to be audited in fiscal year 2016/2017, and the City of Riverside commissioned Hillard Heintze to perform its independent performance assessment. The scope of our review included (1) employee discipline and internal affairs; (2) case review and case management; (3) use of data, including data-driven policing, crime statistics and crime analysis; (4) use of technology and communications systems; (5) staffing and deployment; and (6) financial expenditures.

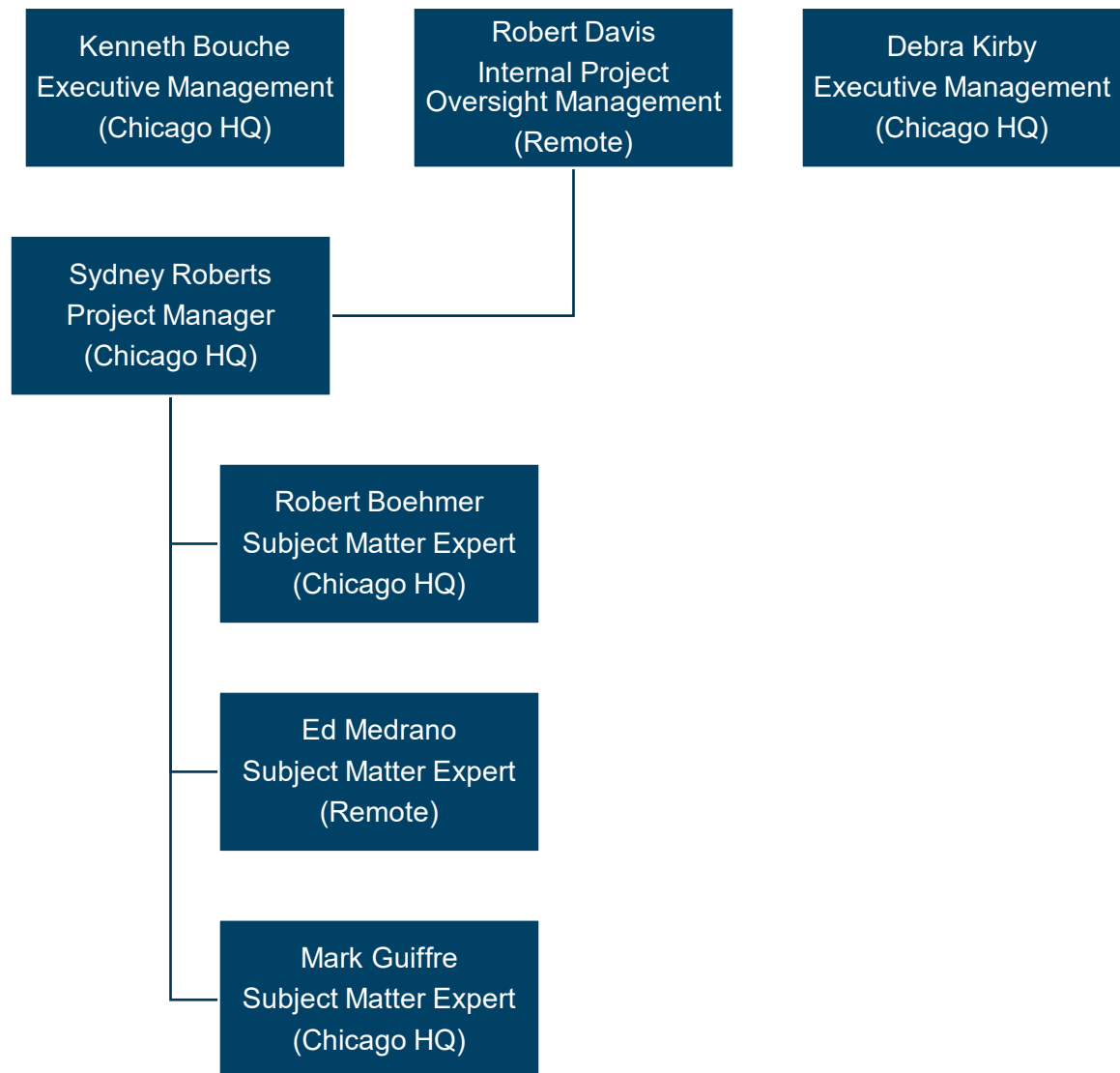
Lancaster, California

Hillard Heintze is supporting the City of Lancaster, California with technical assistance to develop a Hybrid Law Enforcement Model (HLEM) for the City and the Los Angeles County Sheriff's Department (LASD). Working collaboratively with City leadership and the Lancaster community, we are working to ensure Lancaster's police are operating in accordance with national best practices in policing, including a commitment to community policing; building community trust and legitimacy; operating under proper policy and oversight; focusing on crime reduction; enhancing training; and helping to ensure officer safety.



3. Team organization chart indicating staff, their office location and their areas of involvement on the project.

The Hillard Heintze Team Serving the Village of Oak Park





4. An outline of each individual's personal experience on projects of a similar nature, including size of the project, role of the individual, areas of responsibility, level of involvement and time assigned to the project – as well as each individual's membership, affiliation or participation in Oak Park community organizations, clubs, groups, etc. if applicable.

Executive Management

Kenneth A. Bouche, Chief Operating Officer



Ken helped the firm's CEO transform a small team of seasoned professionals into one of the leading security risk management firms in the world. Ken has advised clients across many industries and sectors on how to align their security strategies with their corporate strategies to improve efficiencies and effectively mitigate risk. He currently guides the performance of the firm's operations from end-to-end, across all six of its practices. Ken's depth of experience in the justice and homeland security space includes serving as a member the IJIS Institute's Board of Directors from 2009 to 2013 and chairing the Global Justice Information Sharing Initiative from 2001 to 2006. He served as a national leader in improving America's information-sharing capacity and implementing post-9/11 intelligence reforms. Ken dedicated 23 years to the Illinois State Police (ISP). As Colonel and CIO, he was responsible for modernizing and standardizing the agency's technology functions. He oversaw the delivery of critical real-time information to more than 1,000 police agencies and 40,000 police and justice end-users on a 24-hour basis.

Project Highlights:

- + Has been engaged in every law enforcement project conducted by Hillard Heintze, including all university clients/projects, as an executive, project leader and/or subject-matter expert.
- + **U.S. Department of Justice COPS Office CRI-TA Program:** Project oversight and subject matter expertise. Hillard Heintze was named by the U.S. Department of Justice Office of Community Oriented Policing as the sole technical assistance provider for the Collaborative Reform Initiative for Technical Assistance (CRI-TA) Program. The program was designed to assist law enforcement agencies with instituting programs in the wake of high-profile use of force situations.
- + **Schaumburg, Illinois Police Department:** Project Manager. Led an independent management and operations assessment of the Schaumburg Police Department (SPD), which concluded with a transformative report with 10 key findings and 50 recommendations. After the report was issued, served as Interim Police Chief for 10 months, and was responsible for initiating a transformation of the department by implementing the recommendations from the assessment, as well as assisting in recruiting and onboarding a new police chief.



- + **Denver, Colorado Sheriff Department:** Led a team in conducting an independent assessment of the Denver Sheriff's Department, including a complete agency operations and management assessment with emphasis on use of force, classification of inmates, staffing, discipline and internal affairs functions. Helped DSD implement significant improvements, including implementing the 14 key findings from the assessment.

Debra K. Kirby, Esq., Senior Vice President



Debra serves as Senior Vice President for Hillard Heintze's Operations. She drives efficiency in our operations and supports our larger law enforcement and cross-practice projects for municipal and corporate clients. She has been a champion for change throughout her career in the public safety field, including as the Deputy Chief Inspector with the Garda Síochána Inspectorate, which reports to the Minister of the Irish Department of Justice and Equality, and the Chicago Police

Department, where she held multiple leadership roles including Chief of the Bureau of Organizational Development. She was a critical partner in developing the CPD's response protocol for officer-involved shooting in agreement with the Review Authority. A licensed attorney in the State of Illinois, Debra has a master's degree in homeland security awarded by the Naval Postgraduate School and an undergraduate degree from the University of Illinois. She is a graduate of the FBI National Academy and was a Fulbright Scholar for Law Enforcement working with the University of Manchester in the UK.

Project Highlights:

- + **U.S. Department of Justice COPS Office CRI-TA Program:** Project oversight and subject matter expertise. Hillard Heintze was named by the U.S. Department of Justice Office of Community Oriented Policing as the sole technical assistance provider for the Collaborative Reform Initiative for Technical Assistance (CRI-TA) Program. The program was designed in the wake of high-profile use of force situations.
- + **Chicago State of University:** Part of a team that conducted an independent assessment of Chicago State University's Police Department operations to develop a roadmap for the future to ensure delivery of effective police services, including review of the existing organizational structure.
- + **2012 NATO Summit:** Was the law enforcement lead for the 2012 NATO Summit, the largest National Special Security Event (NSSE) to occur on U.S. soil. Worked with communities and stakeholders to provide advice, coordinate strategies and engaged with civil attorneys, including the ACLU, to discuss mass arrest protocols and constitutional policing during the anticipated demonstrations.



Internal Project Oversight Management

Robert L. Davis, Senior Vice President and Practice Lead, Law Enforcement Consulting



Rob is a highly regarded and innovative national leader in policing and public safety with extensive experience assessing federal, state and local law enforcement agencies across the U.S. Rob served in a variety of capacities during his 30 years' career with the San Jose Police Department, including as the Chief of Police for seven years. During his time as chief, Rob also served as the President of the Major Cities Chiefs Association. He provided consulting services for the U.S. State Department, traveling on numerous occasions to Central and South America to provide training in community policing methods addressing gang prevention, intervention and suppression. Since retiring from San Jose, Rob has been involved in numerous assessments of police departments across the nation, including serving as the Project Director for Hillard Heintze's Department of Justice Collaborative Reform Initiative for Technical Assistance contract.

Project Highlights:

- + **U.S. Department of Justice, COPS Office Collaborative Reform and Technical Assistance (CRI-TA).** Served as the Project Director for the creation of the "Law Enforcement Best Practices Manual – Lessons Learned from the Field." The COPS Office published it in 2019, distributing it nationwide.
- + **U.S Department of Justice, Civil Rights Division.** Currently serves as an adviser to DOJ attorneys assigned to work with the Training Units of the City of Baltimore Police Department and the Maricopa County, Arizona Sheriff's Department (Phoenix) as they work to design training courses responsive the requirements of Federal Consent Decrees to address a number of issues involving constitutional-based policing.
- + **Chicago State University:** Led an engagement in which Hillard Heintze conducted an assessment of Chicago State University's Police Department operations to develop a roadmap for the future to ensure delivery of effective police services.
- + **Cedar Park, Texas Police Department:** Independent review of policies, procedures and organizational compliance related to criminal investigations, assessment of departmentwide operations and a staffing analysis.



Project Manager

Sydney R. Roberts, JD, Senior Director



Sydney brings over three decades of experience to her role as Senior Consultant at Jensen Hughes. A leader in police oversight and accountability, Sydney has provided insight and guidance on civil and human rights matters impacting law enforcement, including illegal search and seizure, denial of counsel and officer-involved shootings. In addition to her career in law enforcement and police reform, Sydney has built and lead diverse and inclusive high-performance teams on multi-million-dollar enterprises in public safety, compliance and community advocacy. Before joining the Hillard Heintze team, Sydney served as Chief Administrator for the Civilian Office of Police Accountability (COPA) in Chicago, Illinois, where she was integral in enabling civilian oversight of law enforcement. She developed the Policy, Research & Analysis Division (PRAD) to demonstrate performance, mitigate risk and improve the policing practices of the Chicago Police Department (CPD). Her accomplishments at COPA include increasing case closure, reducing intake and managing a comprehensive real-time response to a surge in police misconduct complaints filed after George Floyd's death and the ensuing civil unrest that followed.

Project Highlights:

- + **Chicago's Civilian Officer of Police Accountability:** From 2018 to 2021, served as Chief Administrator for Chicago's Civilian Officer of Police Accountability (COPA). She designed, led and implemented operational strategies to transform a new government entity into a sustainable enterprise by increasing case closure, reducing intake and managing a comprehensive real-time response to a surge in police misconduct complaints filed after George Floyd's death. She spearheaded and launched the Policy, Research and Analysis Division (PRAD) to conduct qualitative and quantitative research to demonstrate performance, mitigate risk and improve the practices of the Chicago Police Department (CPD).
- + **Illinois Secretary of State Department of Police:** Prior to serving as Chief Administrator for COPA, served as Director of the Illinois Secretary of State Department of Police, where she led executive personnel and directed, planned, organized and ensured compliance with all required security measures; ensured compliance with state and federal mandates; and advised elected officials and occupants.



Subject-Matter Expertise

Robert Boehmer, Esq., Vice President



Robert is an experienced facilitator, trainer and public speaker, with expertise in collaborative problem solving, community policing, partnership development and information sharing. For the past several years, he has been facilitating sessions for the Department of Homeland Security's Building Communities of Trust Initiative, focusing on developing trust among law enforcement, fusion centers and the communities they serve. As a Vice President in the Law Enforcement Consulting practice at Hillard Heintze, Robert manages complex law enforcement assessments and helps police agencies transform their organizations and adopt national best practices and industry standards central to improving accountability, transparency and community trust.

Project Highlights:

- + **Confidential Midwest City:** Led a team and provided expertise for the U.S. Department of Justice in providing technical assistance to a upper-Midwest police department in the aftermath of an officer-involved shooting that received national attention. The technical assistance involved the development of new policies and procedures regarding use of force, traffic stops and other topics, and improvement of the department's methods to analyze data to make informed decisions and to make the department's data more transparent. The project also resulted in the development of a multi-year strategic plan to reform the department and improve community relationships.
- + **City of Lancaster, California:** Served as the on-site project manager and provided expertise for the city in creating a strategic plan for developing and implementing a new Hybrid Policing Model. This model, based on input of community members and other stakeholders, laid out a proposed organizational structure, core principles, key operational components and detailed implementation steps. The overall model calls for community engagement where various neighborhoods and stakeholders within the city have an equal say in proposing how public safety is to be administered.
- + **City of Oakland, California:** Led a team of subject-matter experts and a data analyst in reviewing the Oakland Police Department's Internal Affairs functions. The team reviewed department policies, procedures and practices regarding misconduct investigations, historical data to determine if the data showed patterns of disparity in the treatment of officers, and field training programs to review patterns of disparity in the treatment of recruits.



Ed Medrano, Senior Subject Matter Expert



Edward “Ed” Medrano was appointed Chief of the Gardena Police Department in 2007 and has served as the Director of the Police, Streets, and Development Services Department. In this capacity, Chief Medrano has led 150 dedicated law enforcement personnel, and an additional 100 city employees in the areas of public works, community and economic development (planning, engineering, building services, code enforcement, and permitting and licensing). He also has maintained budget oversight of the aforementioned operations totaling approximately \$28 million.

Project Highlights:

- + **Gardena Police Department:** Served as Chief Executive of the GPD. Responsible for all operations, administrative and support services for the police department. Oversaw 160 employees and a \$22 million budget.
- + **City of Gardena:** Served as Director of Police Streets and Development Services. Was responsible for overseeing the operations of Public Safety, Public Works Street Division, Engineering, Building, Lighting and Sewers. Responsible for planning, building and licensing functions for the City. Maintained community standards through code enforcement. Was responsible for overseeing the operations of the Economic Development Department and One-Stop Employment Center.
- + **Los Angeles Regional Criminal Information Clearinghouse:** Served as Executive Director. Provided executive leadership for the regional intelligence task force. Represented the organization at intelligence committees and boards. Provided liaison to local, state and federal agencies.

Mark Giuffre, CFE, CAMS, CPP, Senior Director



With 30 years of experience serving in the U.S. Drug Enforcement Administration (DEA), Mark Giuffre is a globally recognized expert in narcotics investigations, interdiction, border security, transnational crime groups and synthetic opioids. He has developed and provided training programs and instruction to federal, state, local, tribal and foreign law enforcement officials. In addition, he is trained, experienced and certified in financial, fraud and asset forfeiture investigations. Mark retired as an Assistant Special Agent in Charge of the DEA Chicago Office where he was responsible for narcotics investigations, money laundering investigations, intelligence and enforcement in five Midwestern states. Earlier in his career, Mark was stationed at the American Embassy in Bangkok, Thailand for seven years, with travel and assignments to 37 other nations.



Project Highlights:

- + On-site project manager and subject matter expert for a police reform project for a major Middle Eastern country. The assessment phase included observing and evaluating police academy training programs, curriculum development and training policies and procedures. In addition, assessment was conducted of all law enforcement in-service training programs in the nation. The project benchmarked law enforcement training best practices globally and evaluated in-country training programs against those standards, culminating in recommendations for policy, practice, and procedure changes along with an initial roadmap for implementation.
- + Background in training curriculum development, implementation, and evaluation. He has developed and taught courses at the FBI and DEA Academies in Quantico, Virginia and was certified as an instructor by the DEA Office of Training. Mark developed and assessed law enforcement training courses at the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs, International Law Enforcement Academy (ILEA) in Bangkok, Thailand. In addition, he has developed, taught and assessed training courses throughout the United States to include the Illinois Judicial Education Conference for state court judges, National Native American Law Enforcement Association annual training conferences, International Narcotics Interdiction Association Annual Drug/Terrorist Interdiction Training Conferences.
- + Mark has also developed course material and served as a guest lecturer at the Loyola University of Chicago and Michigan State University Schools of Criminal Justice. He is a recognized expert on Asian Organized Crime, Mexican Cartels, Transnational Crime Groups, Financial Investigations, Money Laundering Investigations, Narcotics Investigations, synthetic opioids and has testified as an expert witness in state and federal courts.



5. List of law enforcement policing, training, accountability and community engagement assessments we have completed that are most comparable to the work described in the scope of services, including contact name, title, address, email and telephone number for the primary contact for each comparable assessment, as well as total fees paid associated with each project.

Attention: This section shall be considered confidential. In addition, past project fees are confidential and therefore not disclosed.

Schaumburg, Illinois Police Department

The Village of Schaumburg engaged Hillard Heintze to conduct a sweeping independent review of its police department in the wake of criminal charges filed against three officers accused of stealing from drug dealers and selling narcotics. Our assessment of the Department demonstrated that the officers’ criminal behavior stemmed from poor leadership and a lack of a clear strategy and management controls throughout the organization. The Hillard Heintze team made 50 recommendations to transform the organization.

Paula Hewson
Assistant Village Manager
Village of Schaumburg
(847) 923-4715
phewson@ci.schaumburg.il.us

City of Fort Worth, Texas

In 2016, Hillard Heintze provided the Fort Worth Police Department (FWPD) with professional services for the purpose of developing a Comprehensive Ethics Program. The scope included assessment and survey implementation, core curriculum development, a train-the-trainers component, and design and communications support. Hillard Heintze worked closely with the FWPD staff, including ongoing check-ins with the Chief of Police.

Capt. Deven Pitt
Captain, Training Unit
Fort Worth Police Department
(817) 392-6472
deven.pitt@fortworthtexas.gov

Beloit, Wisconsin Police Department

Hillard Heintze conducted a comprehensive assessment of the Beloit Police Department at the request of the City government. This included a systemic review of existing policies, procedures and practices across the full spectrum of Department operations. The team provided the City and Department with a written independent assessment report and the community with a strategic roadmap for future success. Following the assessment, Hillard Heintze guided the City through implementation of recommendations by providing advisory services.

Lori S. Curtis Luther
City Manager
City of Beloit
(608) 364-6614
lutherl@beloitwi.gov



Cedar Park, Texas Police Department

Hillard Heintze completed an independent assessment of the Cedar Park Police Department (CPPD) in Cedar Park, Texas. The assessment had a specific focus on (1) the management of the agency's criminal investigations, (2) the effectiveness of patrol operations strategies, (3) the effectiveness of supervision and command-and-control efforts and (4) the identification of any staffing imbalances that affect service to the community. The assessment was initiated after the CPPD came under public scrutiny due to the manner in which the department handled some high-profile criminal investigations. Hillard Heintze's report was created to serve as a roadmap for the City Manager, Chief of Police and all other members of CPPD in order to help the Department in establishing and enhancing its policies and procedures. Our goal was to ensure those who live and work in the City of Cedar Park receive the professional police services they expect and deserve, in turn improving community trust in the department.

Ms. Brenda Eivens
City Manager
City of Cedar Park
512-401-5010
brenda.eivens@cedarparktexas.gov

To access our public report, click [here](#).

6. A statement of commitment that personnel named in the proposal will be available for the duration of the project at the indicated level of involvement and will be independent in their assessment, except where prevented by circumstances beyond our control.

Hillard Heintze certifies that personnel named in the proposal will be available for the duration of the project at the indicated level of involvement and will be independent in their assessment, except where prevented by circumstances beyond our control.

7. A schedule of hourly salary rates for each job classification and any overhead factors.

Our blended hourly rate for this engagement is \$293.40.

8. Any objections to any terms of the request for proposal.

We have no objections to the terms of the request for proposal.



9. A detailed summary of our Project Understanding and Approach for the scope of work, which shall include the number of meetings anticipated, tasks performed by us, tasked performed by the Village, etc.

Our Project Understanding

We recognize that the Village of Oak Park is seeking an independent perspective on the Oak Park Police Department's policing operations, training, accountability and community engagement based upon a review of community and organizational input and current policing techniques, policies and practices to determine if the Department is effective and equitable in the delivery of law enforcement services to all members of the community, and specifically people of color, for the purpose of making specific recommendations for changes to improve techniques, policies and practices of the Department.

Hillard Heintze can help the Oak Park Police Department quickly reach the starting point that can serve as a springboard to a long-term path. For the Department and the people it serves, that starting point is clear: an independent, comprehensive assessment of the Department's policies, procedures and operations, one that not only solicits input from historically underserved groups, but is both focused on and accountable to those groups and their champions.

Our Approach to the Project

Our methodology and work plan have been refined over the years during our engagements with very diverse municipalities of all sizes. **As our client, you will have visibility at every step of the workplan, as transparency in process drives the best outcomes.** As such, the following information is designed to serve as an overview for how we would conduct an assessment of the Department's current operations so we may provide to the Village Manager's Office a written assessment report containing observations, findings and recommendations for policy, procedure and structural changes to the Police Department to ensure that the Department is utilizing best practices and sound policies and procedures in all phases of its work.

We want to assist the Village of Oak Park in framing the police-community relationship, in partnership with the Village Manager's Office, Department leadership and Oak Park's diverse communities themselves, by developing recommendations framed in a way to help drive new policing strategies for the Department to go beyond current best practices, which have not always produced the outcomes communities and police agencies are seeking, and especially so for communities of color. We will assist the Department and Oak Park community in developing a proactive partnership to determine how the Department will deliver policing services under a future strategy that prioritizes Oak Park's communities' insights and voices into policing tactics.



As noted in the RFP, our work will focus primarily on the following areas:

- 1 A thorough evaluation of the current Police Department regarding policing, techniques, training, accountability and community engagement. Note existing deficiencies throughout the Department such as indicators of racial or bias-based profiling and any other unfair policing practices;
- 2 A study/evaluation of the routine operations of the Oak Park Police Department in order to achieve a thorough understanding of how the Department serves the needs of the community, and specifically people of color;
- 3 A study/evaluation of community needs regarding policing and safety;
- 4 A study/evaluation of community engagement, with a focus on interaction with diverse populations in the community including but not limited to minority populations, faith-based organizations, youth, homeless and the LGBTQ+ community;
- 5 Recommendations for improvements to policing policies and procedures;
- 6 Recommendations for alternative police response for populations suffering from mental illness crises, substance abuse; homelessness, etc.;
- 7 Recommendations for improvements to hiring, specifically minority and local Oak Park hiring, staffing levels and training practices;
- 8 Recommendations for improvements to accountability procedures;
- 9 Recommendations for community engagement to build trust in the Police Department;
- 10 Recommendations for officer wellness and safety;
- 11 Recommendations for the use of new policing technology; and
- 12 Recommendations for the use of police data to publicly document the activities of the Oak Park Police Department on a regular basis.

To illustrate how we will accomplish these tasks, we begin by providing a brief overview of the general timelines for the various phases of our assessment work, followed by information that provides specific descriptions of the actual work we would do. We note that while we are listing site visits as a major components of our assessment work, we would work closely with the Village to determine what activities may be conducted remotely via teleconference-based meetings or interviews and which need to be done in person, which would help the Village maintain the level of safety it desires during the COVID-19 Pandemic period as well as reduce potential travel and lodging costs incurred during on-site visits.



Estimated Site-Specific Assessment and Monitoring Schedule (Approximately 15-16 Weeks)

Planning Phase – Initial Site Readiness	Weeks 1-2
Initial Goals and Objectives Development	Weeks 2-3
<p>Site Visit Assessment and Research:</p> <ul style="list-style-type: none"> - Oak Park Visit for Interviews, Community Engagement and Research (some interviews and meetings may be virtual, depending upon COVID-19 related issues or concerns) - Conduct additional research via in-person, online or telephone interviews regarding: <ul style="list-style-type: none"> o Other Illinois cities’ approaches to community policing o Other comparable cities’ approaches to interacting with individuals from their minority communities, as well as those who are homeless and those experiencing mental health crises o Follow-up or additional interviews with key stakeholders from Oak Park. 	Weeks 4-8
Identify Findings and Recommendations and then Develop the Draft Report and Submit it to Appropriate Village Stakeholders	Weeks 9-13
Collaborative Conference via Videoconference	2 weeks after Village’s Review of Draft Report
Submission of Final Initial Report to Village Manager’s Office	No more than 2 weeks later
Initial Report Rollout and Any Requested Media Activity	As agreed
Formal Presentation to Village Board	As agreed

Planning Phase

Weeks 1-2: Initial Site Readiness

The Village Manager’s Office and the Hillard Heintze site-specific project leads will seek and then review various key documents from the Oak Park Police Department, such as copies of key department policies and procedures, Standard Operating Procedures (SOP) Manuals for key OPPD units, annual Calls for Service data, annual crime data as reported to the FBI, data submitted to the State of Illinois regarding annual vehicle stop data, written copy of Mission Statement, Strategic Plan (if one exists), current department organizational chart, OPPD lesson plans for key training topics, etc., or other documents and/or data that pertain to the operational approaches for the issues being



assessed through this project. These team members will then conduct a virtual project kick-off meeting through an online videoconferencing platform, such as Microsoft Teams. This project kick-off meeting would include the Oak Park Village Manager, the Oak Park Police Chief, the Village Attorney, or their representatives, and other appropriate governmental officials in coordination with the Village Manager's Office to determine site readiness for engagement and to develop site specific goals and objectives that are aligned with the overall goals and objectives for the project.

Initial Goals and Objectives Development

Weeks 2-3: Specific Goals and Objectives Planning for Site Visit and Research

Based upon what we learned from our initial review of Oak Park Police Department policies and procedures, coupled with what we learned from the virtual project kick-off videoconferencing meeting, our project manager and subject matter experts (SMEs) will formulate the work plan for our site visit and ongoing research. We also will work with the Village and its institutional partners to develop a roster of key stakeholders to be interviewed during the upcoming site visit to Oak Park. We will then work with a designated Oak Park liaison person to help schedule those to be interviewed during the site visit and/or by a virtual interview using an on-line communications program such as Microsoft Teams.

Site Goals and Objectives Development

Weeks 4-8: Site Visit and/or Virtual Interviews and Meetings, Follow-Up Interviews and Research

The main assessment work described in this section of our proposal will occur during a site visit/virtual interviews with a group of our SMEs, as well as during extensive off-site follow-up research and additional or follow-up interviews, which may be conducted in person, through online videoconferences or by telephone. An on-site project manager will be assigned to serve as the primary point of contact to coordinate all on-the-ground operations issues and data collection efforts with the appropriate staff from Oak Park throughout the engagement, to include coordinating the scheduling of interviews, group meetings and any formal community listening sessions. The project manager will be joined during the site visit by three additional SMEs, each assigned to perform specific assessment tasks. These same SMEs will conduct and/or coordinate the follow-up research and interview activities with the assistance of the project manager and additional Hillard Heintze SMEs using on-line communications software programs.

Specifically, during the site visit, which will last approximately three to four days, our project manager and three subject matter experts will undertake a comprehensive cross-functional analysis to compare and contrast the Department's activities with national best practices. As noted, these team members will conduct interviews with key individuals representing elected officials; Village management; the Police Department, including labor representatives; and community stakeholders. As a team of seasoned and objective experts, we have developed a systematic approach to our



detailed assessments of policing and public safety operations, one that can be applied at the departmental, divisional, functional or special initiative level. Our assessment methodology is based explicitly on our experiences as police chiefs, law enforcement executives, community-based social justice advocates, and experts in a variety of law enforcement-related fields, with a focus on implementing and raising the bar on best practices in community policing, bias-free and constitutional policing issues and crime reduction.

However, our ultimate goal is not simply to recommend policies, procedures and practices that have proven helpful to many departments in the past. Rather, our goal is to go beyond those commonly identified best practices and to help the Police Department and the Oak Park community rethink how the Department provides its services. Simply doing things as they have been done in the past, even if within an improved framework, will likely not produce the outcomes the Department and the community it serves desire. Our goal is for the Department to identify a strategy that will allow it to measure the outcomes of its policies and practices rather than just codify them, working hand-in-hand with community stakeholders to identify and implement new approaches.

Our work will center on a policing strategy focused on greatly enhancing community engagement and sustaining organizational change at all levels of the agency, with a primary focus of providing customized recommendations that will help the Department improve its policies and corresponding internal training pertaining to:

- Community policing and public engagement, with a particular focus on how this occurs with members of communities of color in Oak Park
- Interactions with homeless individuals
- Interactions with individuals experiencing behavioral health crises
- Making public on a regular basis pertinent police data documenting the activities of the OPPD

In addition, the Hillard Heintze team will examine the current processes Oak Park uses to create and drive its Strategic Plan, with a focus on how they identify short-, mid- and long-term goals and measurable objectives to provide its public safety services. Such an analysis will help lead to recommendations for how Village management and Oak Park leadership could reimagine their approaches to providing for the safety and security of Oak Park's workforce, residence and visitors, with a focus on having community stakeholders take a more active role in working as partners with the Department and the Village to formulate policy approaches for police operations, or what we call Co-Produced Policing.

Site Visit's Detailed Work Focus and Follow-Up Research and Interviews

Information Gathering

- 1 Develop an understanding of the Department's current mission, vision and values as well as its history, organization and cultural environment.
- 2 Design and disseminate an internal survey of Department employees, and report top-line



results to the Police Chief.

- 3 Request, receive and review Department's policies relating to use of force, handling complaints, managing crowd control incidents, interacting with homeless individuals, interacting with those experiencing behavioral health crises, engaging in community-oriented policing efforts (particularly in Oak Park's communities of color), and planning/providing training to Police Department personnel.
- 4 Assess the Department's training efforts that address members' use of force and how it is documented and reviewed, the reception and handling of individuals' complaints, community-oriented policing and community engagement, cultural awareness, and bias-free policing.
- 5 Analyze the current social, political, cultural, and economic realities facing Oak Park and the Police Department.

Community Engagement

- 1 Conduct interviews of key personnel and stakeholders, such as the Village Manager and other elected officials; Oak Park Police Chief; representative members of all ranks within the Police Department; officials of the Department's Collective Bargaining Units; community leaders from organizations focused on providing services to those who are unsheltered and/or those experiencing mental health crises, faith-based organizations, school districts, nonprofit organizations and social service organizations; officials from the office of the local District Attorney; and leaders from other local, state and federal law enforcement agencies in the Oak Park community.
- 2 Host a facilitated Group Discussion where, working in tandem with Village officials, our team brings together a diverse mix of Oak Park's communities to present some brief information about our work efforts and goals to the entire group, then break into smaller groups for facilitated discussion and feedback regarding the policing issues that are of concern to the Oak Park community, with a particular focus on engaging with individuals from Oak Park's communities of color.
- 3 Working with the Village Manager and other Village stakeholders, work to identify community members willing to participate actively in partnership efforts to create a new Oak Park Police Department vision and mission with accompanying goals and guiding principles, as well as policies, procedures and tactics to address the community's concerns, with a primary focus on helping to ensure individuals from Oak Park's communities of color are actively engaged and involved.

Data Collection - Document Review

The assessment team will collect documents available through the Police Department – including policies, manuals, training lesson plans and planning documents – to understand the current formal, written codes governing the Department's operations with respect to the objectives of this initiative. Each document will be assessed for its comprehensiveness, clarity and consistency with national standards, best and emerging practices, and current research on the topic. Although policies and



documentation across law enforcement agencies vary widely, this plan provides a notional list of documents of interest for each objective.

As previously noted, prior to arriving for our initial site visit in Oak Park, we will work with agency liaisons to request, receive and begin a review of written documents to prepare for the initial site assessment visit. The data we glean from these documents will guide our on-site conversations with key stakeholders, as well as our overall approach to our assessment. Data will include annual calls for service statistics, Uniform Crime Report Data reported annually to the FBI, OPPD policies and procedures, any collective bargaining agreement and other documentation that identifies the work, the culture and the practices of the Oak Park Police Department.

Interviews

The team will conduct interviews with representatives of Village Management, local elected officials, the Oak Park Police Department, and community members and key stakeholders throughout the process. Interviews will be semi-structured, allowing for digressions from scripts as determined to be appropriate by the interviewer. Interview participants will not be identified by name in any reports unless explicit permission is obtained from the interview participant. Our standard approach is to ensure confidentiality and non-attribution to those participating in our interviews, thereby allowing for a free flow of candid communication.

Interviews with Department personnel will span the hierarchical and vertical space of the organization, accounting for patrol officers, supervisors, command staff and the Police Chief, in addition to specialized units, sworn and civilian personnel and Department labor organization leaders. The team will work with the Department to ensure that interview participants are generally representative of the Department. The topics of interviews with Department personnel will vary. For example, interviews with training staff will focus on Department training, whereas interviews with detectives will focus on investigative practices. Patrol officers and supervisors, on the other hand, will be interviewed on a variety of topics related to the assessment.

The team will conduct outreach to the Oak Park community to identify key community stakeholders to interview. We will rely on a snowballing technique, in which we engage key community stakeholders for initial interviews and, in the process, identify other participants through that engagement. In general, interviews with community members will seek to understand their perceptions of the Department and its operations and to determine whether the Department is meeting community expectations. Interviews will not solicit personal information from any individual.

Interviews add a qualitative, contextual understanding of the environment in which Department policies, training and procedures operate. This context helps inform the development of findings and recommendations for the Department, as it improves the assessment team's understanding of how Department written policies are translated into actual Department operations. Additionally, within each interview, participants are asked to share their thoughts and experiences on the Police Department's strengths and weaknesses.



Direct Observation

When applicable, the assessment team will directly observe OPPD operations in real time, including participating in patrol ride-alongs (if COVID-19 concerns are not a factor), observing any training that may be occurring during the site visit, or observing any community meetings between Department personnel and community members that may be occurring during the site visit. Such observations add context to the assessment, giving team members a first-hand experience of the operating environment for Department officers. Team members will record their observations, which will serve as additional data points to inform the development of findings and recommendations.

Additional Direct Observations, Interviews and Reviews

- Identify whether a formal written strategy exists that outlines the Department's community policing strategies and its mechanism to identify and resolve problems effectively.
- Determine whether each Department unit reports on a regular basis what its specific community policing and problem-solving strategies are and how its efforts are measured and reported (i.e., what are the community policing strategies for the Sexual Assault Unit, the Robbery Unit, the Traffic Enforcement Unit, Gang Unit, Patrol Teams, etc.; what are the issues or obstacles to a successful resolution of goals, how are they being resolved, and how are they measured and reported?).
- If training is presented during our site visits, observe actual Department training delivery in the classroom or other training delivery forums as they address (1) use of force issues, (2) design and implementation of community policing efforts, and (3) procedural justice practices, including bias-free policing and cultural awareness.
- Assess the methodologies the Department uses to assess the outcome of its training programs that helps ensure the training for both sworn and non-sworn members moves from a classroom setting to actual implementation department wide and among all rank and file members.
- Identify whether each individual Department member's annual performance appraisal requires an evaluation of the member's ability to contribute to the Department's community policing and problem-solving strategies.
- Identify what methods are used in the Department's recruiting and hiring processes to recruit, test, background, hire, train and promote diverse individuals who represent the demographics of those who live and work in Oak Park.
- Identify what methods are used in the Department's recruiting and hiring processes to identify candidates either skilled or lacking in knowledge, skills and abilities regarding community policing.
- Assess whether any type of early warning system tools exist to assist supervisors and management to identify at-risk officers who may need additional training or other remedies as appropriate based on a review of employees' uses of force, complaints, all arrests and vehicle and pedestrian stops made, annual performance evaluations, attendance records and disciplinary outcomes.



- Assess the programs or methodologies the Department uses to engage proactively with the Oak Park community on a formal basis, such as the degree to which Oak Park community members actively participate in helping the Department to review and create new policies and procedures, or how the Department facilitates community outreach programs such as conducting residents' academies presented in various languages.
- Assess the curricula for the Department's supervisor and leadership training – given that the Department's leaders are critical to ensuring that all personnel actually adhere to the professional policies, procedures and practices of the Department.
- Evaluate the current state of the technology at the Department and the equipment and technologies sworn and nonsworn personnel are using to conduct daily policing operations with a focus on how these equipment and technologies impact use of force and community policing effectiveness.
- If possible, observe community meetings organized by the Department to see how they are being conducted.

Follow-Up Research and Additional Interviews

After the site visit/virtual on-line interviews, the project manager will lead an extensive research effort to conduct research focused primarily on the following:

- Other Illinois cities' approaches to community policing and community engagement, with a focus on the cities' minority communities;
- Other comparable cities' approaches to interacting with homeless individuals and those experiencing behavioral health crises.

As a result of this research, we will be conducting follow-up or additional interviews with 1) key stakeholders from Oak Park to clarify issues regarding the current approaches to the issues being researched and 2) key stakeholders from other cities in Illinois and comparable/similarly situated cities outside of Illinois to clarify issues regarding the current approaches to the issues being researched. Additional interviews may be conducted with key Oak Park stakeholders who may not have been available during the site visit. This research and additional follow-up interviews will serve to inform the eventual recommendations to be included in our final assessment report.

Development and Submission of the Initial Draft of the Assessment Report

Weeks 9-13

Upon concluding our assessment work, we will draft the initial draft assessment report including all key findings, recommendations and proposed strategies and tactics that will be developed from the analysis of the collected data, observations and interviews. In addition to ensuring our assessment report provides the findings and recommendations the Village has requested, it is



also our hope that the assessment report could serve to translate the recommendations into a clear and actionable guide for a Oak Park Police Department Strategic Plan that could help achieve the following:

- Establish a new policing environment in Oak Park where the Department and the community are equal partners in co-producing public safety.
- Redefine the policing mission and alignment of the organization to focus on community outreach, engagement, and relationship building.
- Develop new or enhanced methods of recruiting, testing, backgrounding, hiring and promoting diverse OPPD members who represent Oak Park's many communities.
- Recommend some possible methods Oak Park community members and the Department could implement that could facilitate a partnership for them to work together to make necessary changes to Department policies and procedures to address our assessment's findings and recommendations, as well as to address the priorities and expectations the community identified during our formal engagement with them during the assessment process.
- Develop leadership within the Department with recommendations that focus on how to help the Department's community outreach and community policing efforts.
- Institutionalize procedural justice principles, including community review and monitoring of department data and activities that support bias-free policing practices.
- Serve as a roadmap to help guide the Department as it aligns all its Bureaus and Division operations to focus on its long-term goals and objectives in the new, reimagined approach to providing public safety services in Oak Park.
- Provide recommendations on an accountability process for the new strategy by addressing the ways individual officers and Department units and work groups will partner with the community so that they (1) understand the changes in a broader strategic context; (2) take measurable work-related actions that further the strategy; (3) view their individual professional goals in light of the objectives of their group or department; and (4) see their own success and that of the Department and of the Oak Park community as one and the same.

Once completed, the draft assessment report will be forwarded to the Village Manager's Office for review and technical feedback and to incorporate the Village Manager's Office's and OPPD's any appropriate comments and edits into the initial draft report. Approximately two weeks later, we will convene a meeting with the Village Manager and selected staff, the Police Chief and principal members of their staff, and other Department and Oak Park key executives and representatives as selected by the Village Manager to capture feedback on the first draft of the assessment and its key findings.



Finalize the Initial Assessment Report

Two Weeks After Draft Report Submission to Village Stakeholders

Once we have reviewed and incorporated the Village's feedback from the initial draft of the assessment report, we will make necessary and appropriate edits to the document to create the final assessment report, which we will forward to the Village within two weeks of the reception of the formal feedback.

Initial Report Rollout

Hillard Heintze will be prepared to attend any follow-up community meeting or Village Board Presentation to discuss the final report.

Level of Support Anticipated From the Village of Oak Park

- We would ask that the Village identify and provide a single point-of-contact liaison person from both the Village Manager's Office and the Police Department with whom we may interact before and during the project to assist in:
 - Securing needed documents or electronic data for review, such as copies of key department policies and procedures, Standard Operating Procedures (SOP) Manuals for key OPPD units, annual Calls for Service data, annual crime data as reported to the FBI, data submitted to the State of Illinois regarding annual vehicle stop data, written copy of Mission Statement, Strategic Plan (if one exists), current department organizational chart, OPPD lesson plans for key training topics, etc.;
 - Arranging for physical facilities, such as interview rooms and a conference room where our team members would have access to tables and electrical outlets that would accommodate our laptops and be able to conduct confidential discussions;
 - Scheduling and arranging for the interviews of the Police Department and other Village personnel, as well as for interviewees with community members who represent the Village's various communities, such as its communities of color and the LGBTQ+ community, and local leaders or representatives of faith-based organizations, mental health providers, and those who provide services to the homeless community.
 - If the Village requests a formal community listening session be held during a site visit, providing a cost-free facility and the necessary equipment and staff to help us conduct such a session. Such a meeting could also be hosted and facilitate via an on-line meeting program such as Microsoft Teams; and
 - Facilitating our Mid-Project Briefing to the Village Board and our PowerPoint presentation to the Village Board at the conclusion of the after-action assessment work.



10. A detailed cost proposal for the scope of work, including all direct and indirect costs, with a summary of the tasks along with estimates of how many hours and costs proposed will be required to complete each activity.

We are offering these services to the Village of Oak Park on Hillard Heintze’s GSA Schedule 84 Contract GS-07F-0345W through the Cooperative Purchasing Program. Hillard Heintze holds a General Services Administration (GSA) Schedule 84 Total Solutions for Law Enforcement contract, and clients can purchase Hillard Heintze services through a competitively bid federal contract with specifically defined areas for services such as those outlined in this proposal. Because of our interest in building a strategic relationship with the Village of Oak Park, we are willing to discount our GSA rates from the approved hourly rate of \$378.09 for subject matter experts to a blended rate of \$293.40 per hour, a discount of over 22 percent.

Task Description	Hours	Cost
Planning Phase	36	\$10,562.40
Initial Goal Development	17	\$4,987.80
Site Visit ¹ /Virtual Interviews (Four SMEs for Up to Four Days) and Research and Follow-Up Interviews	203	\$59,560.20
Draft Report Development and Submission of Assessment Report	84	\$24,645.60
Collaborative Conference – Final Edits and Final Assessment Report Submission	20	\$5,868.00
Follow-up Village Board and Community Presentations at Village’s Request (Preparation of Materials and Three SMEs Attending – Three days)	26	\$9,975.60
Project Governance and Oversight **	40 (Not counted)	Included
Total	394	\$115,599.60

Please note the following: This total does not include the cost of a scientific analysis of OPPD vehicle stop data submitted annually to the State of Illinois, which we estimate to cost \$7,000. In addition, the total does not include expenses; consistent with standard consulting industry practice, Hillard Heintze bills separately for reimbursable expenses as incurred, with meals and lodging reimbursed at the GSA Federal per diem rate. For a breakdown of how the various components of *Site Visit / Virtual Interviews and Research and Follow-Up Interviews* could be chosen individually, see the Base Proposal Pricing section of the Compensation Schedule attachment.

¹ Because the current pandemic situation could lead to travel restrictions and/or an inability to conduct in-person interviews with certain individuals or to conduct group meetings, it may become necessary to complete some of our assessment work remotely, and we are fully prepared to continue moving forward with the project through the use of web-based technologies.



(Village of Oak Park)

Our Approach to an Overall Assessment of Policing, Training and Accountability of the Oak Park Police Department

Appendix A: RFP Forms

Section III. Compensation Schedule

Please complete all forms and submit the information requested on the following pages and include as a part of the RFP response in a sealed envelope titled "*Proposal for Professional Consulting Services for an Overall Policing, Training and Accountability Assessment of the Oak Park Police Department*".

Fee Proposal and Acknowledgement Form

Base Proposal Pricing:

Policing Assessment 1 \$ 21,418.20

A thorough evaluation of the current Police Department in regards to policing, techniques, training, accountability and community engagement. Note existing deficiencies throughout the department such as racial or bias-based profiling and any other unfair policing practices.

Policing Assessment 2 \$ 7,041.60

A study/evaluation of the routine operations of the Oak Park Police Department in order to achieve a thorough understanding of how the department serves the needs of the community and specifically people of color.

Policing Assessment 3 \$ 4,107.60

A study/evaluation of community needs regarding policing and safety.

Policing Assessment 4 \$ 4,694.40

A study/evaluation of community engagement, with focus on interaction with diverse populations in the community including but not limited to minority populations, faith-based organizations, youth, homeless and the LGBTQ+ community.

Policing Assessment 5 \$ 2,347.20

Recommendations for improvements to policing policies and procedures.

Policing Assessment 6 \$ 3,520.80

Recommendations for alternative police response for populations suffering from mental illness, substance abuse, homelessness, etc.

Policing Assessment 7 \$ 3,520.80

Recommendations for improvements to hiring, specifically minority and local Oak Park hiring, staffing levels and training practices.

Policing Assessment 8 \$ 4,694.40

Recommendations for improvements to accountability procedures.

Policing Assessment 9 \$ 1,760.40

Recommendations for community engagement to build trust in the Police Department.

Policing Assessment 10 \$ 1,760.40

Recommendations for officer wellness and safety.

Policing Assessment 11 \$ 2,347.20

Recommendations for the use of new policing technology.

Policing Assessment 12

\$ 2,347.20

Recommendations for the use of police data to publicly document the activities of the Oak Park Police Department on a regular basis.

Note: While the Village may select any combination of the services above, all of the services below (with the exception of the Scientific Analysis of Vehicle Stop Data) are required components of our engagement.

Additional Services Pricing if any:

Describe: Project Planning Phase \$ 10,562.40

Describe: Initial Project Goal Development \$ 4,987.80

Describe: Draft Report Development and Submission \$ 24,645.60

Describe: Collaborative Conference - Final Edits and Report Submission \$ 5,868.00

Describe: Follow-Up Community Presentation \$ 9,975.60

Describe: Scientific Analysis of OPPD Vehicle Stop Data Submitted Annually to State of Illinois: \$7,000

Total Proposal Pricing: \$ 115,599.60

Note: This total proposal pricing does not include the Scientific Analysis of Stop Data, which would add an additional \$7,000 to the total cost.

We hereby agree to furnish to the Village the services as outlined in the accompanying proposal in accordance with provisions, instructions, and specifications of the Village. This form must be signed by an authorized agent of the consultant. If the consultant is a corporation, the corporate seal must be affixed.


The successful Consultant will be required to agree to execute the Village’s Professional Services Agreement and attachments.

The proposal shall be binding for 120 days following the proposal due date.

My signature certifies that the Proposal as submitted complies with all terms and conditions as set forth in the Notice of Request for Proposals for PROFESSIONAL CONSULTANT SERVICES FOR AN OVERALL POLICING, TRAINING, ACCOUNTABILITY and COMMUNITY ENGAGEMENT ASSESSMENT OF THE OAK PARK POLICE DEPARTMENT.

I/We certify that I/We am/are authorized to sign as an agent(s) of the firm:

PLACE CORPORATE SEAL HERE

By.....:	 _____
Print Name.....:	Kenneth A. Bouche _____
Position / Title.....:	Chief Operating Officer _____
Company Name.....:	Hillard Heintze _____
Address Line 1.....:	30 S. Wacker Dr., Suite 1400 _____
City, State, ZIP.....:	Chicago, IL 60606 _____
Telephone.....:	312-229-9803 _____
Email.....:	<u>kenneth.bouche@hillardheintze.com</u>



Oak Park

Attachment 1.

RESPONDENT CERTIFICATION

PROPOSAL SIGNATURE:

[Handwritten Signature]

State of Illinois)

County of Cook)

Kenneth A. Bouche,

TYPE NAME OF SIGNEE

being first duly sworn on oath deposes and says that the Respondent on the above proposal is organized as indicated below and that all statements herein made on behalf of such Respondent and that this deponent is authorized to make them, and also deposes and says that he has examined and carefully prepared their bid proposal from the Contract Exhibits and Specifications and has checked the same in detail before submitting this proposal or bid; that the statements contained herein are true and correct.

Signature of Respondent authorizes the Village of Oak Park to verify references of business and credit at its option.

Signature of Respondent shall also be acknowledged before a Notary Public or other person authorized by law to execute such acknowledgments.

Dated 11/11/2020

Hillard Heintze, a Jensen Hughes Company

(Seal - If Corporation)

Organization Name
By [Handwritten Signature]

Authorized Signature

30 S. Wacker Dr, Suite 1400, Chicago, IL 60606

Address

312-229-9803

Telephone

Subscribed and sworn to before me this 11th day of November, 2020.

In the state of Illinois, Jaclyn Pavichevich Notary Public

My Commission Expires: May 15, 2022



(Fill Out Applicable Paragraph Below)

(a) Corporation

The Respondent is a corporation, which operates under the legal name of
Jensen Hughes, Inc. (DBA Hillard Heintze)
and is organized and existing under the laws of the State of
Maryland.

The full names of its Officers are:

President Raj Arora (CEO, Jensen Hughes)
Secretary Kenneth A. Bouche (COO, Hillard Heintze)
Treasurer _____

The corporation does have a corporate seal. (In the event that this bid is executed by a person other than the President, attach hereto a certified copy of that section of Corporate By-Laws or other authorization by the Corporation which permits the person to execute the offer for the corporation.)

(b) Partnership

Name, signature, and addresses of all Partners

The partnership does business under the legal name of
_____ which name is registered with the office of
_____ in the county of _____
in the state of _____.

(c) Sole Proprietor

The Respondent is a Sole Proprietor whose full name is _____.
If the Respondent is operating under a trade name said trade name is
_____ which name is registered with the office of
_____ in the county of _____ in the state of
_____.

Signed _____
Sole Proprietor

Minority Business and Women Business Enterprises Requirements

The Village of Oak Park in an effort to reaffirm its policy of non-discrimination, encourages and applauds the efforts of bidders and subconsultants in taking affirmative action and providing Equal Employment Opportunity without regard to race, religion, creed, color, sex, national origin, age, handicap unrelated to ability to perform the job or protected veteran's status.

Reporting Requirements

The following forms must be completed in their entirety, notarized and included as part of the proposal document. Failure to respond truthfully to any question on the list or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of your proposal.



Attachment 2I. Compliance Affidavit

I, Kenneth A. Bouche being first duly sworn on oath depose and state as follows:


(Print Name)

1. I am the (title) Chief Operating Officer of the Proposing Firm (“Firm”) and am authorized to make the statements contained in this affidavit on behalf of the Firm.
2. The Firm is organized as indicated on Exhibit A to this Affidavit, entitled “Organization of Proposing Firm,” which Exhibit is incorporated into this Affidavit as if fully set forth herein.
3. I have examined and carefully prepared this proposal based on the Request for Proposals and verified the facts contained in the proposal in detail before submitting it.
4. I authorize the Village of Oak Park to verify the Firm’s business references and credit at its option.
5. Neither the Firm nor its affiliates¹ are barred from proposing on this project as a result of a violation of 720 ILCS 5/33E-3 or 33E-4 relating to bid rigging and bid rotating, or Section 2-6-12 of the Oak Park Village Code related to “Proposing Requirements”.
6. The Proposing Firm has the M/W/DBE status indicated below on the form entitled “EEO Report.”
7. Neither the Firm nor its affiliates is barred from agreement with the Village of Oak Park because of any delinquency in the payment of any debt or tax owed to the Village except for those taxes which the Firm is contesting, in accordance with the procedures established by the appropriate revenue act, liability for the tax or the amount of the tax. I understand that making a false statement regarding delinquency in taxes is a Class A Misdemeanor and, in addition, voids the agreement and allows the Village of Oak Park to recover all amounts paid to the Firm under the agreement in a civil action.
8. I am familiar with Section 13-3-2 through 13-3-4 of the Oak Park Village Code relating to

¹ Affiliates means: (i) any subsidiary or parent of the bidding or contracting business entity, (ii) any member of the same unitary business group; (iii) any person with any ownership interest or distributive share of the bidding or contracting business entity in excess of 7.5%; (iv) any entity owned or controlled by an executive employee, his or her spouse or minor children of the bidding or contracting business entity.

Fair Employment Practices and understand the contents thereof; and state that the Proposing Firm is an "Equal Opportunity Employer" as defined by Section 2000(E) of Chapter 21, Title 42 of the United States Code Annotated and Federal Executive Orders #11246 and #11375 which are incorporated herein by reference. **Also complete the attached EEO Report or Submit an EEO-1.**

9. I certify that the Consultant is in compliance with the Drug Free Workplace Act, 41 U.S.C.A, 702.


Signature:  Printed Name Kenneth A. Bouche

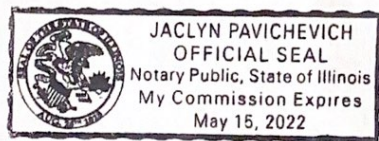
Name of Business: Hillard Heintze Your Title: Chief Operating Officer

Business Address: 30 S. Wacker, Drive, Suite 1400, Chicago, IL 60606

(Number, Street, Suite #) (City, State & Zip)
Telephone: 312-229-9803 Fax: 312-869-8507 Web Address: hillardheintze.com

Subscribed to and sworn before me this 11th day of November, 2020.


Notary Public



M/W/DBE STATUS AND EEO REPORT

1. Consultant Name: Hillard Heintze

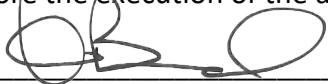
2. Check here if your firm is:

- Minority Business Enterprise (MBE) (A firm that is at least 51% owned, managed and controlled by a Minority.)
- Women's Business Enterprise (WBE) (A firm that is at least 51% owned, managed and controlled by a Woman.)
- Owned by a person with a disability (DBE) (A firm that is at least 51% owned by a person with a disability)
- None of the above

[Submit copies of any W/W/DBE certifications]

3. What is the size of the firm's current stable work force? Note: These figures are for Hillard Heintze only, not parent company Jensen Hughes
53 Number of full-time employees
6 Number of part-time employees

4. Similar information will be requested of all subconsultants working on this agreement. Forms will be furnished to the lowest responsible Consultant with the notice of agreement award, and these forms must be completed and submitted to the Village before the execution of the agreement by the Village.

Signature:  _____

Date: 11/11/2020

EEO REPORT

Please fill out this form completely. Failure to respond truthfully to any questions on this form, or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this proposal. An incomplete form will disqualify your proposal. For assistance in completing this form, contact the Purchasing Department at 708-358-5473.

An EEO-1 Report may be submitted in lieu of this report Attached please find the EEO-1 Report for Hillard Heintze

Consultant Name _____
 Total Employees _____

Job Categories	Total Employees	Total Males	Total Females	Males				Females				Total Minorities
				Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	
Officials & Managers												
Professionals												
Technicians												
Sales Workers												
Office & Clerical												
Semi-Skilled												
Laborers												
Service Workers												
TOTAL												
Management Trainees												
Apprentices												

This completed and notarized report must accompany your Proposal. It should be attached to your Affidavit of Compliance. Failure to include it with your Proposal will be disqualify you from consideration.

_____, being first duly sworn, deposes and says that he/she is the _____
 (Name of Person Making Affidavit) (Title or Officer)
 of _____ and that the above EEO Report information is true and accurate and is submitted with the intent that it

be relied upon. Subscribed and sworn to before me this _____ day of _____, 2020.

 (Signature) (Date)

CO= HA74405

U= HA74405

**EQUAL EMPLOYMENT OPPORTUNITY
2018 EMPLOYER INFORMATION REPORT
SINGLE ESTABLISHMENT REPORT - TYPE 1**

SECTION B - COMPANY IDENTIFICATION

1. HILLARD HEINTZE LLC
30 SOUTH WACKER DRIVE
SUITE 1400
CHICAGO, IL 60606

2.a. HILLARD HEINTZE LLC
30 SOUTH WACKER DRIVE
SUITE 1400
CHICAGO, IL 60606
COOK COUNTY
c. Y

SECTION C - TEST FOR FILING REQUIREMENT

1-N 2-N 3-Y DUNS NO.: EIN :421638357

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 541990 All Other Professional,
Scientific, and Technical Services

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO											OVERALL TOTALS		
	MALE	FEMALE	***** MALE *****						***** FEMALE *****							
			WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE		TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MGRS	0	0	8	0	0	0	0	0	2	0	0	0	0	0	0	10
FIRST/MID OFFICIALS & MGRS	0	0	19	2	0	0	0	0	5	1	0	0	0	0	0	27
PROFESSIONALS	0	1	3	0	0	0	0	0	8	1	0	0	0	0	0	13
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES WORKERS	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	3
ADMINISTRATIVE SUPPORT	0	1	2	1	0	0	0	0	4	1	0	0	0	0	0	9
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	2	34	4	0	0	0	0	19	3	0	0	0	0	0	62
PREVIOUS REPORT TOTAL	0	2	28	3	0	0	0	0	19	1	0	0	0	0	0	53

SECTION F - REMARKS

DATES OF PAYROLL PERIOD: 12/01/2018 THRU 12/31/2018

SECTION G - CERTIFICATION

CERTIFYING OFFICIAL: LAURA FISCHER
EEO-1 REPORT CONTACT PERSON: WILLIAM ASLAN
EMAIL: WILLIAM.ASLAN@HILLARDHEINTZE.COM

TITLE: hr consultant
TITLE: CFO
TELEPHONE NO: 3122299805

CERTIFIED DATE[EST]: 05/27/2019 03:09 PM



(Village of Oak Park)

Our Approach to an Overall Assessment of Policing, Training and Accountability of the Oak Park Police Department

Appendix B: Team Resumes

Kenneth A. Bouche

PROJECT HIGHLIGHTS

- + Has been engaged in every law enforcement project conducted by Hillard Heintze as an executive, project leader and/or subject-matter expert.
- + **U.S. Department of Justice COPS Office CRI-TA Program:** Project oversight and subject matter expertise. Hillard Heintze was named by the U.S. Department of Justice Office of Community Oriented Policing as the sole technical assistance provider for the Collaborative Reform Initiative for Technical Assistance (CRI-TA) Program. The program was designed to assist law enforcement agencies with instituting programs in the wake of high-profile use of force situations.
- + **Denver, Colorado Sheriff Department:** Led a team in conducting an independent assessment of the Denver Sheriff's Department, including a complete agency operations and management assessment with emphasis on use of force, classification of inmates, staffing, discipline and internal affairs functions. Helped DSD implement significant improvements, including implementing the 14 key findings from the assessment.

EMPLOYMENT HISTORY

Hillard Heintze (Chicago, Illinois)

- + Chief Operating Officer, 2009 – Present

Illinois State Police

- + Colonel – Deputy Director, 1999 – 2006
- + Lt. Colonel/Major (Region I/District Chicago), 1996 – 1999
- + Captain, Investigations Commander (District of Chicago), 1995 – 1996

EDUCATION

- + Master of Public Administration, University of Illinois at Chicago, Chicago, Illinois – 2000
- + Bachelor of Arts, Northeastern Illinois University, Chicago, Illinois – 1995

RELEVANT PROFESSIONAL LICENSURES

- + Association of Inspector Generals, Certified Inspector General Investigator – 2015
- + Senior Management Institute for Police, PERF/Kennedy School, Boston, Massachusetts – 2000
- + Police Administration Training Program, Northwestern University, Evanston, Illinois – 1992

Debra K. Kirby, Esq.

PROJECT HIGHLIGHTS

- + **U.S. Department of Justice COPS Office CRI-TA Program:** Project oversight and subject matter expertise. Hillard Heintze was named by the U.S. Department of Justice Office of Community Oriented Policing as the sole technical assistance provider for the Collaborative Reform Initiative for Technical Assistance (CRI-TA) Program. The program was designed in the wake of high-profile use of force situations.
- + **San Francisco Police Department:** Management Lead. Helped SFPD implement the recommendations under the U.S. Department of Justice. Hillard Heintze supports the department with implementing institutional change across key strategic areas including use of force, accountability, community policing, bias and personnel.
- + **2012 NATO Summit:** Was the law enforcement lead for the 2012 NATO Summit, the largest National Special Security Event (NSSE) to occur on U.S. soil. Worked with communities and stakeholders to provide advice, coordinate strategies and engaged with civil attorneys, including the ACLU, to discuss mass arrest protocols and constitutional policing during the anticipated demonstrations.

EMPLOYMENT HISTORY

Hillard Heintze (Chicago, Illinois)

- + Senior Vice President/Vice President, Dec. 2015 – Present

Garda Síochána Inspectorate (Dublin, Ireland)

- + Deputy Chief Inspector, Jan. 2014 – Sept. 2015

Chicago Police Department

- + Chief, Bureau of Organizational Development, July 2012 – Jan. 2014
- + Office of International Relations, June 2011 – July 2012
- + Deputy Superintendent, Bureau of Professional Standards, Feb. 2011 – July 2011
- + Assistant Deputy Superintendent, July 2004 – Jan. 2011
- + General Counsel, March 2008 – Jan 2011

EDUCATION

- + Juris Doctorate, John Marshall Law School, Chicago, Illinois
- + Master of Arts, Homeland Security Naval Postgraduate School, Monterey, California
- + Bar Association, Illinois and Northern District of Illinois
- + Fulbright Fellowship for Police Studies, Community Policing Response to Domestic Violence, UK
- + Bachelor of Science, Finance, University of Illinois at Urbana-Champaign, Champaign, Illinois

Marcia K. Thompson, Esq.

PROJECT HIGHLIGHTS

- + **City of Chicago, Illinois:** Engaged to design, research and develop a citywide mediation program for the Chicago Police Department to address citizen complaints, internal affairs and civilian oversight complaints through the use of alternative dispute resolution techniques, with an emphasis on restorative justice principles. The project involves extensive community conversations, educational outreach, and reviewing national best practices and other civilian oversight and mediation programs. Also engaged to assist with developing engagement mechanisms to ensure the community has an opportunity to weigh in on policy changes, updates and development withing the police department.
- + **City of Boulder, Colorado:** Engaged to assist with reviewing the contacts police officers were having with diverse people in their community to look for any disproportionality in those contacts. Outreached to the community, within the police department and with the union to discuss their processes for documenting all interactions with citizens, field interviews, tickets, stops and frisk, through the arrest process. Compared the police department's civilian oversight process with similarly situated cities and their civilian oversight process. Made recommendations for new mechanisms to implement and review national best practices for civilian oversight programs and national standards, and legislation through organizations such as NACOLE.
- + **City of Denver, Colorado:** Engaged to review the entire Sheriff Department's operations and internal affairs process, policies, procedures, and community and inmate interactions. Reviewed special assignments, promotions and selection criteria and the uniformity of the processes. Assessed and reviewed internal mechanisms for staff wellness, stress and other resiliency programs.

EMPLOYMENT HISTORY

Hillard Heintze

- + Vice President, Law Enforcement Advisory, 2014 – 2016, 2019 – Present

University of Chicago – Department of Safety and Security

- + Director, UCPD Support Services, 2018 – 2019

Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, Appointed

- + Hearing Officer, Public Safety Officers' Benefits (PSOB): Appeals Adjudications, 2013 - Present

EDUCATION

- + Juris Doctorate, George Mason University, School of Law, Arlington, Virginia – 1998
- + Bachelor of Arts, Criminal Justice, Michigan State University, East Lansing, Michigan

RELEVANT PROFESSIONAL LICENSURES

- + Virginia Supreme Court Certified Mediator/Mentor
- + Certified DOJ/DEA EEO Counselor

Robert Boehmer, Esq.

PROJECT HIGHLIGHTS

- + **U.S. Department of Justice:** Led a team and provided expertise for the Department of Justice in providing technical assistance to an upper-Midwest police department in the aftermath of an officer-involved shooting that received national attention. The technical assistance involved the development of new policies and procedures regarding use of force, traffic stops and other topics, and improvement of the department's methods to analyze data to make informed decisions and to make the department's data more transparent. The project also resulted in the development of a multi-year strategic plan to reform the department and improve community relationships.
- + **Confidential Clients:** Subject matter expert on after-action reviews for two different West Coast police departments regarding their responses to protests and civil unrest that occurred May and June 2020.
- + **Confidential Clients:** Subject matter expert for one Midwest police department and one West Coast police department assessing their policies and procedures related to preparing for, and responding to, protests and civil unrest.
- + **University of North Carolina at Chapel Hill:** Assisted with the after-action review that assessed the police department's actions at the crowd control event that led to the toppling of the Silent Sam monument on the University of North Carolina at Chapel Hill's campus in 2018.
- + **Confidential Client:** Subject matter expert on an after-action review that assessed an east coast police department's actions during a crowd control event after fighting and disturbances occurred after the town's Independence Day Celebrations.

EMPLOYMENT HISTORY

Hillard Heintze (Chicago, Illinois)

- + Vice President, Law Enforcement Consulting, 2016 – Present

Center for Excellence in Homicide and Sexual Assault Investigations, University of Illinois at Chicago (Chicago, IL)

- + Co-director, 2013 – 2016

Institute for Public Safety Partnerships, University of Illinois at Chicago (Chicago, IL)

- + Director, 2005 – 2013

Illinois Criminal Justice Information Authority (Chicago, IL)

- + General Counsel/Chief of Staff, 1993 – 2005

EDUCATION

- + Juris Doctor Degree, Licensed to Practice Law, DePaul University College of Law, Chicago, IL – 1985
- + Bachelor of Arts, Political Science, University of Illinois at Chicago, Chicago, IL – 1980

Michael A. Dirden, Esq.

PROJECT HIGHLIGHTS

- + **Confidential Clients:** Subject matter expert on after-action reviews for two different West Coast police departments regarding their responses to protests and civil unrest that occurred May and June 2020.
- + **City of Virginia Beach:** Conducted an assessment with the Virginia Beach Police Department concerning the Virginia Beach mass shooting incident. His role focused on law enforcement, evaluating policy and training relevant for critical incident response. This role involved assessment of the police response to the incident, criminal investigation of the incident, and post-incident practices for consistency with Department policy and national standards.
- + **San Francisco Police Department:** Served as a member the Hillard Heintze team that conducted the assessment of the SFPD, currently supporting Hillard Heintze and the SFPD in implementing recommendations from the original assessment report. He has provided guidance in use of force, bias, community engagement, accountability and recruitment/retention for SFPD policy and practice.
- + **Oakland Police Department:** Involved in the assessment and evaluation of internal affairs investigation within the OPD. Assessment and evaluation included assessment of policy and practice and auditing selected investigations to determine whether they reflected practices and outcomes consistent with Department policy and national recommended standards.

EMPLOYMENT HISTORY

Hillard Heintze (Chicago, Illinois)

- + Senior Advisor, 2015 - Present

Houston Police Department (Houston, Texas)

- + Executive Assistant Chief of Police, 2009 – 2017
- + Assistant Chief of Police, 2004 – 2009
- + Division Commander – Lieutenant Auto Theft Division/Auto Dealers Unit, 2001 – 2004
- + Sergeant, Organizational Development Unit, 1998 – 2001
- + Legal Services Unit, 1990 – 1998
- + Patrol Division and Jail Division, 1986 – 1990

EDUCATION

- + Doctor of Jurisprudence, South Texas College of Law, Houston, Texas, 1992
- + Master of Science, Sam Houston State University, Huntsville, Texas, 1998
- + Bachelor of Arts, Economics, University of Texas, Austin, Texas, 1985

Mark Giuffre, CFE, CAMS, CPP

PROJECT HIGHLIGHTS

- + On-site project manager and subject matter expert for a police reform project for a major Middle Eastern country. The assessment phase included observing and evaluating police academy training programs, curriculum development and training policies and procedures. In addition, assessment was conducted of all law enforcement in-service training programs in the nation. The project benchmarked law enforcement training best practices globally and evaluated in-country training programs against those standards, culminating in recommendations for policy, practice, and procedure changes along with an initial roadmap for implementation.
- + Background in training curriculum development, implementation, and evaluation. He has developed and taught courses at the FBI and DEA Academies in Quantico, Virginia and was certified as an instructor by the DEA Office of Training. Mark developed and assessed law enforcement training courses at the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs, International Law Enforcement Academy (ILEA) in Bangkok, Thailand. In addition, he has developed, taught and assessed training courses throughout the United States to include the Illinois Judicial Education Conference for state court judges, National Native American Law Enforcement Association annual training conferences, International Narcotics Interdiction Association Annual Drug/Terrorist Interdiction Training Conferences.
- + Mark has also developed course material and served as a guest lecturer at the Loyola University of Chicago and Michigan State University Schools of Criminal Justice. He is a recognized expert on Asian Organized Crime, Mexican Cartels, Transnational Crime Groups, Financial Investigations, Money Laundering Investigations, Narcotics Investigations, synthetic opioids and has testified as an expert witness in state and federal courts.

EMPLOYMENT HISTORY

Hillard Heintze (Chicago, Illinois)

- + Senior Director, Investigations (2020 – Present)
- + Director, Investigations (2019 – 2020)

United States Drug Enforcement Administration, June 1987 – Jan. 2018

- + Assistant Agent in Charge, Chicago, Illinois
- + Supervisory Special Agent, Financial Investigations Group/Money Laundering Investigations Group
- + Resident Agent in Charge, Merrillville, Indiana
- + Inspector, Office of Professional Responsibility, Washington, D.C.
- + Resident Agent in Charge, Songkhla, Thailand

EDUCATION

- + Master of Science, Criminal Justice, Michigan State University, East Lansing, Michigan
- + Bachelor of Arts, Criminal Justice, Michigan State University, East Lansing, Michigan

Grande Lum

PROJECT HIGHLIGHTS

- + **Sanford, Florida:** Led the work of the Community Relations Service in Sanford, Florida in the wake of the shooting death of Trayvon Martin in 2012. Brought together the mayor and other city officials with protest groups. Helped convene black and white faith leaders to unite the community and build resilience. Provided mediation services between protest groups who took over government offices.
- + **U.S. Department of Justice:** Director of the Community Relations Service in the DOJ in Ferguson, Missouri and directed the team that provided mediation, facilitation, training and technical assistance services in the aftermath of the death of Michael Brown 2014. Provided training to help keep protests safe.
- + **Nextdoor:** Provided consulting and helped reduce racial profiling by over 50 percent on the Nextdoor platform nationally. Helped improve relationships between community leaders and law enforcement. Helped bring in researchers, law enforcement and community leaders to improve the platform.

EMPLOYMENT HISTORY

Menlo College (Atherton, California)

- + Provost and Vice President for Academic Affairs, 2018 – Present

Ohio State University Moritz College of Law (Columbus, Ohio)

- + Director, 2016 – 2018

U.S. Department of Justice (Washington, D.C.)

- + Director, 2012 – 2016

U.S. Small Business Administration (Washington, D.C.)

- + Director, 2010 – 2012

UC Hastings College of the Law (San Francisco, California)

- + Clinical Professor and Director, 2008 – 2010

Accordence Inc. (Burlingame, California)

- + Founder and Managing Director, 2005 – 2008

Thoughtbridge LLC (Cambridge, Massachusetts)

- + Principal and Co-Founder, 1997 – 2004

EDUCATION

- + Juris Doctor, Harvard Law School – 1991
- + Bachelor of Arts, Psychology, University of California, Berkeley – 1986



SYDNEY R. ROBERTS, J.D.

SENIOR CONSULTANT

(Experience – 35 years)

(Joined – 2021)

Education

Juris Doctorate, Rutgers School of Law, Newark, NJ

Master of Science, Criminology, Wolfson College, University of Oxford, Oxford, England

Bachelor of Science, University of Delaware, Newark, DE

FBI National Academy Graduate, 198th Session

Certifications

Certified Ethics Instructor, Federal Law Enforcement Training Center (FLECT); 2009

Certified Inspector General, Association of Inspectors General; 2004

Associations

National Organization of Black Law Enforcement Executives (NOBLE)

National Association for Civilian Oversight of Law Enforcement (NACOLE)

Former Training Advisory Member, Illinois Women in Law Enforcement

Contact

sydney.roberts@jensenhughes.com

Bio

Sydney brings over three decades of experience to her role as Senior Consultant. A proven leader in police accountability, Sydney has provided insight and guidance on civil and human rights matters impacting law enforcement, including illegal search and seizure, denial of counsel and officer-involved shootings. In addition to her career in law enforcement and police reform, Sydney has built and lead diverse and inclusive high-performance teams on multi-million-dollar enterprises in public safety, compliance and community advocacy.

Project Highlights

CIVILIAN OFFICE OF POLICE ACCOUNTABILITY (COPA)

Designed, led and implemented operational strategies to transform new government entity into a sustainable enterprise by increasing case closure, reducing intake and managing a comprehensive real-time response to a surge in police misconduct complaints filed after George Floyd's death. Spearheaded and launched the Policy, Research and Analysis Division (PRAD) to conduct qualitative and quantitative research to demonstrate performance, mitigate risk and improve the practices of the Chicago Police Department (CPD).

ILLINOIS SECRETARY OF STATE DEPARTMENT OF POLICE

Led development and implementation of the Facial Recognition program. Led project to modernize records and case management system. Managed new initiatives to enhance security against threats of hazardous devices, civil unrest and natural disasters within the Illinois State Capitol Complex. Led the transition of \$15 million private trust fund to new constitutional office.

Project Highlights, Cont.

ILLINOIS OFFICE OF EXECUTIVE INSPECTOR GENERAL

Project lead drafting and securing passage of legislation to enhance transparency and accept anonymous complaints. Project lead in the development of new case management system.

ILLINOIS DEPARTMENT OF HUMAN SERVICES

Project lead drafting and securing legislative changes to enhance protection of persons with mental, cognitive and developmental disabilities. Managed creation and induction of new operational unit for residential domestic abuse. Designed and led transition of community neglect investigations to local providers.

Professional Highlights

CHIEF ADMINISTRATOR, CIVILIAN OFFICE OF POLICE ACCOUNTABILITY (COPA), CHICAGO, IL, 2018–2021

Led the executive team to drive vision in alignment of strategic and operational priorities. Provided leadership to all unit operations, including policy, compliance, community engagement, government affairs, fiscal, budgetary and human and capital resources of newly created Chicago, Illinois government agency. Developed infrastructure to provide oversight of the public safety department, assess compliance with General Orders and promote accountability through investigation of complaints of misconduct. Cultivated partnerships amongst diverse and adverse stakeholders, activist and social justice advocates. Collaborated with and provide strategy, advise and support to, elected officials and law enforcement entities. Engaged consultants to optimize compliance with regulatory mandates, enhance technology infrastructure and operational efficiencies.

ILLINOIS SECRETARY OF STATE DEPARTMENT OF POLICE, 2014–2015

Director, 2014–2018

Established priorities and implemented plans to ensure safety within the Illinois State Capitol Complex and Illinois roadways. Led executive personnel and directed, planned, organized and ensured compliance with all required security measure. Forecasted and allocated budgetary, human and capital resource needs. Ensured compliance with state and federal mandates. Advised elected officials and occupants on infrastructure and related security/threat issues impacting the Capitol Complex.

Chief Deputy Director/Colonel, 2010–2014

Provided oversight and direction to law enforcement activities at the State Capitol Complex and investigative districts throughout the State. Managed training, policy development and directed internal compliance investigations. Department spokesperson and strategic advisor on all matters confidential and significant.

Professional Highlights, Cont.

CHIEF OPERATING OFFICER/FIRST DEPUTY INSPECTOR GENERAL, ILLINOIS OFFICE OF EXECUTIVE INSPECTOR GENERAL, 2005–2010

Directed all compliance and public integrity investigations of fraud, waste, abuse and misconduct. Managed statewide ethics program. Oversaw the legal division, legislative affairs, fiscal operations and media relations. Provided daily briefings and strategic advisement to the Executive Inspector General.

ILLINOIS DEPARTMENT OF HUMAN SERVICES, 2003–2005

Inspector General, 2003–2005

Ensured compliance with regulatory laws protecting persons with mental and developmental disabilities. Authorized all statewide compliance investigations and audits of state institutions and community providers. Advocate for the safety and welfare of persons with mental, intellectual and developmental disabilities.

Deputy Inspector General, 2000–2003

Managed all statewide abuse and neglect investigations and compliance audits. Assisted the Inspector General with all agency operations, serving as strategic advisor and spokesperson.

POLICE COMMANDER, ILLINOIS MAYWOOD POLICE DEPARTMENT, 2000

Managed police department operations. Directed internal compliance investigations, community relations, development/revisions of operational policies, annual training and media relations.

NEW JERSEY ESSEX COUNTY PROSECUTOR'S OFFICE, 1988–1999

Lieutenant, Internal Affairs, 1998–1999

Additional Assignments: Junior Police Academy, Executive Protection

Investigator, 1989–1998

Units of Assignment: Community Relations, Public Integrity, Internal Affairs; Polygraph

Coordinator, Office of Victim Witness Advocacy, 1988–1989

Advocates for crime victims in pursuit of dignity and fair treatment within the criminal justice system. Ensured compliance with the federal and state Victims of Crime Act.

COORDINATOR, DELAWARE COUNCIL ON CRIME & JUSTICE, 1986–1987

Advocated for the de-incarceration of low-risk offenders and pre-trial detainees.

EDWARD MEDRANO

8304 Davista Drive, Whittier, CA 90602 • (310) 505-2498 • edward@edwardmedrano.com

PROFILE SUMMARY: CITY MANAGER / POLICE EXECUTIVE

EXECUTIVE QUALIFICATIONS INCLUDE:

- ❑ Seasoned leader with extensive experience in all aspects of public service and engagement.
- ❑ Proven track record of ethical, progressive and effective public service administration.
- ❑ Results-oriented government executive with over thirty years of experience in public service.
- ❑ Cross-sectoral leadership ability with proven track record enhancing organizational teamwork.
- ❑ Solid budget and financial acumen to promote and ensure long-term financial stability.
- ❑ Proactive communication style and collaborative approach to building transparent and effective working relationships with elected officials, staff and the community.
- ❑ Leadership ability with implementing evidence-based strategies, systems development, enhancing internal controls and leveraging technology as a force multiplier.
- ❑ Decisive and diplomatic with proven dedication to public service and approachable leadership style to develop an environment of loyalty, mutual respect, and urgency.

CORE COMPETENCIES INCLUDE:

Proven and Trusted Leadership ▪ Community Engagement ▪ Strategic Planning ▪ Auditing and Policy Implementation
▪ Operations & Program Management ▪ Legislative Affairs and Engagement ▪ Process Improvements ▪ Risk Management ▪ Budget Management ▪ Law Enforcement Operations ▪ Consensus Building ▪ Workforce Development
▪ Labor Relations ▪ Disciplinary Procedures ▪ Cross-Cultural Communications ▪ Media Outreach ▪ Workforce Improvement ▪ Economic Development ▪ Organizational and Systems Analysis ▪

PROFESSIONAL EXPERIENCE

CHIEF, DIVISION OF LAW ENFORCEMENT, CA Department of Justice 2019 – February 201

Appointed by the CA Attorney General as the Chief for the Division of Law Enforcement for the California Department of Justice. As one of the Division Chiefs, I served on the Attorney General's executive staff and am a key member of the Department's management team. The Department of has just under 5,000 positions, five divisions, and an annual operating budget of over \$1 billion.

- ❑ Provide leadership and direction for the Division's four operating bureaus: Bureau of Investigations; Bureau of Firearms; Bureau of Gambling Control; and the Bureau of Forensic Services.
- ❑ Administration oversight of the approximately 1100 employees and a 290-million-dollar budget for the Division.
- ❑ Oversight over many complex criminal investigations with significant public safety impacts.
- ❑ Provide legislative support, testimony and implement newly enacted legislation.
- ❑ Stakeholder engagement and represent the Attorney General on various boards, commissions and events.
- ❑ Formation and implementation of the Division long-term strategic plan.
- ❑ Coordination and support of Civil Rights Enforcement actions and engagement with local elected and appointed leaders.

CITY MANAGER, City of Gardena

2016 – 2019

Chief Executive Officer for the City responsible for all operating departments, 100-million-dollar budget, and over 500 employees.

- ❑ Plan, organize and evaluate the work of all City departments to ensure that operations and services comply with the policies and direction set by the City Council.
- ❑ Implementation and management of the City's five-year Strategic Plan.

- ❑ Represent the Mayor, City Council, and the City at various meetings, functions, and events: serve as a liaison to various civic and governmental organizations and committees, task forces, boards, and commissions.
- ❑ Oversee all budget tracking and implementation to ensure fiscal responsibility and accuracy.
- ❑ Administer the City's self-funded health plan for current and retired employee groups.
- ❑ Coordinate City redevelopment efforts and the creation of economic development agreements.
- ❑ Maintain positive relationships with labor organizations and effective contract negotiations.
- ❑ Ensure compliance with all laws, policies and establish best practices to ensure a culture of ethical and dedicated service.

CHIEF OF POLICE, DEPARTMENT DIRECTOR, City of Gardena

2009 – 2017

Concurrently served as Police Chief and Public Works/Community Development Director. Provided leadership as integral member of the City's management team and partner to all City departments and the community. Reported directly to the City Manager as second in command. Served as Acting City Manager when necessary.

- ❑ Managed all Police Department operations, administration, Human Resources, and support services. Additionally, oversaw the Public Works Department, Community Development, Code Enforcement and Risk Management.

Budget Administration & Fiscal Enhancements

- ❑ Administered a \$140M combined budget and helped guide fiscal decision-making and planning.
- ❑ Managed \$30M in capital improvements for the City's infrastructure.
- ❑ Grew Community Development revenue 25% over five years.

Organizational Leadership & Development

- ❑ Transformed under-producing departments into productive contributors to the City's overall success in terms of employee retention, customer service, and revenue.
- ❑ Shepherded a 25% increase in the number of law enforcement personnel and more closely aligned Police Department with staffing levels for the community.
- ❑ Led acquisition of land and sales of properties for the development of a new public safety facility and Community center. Served as Project Manager overseeing RFQ/RFP process for construction.

Programs and Systems Development

- ❑ Improved Risk Management programs and reduced liability exposure \$9M over the last nine years.
- ❑ Established a Mental Health Response Team, with linkages to public mental health agencies and behavioral services, resulting in a significant reduction in critical responses to the chronically mentally ill population. The Gardena Mental Health Response Team is the top producing team in LA County.
- ❑ Founded an evidence-based Juvenile Justice and Intervention Program, staffed by licensed clinical social workers, which effectively reduced the number of youths entering the criminal justice system since 2014.
- ❑ Built a \$2M citywide video surveillance program from the ground up to strategically monitor public areas and major roadways; delivered on-time and under budget (from grants and direct funding).
- ❑ Implemented advanced technology for data mining for real-time crime analysis and dashboard performance metrics, resulting in more effective allocation of resources, faster response times, and higher levels of resolution.
- ❑ Increased the City's integrated Code Enforcement efforts 25% over five years.

Community & City Council Relations

- ❑ Implemented community policing and engagement programs that raised police service levels to a stellar 92% favorability rating with the community, driving greater accountability and improved service delivery.
- ❑ Established a 501c3 Police Foundation, forming partnerships with business owners to enhance public safety. The Foundation has raised over \$2.5 million for grants, scholarships, and other philanthropic endeavors.

Crisis Management & Response

- ❑ Established Crisis Management response protocol, coordinating several disciplines to respond to critical incidents, including in-house press information officers, public relations firm, and civil liability attorneys.

Team Building & Leadership

- ❑ Enhanced delivery of police services through training and development, encouraging professional growth and ethical decision-making.
- ❑ Developed new employee accountability and tracking system, as well as new policies and procedures, which enhanced staff accountability and performance while improving teamwork, morale, and efficiency.
- ❑ Coalesced diverse working groups into a highly effective, efficient, and customer-service driven organization.

OTHER PROFESSIONAL EXPERIENCE

SENIOR CONSULTANT, HILLARD HEINTZE CORPORATION, Chicago, IL **2015–2019**

- ❑ Subject Matter Expert for Law Enforcement Operations for this Chicago-based strategic security and corporate investigations consulting firm. Under contract with the US Department of Justice Collaborative Reform.
- ❑ Provide high-level evaluations, compliance audits and provide recommendations for organization reform, including operational improvements, policy revision and implementation of best practices.

ADJUNCT PROFESSOR, USC SOL PRICE SCHOOL OF PUBLIC POLICY, Los Angeles, CA **2018 – Present**

- ❑ Course and practical instruction on leadership, public policy, and organizational management.

UNITED STATES MARINE CORPS (USMC) **1986 – 1992**

- ❑ Served on Active-Duty and Reserves

EDUCATION, CERTIFICATION & PROFESSIONAL DEVELOPMENT

Master’s Degree in Leadership, University of Southern California (USC), Sol Price School of Public Policy, Los Angeles, CA, 2010

Bachelor of Science (BS), Criminal Justice, Union University, Cincinnati, OH, 2002

Graduate, FBI National Academy

SPECIALIZED EXPERIENCE & SKILLS

Professional Coach and Mentor
 Contract Negotiation and Employee Relations
 Risk Management and Emergency Preparedness
 Crisis Communications and Critical Incident Management
 Technology Implementation and Intelligence Systems
 Contract Negotiation and Employee Relations
 Ethics Investigations and Internal Compliance
 Bilingual (Spanish)

PROFESSIONAL LEADERSHIP & AFFILIATIONS

Past President, California Police Chiefs’ Association & Los Angeles County Chiefs’ Association

Co-Chair, California Department of Justice Racial Identity Profiling Advisory Board

Board Member, Joint Regional Intelligence Center (JRIC)

Board Member- CA Police Officer Standards of Training (CA-POST)

Executive Chair, Los Angeles High Intensity Drug Tracking Area – LA HiDTA

Member, International City Manager’s Association

Member, California League of Cities and California City Management Foundation