

Independent Monitor: Settlement Agreement Regarding the Albuquerque Police Department

Letter of Interest

December 12, 2014

Submitted to:

Paul Killebrew, Trial Attorney
U.S. Department of Justice
Civil Rights Division – SPL
Paul.Killebrew@usdog.gov

Scott Greenwood
Special Counsel for the City of Albuquerque
law@scottgreenwood.com

Submitted by:

James "CHIPS" Stewart
CNA Safety and Security Division
3003 Washington Boulevard
Arlington, VA 22201

This proposal includes data that shall not be disclosed outside the government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the government's right to use information contained in this proposal if it is obtained from another source without restriction.





December 12, 2014

Mr. Paul Killebrew
Trial Attorney
U.S. Department of Justice
Civil Rights Division – SPL

Mr. Scott Greenwood
Special Counsel for the City of Albuquerque

Reference: Request for Information for Independent Monitor

Dear Mr. Killebrew and Mr. Greenwood:

CNA is pleased to submit the attached letter of interest in response to the Request for Information (RFI) for an Independent Monitor for the Settlement Agreement Regarding the Albuquerque Police Department. As required by the RFI, our response consists of an Executive Summary and Methodology, which we limited to 10 pages, along with descriptions of our Personnel and Qualifications. We are submitting electronic copies of our response to each of you.

CNA, a not-for-profit research and analysis organization, has more than 70 years of experience providing objective analysis of high-profile issues for both civilian and military clients. CNA has conducted assessments of police use-of-force policies and practices in three large police departments (Las Vegas, Spokane, and Philadelphia) that identified 50 to 90 specific reforms and improvements in each department. We also monitored or are currently monitoring the implementation of these reforms. CNA has analyzed police shootings and other critical incidents for the Tampa, Baltimore, and Oakland police departments, and provided them with recommendations on how to improve future operations. In addition, CNA has helped over 40 cities nationwide to implement innovations in policing and violence reduction, including Los Angeles, Boston, Memphis, Phoenix, Chicago, Detroit, and Oakland.

The monitoring team dedicated to this project, which I will lead, has experience in all aspects of independent police agency monitoring. We offer a proven monitoring and assessment approach based on successful methodologies used by our team and incorporating best practices and lessons learned. We will actively engage community stakeholders in the process to ensure that agency reforms build community trust and police legitimacy.

Please contact me directly (703-824-2802; stewarja@cna.org) or Nicholas Hunter (703-824-2082; Fax: 703-824-2903; huntern@cna.org) with any questions or requests for additional information. We look forward to the possibility of supporting the Department of Justice and the City of Albuquerque on this important and timely project.

Sincerely,

A handwritten signature in blue ink that reads 'James K. Stewart'. The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

James K. Stewart
Director of Public Safety
CNA Institute for Public Research

Contents

Section A. Executive Summary and Methodology	1
I. Introduction	1
II. Monitoring Plan	3
Monitoring Team Organization.....	4
Overview of our Monitoring Approach.....	5
Section B. Personnel	11
I. Organizational Capacity	11
II. Personnel	12
Section C. Qualifications	17
Collaborative Reform	17
Civil Rights Investigations.....	19
Smart Policing Initiative (SPI)	19
Violence Reduction Network (VRN).....	20
Critical Incident Response.....	20
New York Law Department.....	21
Analyzing Racial Profiling Data.....	21

Section A. Executive Summary and Methodology

I. Introduction

The Independent Monitor will play a critical role in assessing the implementation of the Settlement Agreement between the United States and the City of Albuquerque in an objective and transparent manner. In this document, CNA, a nonprofit research and analysis organization, presents a summary of our relevant experience and our qualifications to serve as a monitor, as well as an overview of our approach to assessment and monitoring. CNA will provide the United States District Court for the District of New Mexico, the Parties to the agreement, and the Albuquerque community with the best value solution for ensuring lasting reform within the Albuquerque Police Department. We bring the following advantages to this engagement:

- **An experienced team that has successfully managed complex analysis, monitoring, and assessment engagements that have resulted in lasting improvements.** CNA has a more than 70-year history of providing objective analysis of high-profile issues for both civilian and military agencies. CNA has conducted assessments of police use-of-force policies and practices in three large police departments (Las Vegas, Spokane, and Philadelphia) that identified 50 to 90 specific reforms and improvements in each department. We also monitored or are currently monitoring the implementation of these reforms. CNA has analyzed police shootings and other critical incidents for the Tampa, Baltimore, and Oakland police departments and provided the departments with recommendations on how to improve future operations. In addition, CNA has helped over 40 cities nationwide to implement innovations in policing and violence reduction, including such cities as Los Angeles, Boston, Memphis, Phoenix, Chicago, Detroit, and Oakland. The monitoring team to be dedicated to the Albuquerque project has experience in all aspects of independent police agency monitoring, including data collection and analysis, progress monitoring and reporting, and working collaboratively to build consensus among city officials, police officials, court officials, the media, and the citizenry. In addition to our work with local law enforcement agencies, CNA also conducted a study on the enforcement data of the East Haven Police Department for the U.S. Department of Justice (DOJ) Civil Rights Section.
- **A proven monitoring and assessment approach that incorporates best practices and lessons learned by our team in previous successful monitoring and analysis efforts.** CNA's approach to this monitoring task is grounded in a data-driven assessment of agency progress toward established reform goals. Our team of subject matter experts and analysts will develop and use objective, measurable criteria for monitoring the implementation of the Settlement Agreement. We will continually assess progress in implementing and maintaining reforms, and will provide technical assistance when agency progress on specific reform goals falters. We will engage community stakeholders in the process to ensure that agency reforms build community trust and police legitimacy.

CNA used our approach in recent reform efforts with the Las Vegas Metropolitan Police Department, under the Office of Community Oriented Policing Services Collaborative Reform Initiative. In just over three years, CNA helped transform this police agency from one beset by legal and community relations problems stemming from use-of-force practices to an agency that is now perceived as a national model for use-of-force policies, procedures, practices, and training.

Our approach ensures objectivity and promotes consensus building among all stakeholders while tapping the best experts in the field. Collectively, our team has monitored and assessed over 20 police and correctional agencies and has incorporated lessons learned from those engagements into our approach.

- **A highly qualified team with current and relevant expertise in the substantive areas of the Settlement Agreement.** The CNA monitoring team has over 100 years of combined experience conducting research and assessments of this type, primarily in police agencies, and is capable of conducting all of the above-mentioned data collection, assessment, and analysis tasks. We introduce the key members of our team below.

CNA's Monitoring Team

The Honorable **James “CHIPS” Stewart**, Director of Public Safety for CNA, will lead the CNA monitoring team. Mr. Stewart has a distinguished leadership record in transforming police organizations, implementing constitutional policing, and using analysis to direct reform and achieve lasting results. Mr. Stewart has served as chair of independent review panels for the Oakland and Baltimore Police Departments. He is highly experienced in managing large and diverse teams of researchers and subject matter experts to assess police departments and develop and implement recommendations for operational improvement.

Mr. Stewart is a former Director of the National Institute of Justice and a retired Chief of Detectives from the Oakland, California Police Department. He is a national expert on police operations who has led numerous studies and technical assistance efforts since leaving the federal government. In 1996, Mr. Stewart, directed a team of analysts tasked with strategically restructuring the Washington, D.C. Metropolitan Police Department, as part of the department's agreement with DOJ. In this role, he designed and implemented a departmental performance assessment system, developed plans for a complete organizational restructuring of the department, and developed new departmental operating procedures that introduced community policing practices agency-wide. In addition, Mr. Stewart designed and implemented the Chicago Police Department's Alternative Policing Services Program, which emphasized the need for increased communication between the community and the police so that together they could come up with solutions for chronic neighborhood problems.

While at CNA, Mr. Stewart led a team of experts in assessing police critical incidents for the Oakland, Tampa, and Baltimore Police Departments. Most recently, Mr. Stewart directed a team of analysts who assessed and monitored the Las Vegas Metropolitan Police Department's use of deadly force as part of the Community Oriented Policing Services (COPS) Office Collaborative Reform Initiative. He has also served as an Expert Witness for the City of New York in both the *Davis v. NYC* and *Floyd v. NYC* cases, which involved Stop, Question, and Frisk practices of the NYC Police Department. Mr. Stewart's expertise in policing practices is nationally recognized, and he is frequently called on by local police leaders and officials to assist in dealing with use of force (especially deadly force), critical policing incidents, and restoring trust for the improved police practices in their communities.

To accommodate the breadth of the Settlement Agreement, as well as maintain consistency and quality in our monitoring approach, we will assign two Deputy Monitors to assist Mr. Stewart: James Coldren, Ph.D., and Kelli Evans, Esq. Both have several decades of experience in compliance monitoring for consent decrees and justice system reform and improvement initiatives. Together, they have expertise across all nine substantive areas identified in the Settle Agreement.

Dr. James Coldren will oversee monitoring of the management-related substantive areas. Dr. Coldren currently serves as Managing Director of Justice Programs at CNA. He served for over four years as the Federal Appointed Court Monitor for the Duran v. Elrod consent decree involving the Cook County Department of Corrections in the Northern District of Illinois, which covered 12 different substantive areas, including use of force. He has served in leadership positions for justice reform initiatives ranging from the de-incarceration of youth to the reform of the death penalty in Illinois, and has managed and directed large-scale research and justice system improvement projects for the past 30 years. As Managing Director for Justice Programs at CNA, Dr. Coldren oversees assessment, monitoring, training, and technical assistance projects for several large Justice Department initiatives, including the Smart Policing Initiative (SPI), the Violence Reduction Network (VRN), and the Collaborative Reform Initiative. He is also the Principal Investigator for a randomized experiment involving body worn cameras in the Las Vegas Metropolitan Police Department. Dr. Coldren is a nationally respected leader in justice system reform and in police research, crime prevention, and organizational change.

Ms. Kelli Evans, Esq., will oversee monitoring of the strategic and legal substantive areas. Ms. Evans has 20 years of proven experience in protecting and advancing civil rights while working in non-profit organizations, government, and the private sector. From 2003 to 2010, she monitored the Oakland Police Department's compliance with a consent decree requiring broad reforms in police practices including: complaint intake and internal investigations of police misconduct; incident reporting; integrity testing; development of an early warning system; performance evaluations; supervision; use of force; and academy and field training. In this role, she advised the Court and parties on constitutional and criminal law and related procedures, developed appropriate metrics for measuring compliance outcomes for substantive requirements of the decree, and provided ongoing expert technical assistance to the Court, police department, city officials, and plaintiffs' attorneys. She also had frequent interaction with diverse stakeholders, including City officials, police officers and commanders, and community groups, to facilitate cooperation and compliance. Ms. Evans is currently the Senior Director for the State Bar of California.

The CNA team will provide the highest quality support in assessing compliance using proven research methodologies. Our Independent Monitor and monitoring team will fulfill federal court requirements and identify practical solutions to ensure the earliest possible compliance with the terms and requirements of the Settlement Agreement. The CNA monitoring team comprises law enforcement, legal, and research professionals with expertise in all of the substantive areas identified in the Settlement Agreement, as well as seasoned experts in consent decree monitoring, information systems, research, communications, and policy agency management and operations. Our team also includes an on-site compliance facilitator, located in Albuquerque, NM, who will serve as our team's on-site coordinator, assisting with data collection, stakeholder outreach, and administrative management of the team. Our team is organized to be scalable and flexible, offering the City of Albuquerque and the DOJ with comprehensive and current expertise, and a proven monitoring approach that will be administered in the most efficient and objective manner. (See Section B for further discussion of the qualifications of our key staff).

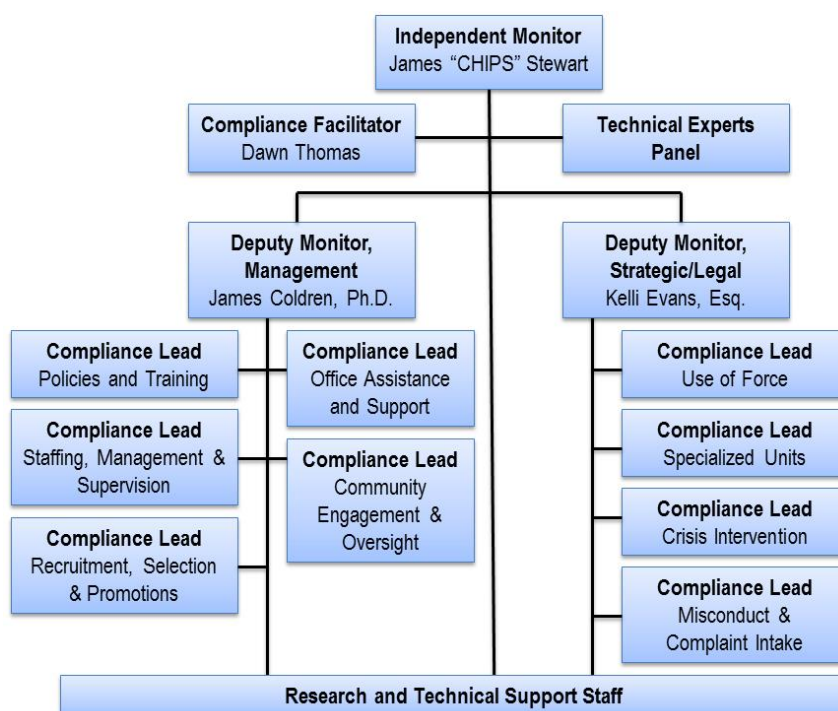
II. Monitoring Plan

In this section, we outline the organization of our monitoring team and provide an overview of our methodology and approach to monitoring and assessment.

Monitoring Team Organization

The organization of our monitoring team is outlined in Figure 1. Our team is organized to be scalable and flexible, while providing comprehensive expertise across the nine substantive areas of the Settlement Agreement. Our team is led by James “CHIPS” Stewart, the **Independent Monitor**. Mr. Stewart will serve as the primary contact and liaison with the federal court, the signatories to the Settlement Agreement (the U.S. Attorney, the DOJ Civil Rights Division, the City of Albuquerque, and the Police Department), and the citizens of Albuquerque. He will direct all monitoring and assessment activities and will lead all stakeholder engagement efforts, including building consensus among community groups, the general public, and the Police Department. Mr. Stewart will report to the federal court and the Settlement Agreement signatories on the status of progress towards compliance with the Settlement Agreement.

Figure 1. Monitoring Team Organization



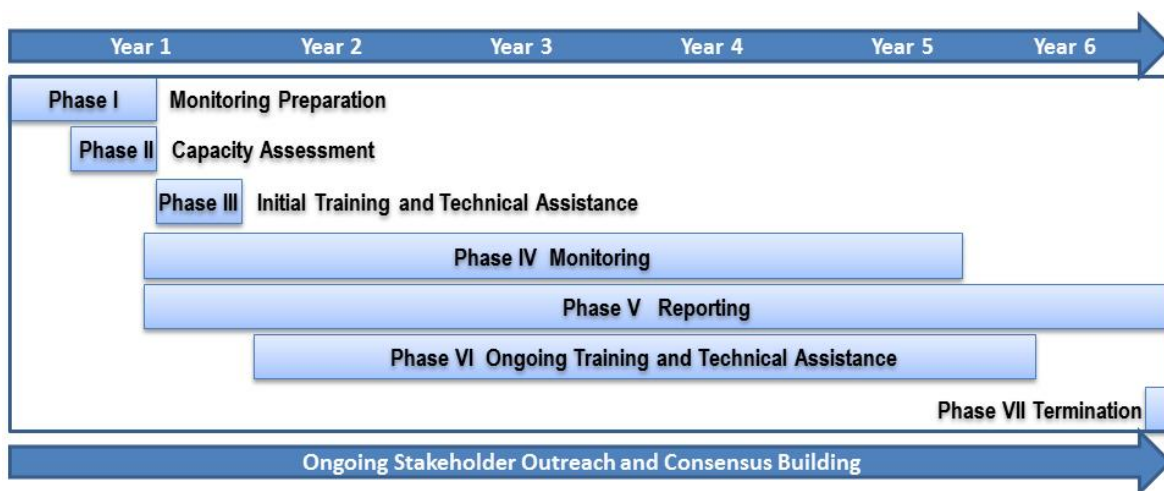
Our team also includes a **Compliance Facilitator**, Dawn Thomas. Ms. Thomas is located in Albuquerque, NM, and will serve as our team’s on-site coordinator, assisting with data collection, stakeholder outreach, and administrative management of the team. To maintain consistency and quality in our monitoring approach, we will assign two **Deputy Monitors** to support Mr. Stewart. James Coldren, Ph.D., will oversee compliance monitoring for organizational management and administrative substantive areas, and Kelli Evans, Esq., will oversee compliance monitoring for strategic and tactical substantive areas. The Deputy Monitors will coordinate the activities of their assigned **Compliance Leads** and will be responsible for ensuring quality and consistency in our approach. We have assigned a Compliance Lead to each of the nine substantive areas to ensure that the most qualified and current expert leads each area. Each Compliance Lead will lead the assessment and monitoring of compliance with the Settlement Agreement for his or her respective substantive area and will oversee the collection, analysis, and reporting of assessment data. See Section B for more information on the qualifications of these personnel.

The **Technical Experts Panel** includes additional experts in the fields of law enforcement, constitutional law, community engagement, information technology, communications, research, and organizational change. We will call on experts from this panel as needed to advise and assist our assessment, monitoring, and technical assistance activities. For example, panel experts may advise on the use of city and police department information technology resources for compliance monitoring, develop communications strategies and protocols, and assist the Compliance Leads in designing and overseeing the community surveys proposed for the monitoring effort.

Overview of our Monitoring Approach

In figure 2, we summarize our seven-phase monitoring approach. Underpinning our approach is ongoing outreach and consensus building with all stakeholders, including the community and the Albuquerque Police Department (APD). Next, we describe each phase in more detail below.

Figure 2. Monitoring Approach



Phase I: Monitoring Preparation (Year 1, months 1 to 6)

Prior to the initiation of assessment and monitoring activities under the Settlement Agreement, we will undertake the following preparations:

- Convene the monitoring team and conduct an orientation and training session that addresses each aspect of the Settlement Agreement and outlines the administrative support available to the team.
- Establish a local office, website, and communications capability for the monitoring project, including a portal for citizen inquiries, reports, and suggestions.
- Introduce the monitoring team to the City and APD leadership, and to key personnel who will work with the monitoring team.
- Submit an Institutional Review Board (IRB) application to request an exemption from IRB oversight for the monitoring project.
- Establish a regular system of contacts and communication protocols among all entities involved in the monitoring process, including a mechanism for secure, password-protected communications where privacy concerns are present.

Phase II: Assessment of City and Police Department Capacity (Year 1, months 4 to 6)

The Settlement Agreement identifies over 60 specific tasks, responsibilities, and capabilities that must be in place (or available) to meet its mandates. These include: staffing analyses, new personnel, other new financial and other resources, new system development initiatives, reporting requirements, training development and delivery, oversight responsibilities, investigative responsibilities, officer assistance resources, and public outreach and collaboration responsibilities.

The best way to ensure that the City and APD have the best likelihood of implementing the reforms mandated in the Settlement Agreement is to determine their organizational capacity to complete the required work. Thus, before the monitoring process begins in Albuquerque, we will conduct a thorough and detailed assessment of the City and APD's capability to complete those tasks and responsibilities. This assessment will provide the following critical information that will help determine the course and the pace of the monitoring process:

- A baseline assessment of the current status of the Department's ability to complete the tasks and responsibilities set forth in the Settlement Agreement. This baseline assessment will be referred to in subsequent monitoring reports as a means of gauging progress.
- Information regarding the City's and APD's strengths at the outset of the monitoring process; in areas where capacity is strong or sufficient, monitoring can begin almost immediately.
- Information regarding the City's and APD's gaps in resources and expertise. In areas where capacity is weak or non-existent, we will develop and coordinate the training and technical assistance required to enable the City and APD to meet their responsibilities under the Settlement Agreement. Depending on the severity of the need or gap, monitoring will not begin immediately.

We will develop a protocol to guide the capacity assessment and will base this protocol on the mandates of the Settlement Agreement. We will also incorporate best practices such as the law enforcement analytic capacity assessment methodology developed by CNA.¹ We will develop an assessment methodology for each directive and sub-directive in the Settlement Agreement and will include other assessment methods that reflect current law enforcement standards and best practices. We will identify, collect, and assess data on each directive and sub-directive using the protocol. Examples of data sources include the following:

- Interviews with City and APD leaders, command staff, and supervisors
- City and APD records on staffing and fiscal resources for relevant agencies and units
- City and APD budget and planning documents
- City and APD information technology resources and plans for expansion or enhancement

The CNA monitoring team includes established leaders in police agency capacity assessment and has conducted recent assessments of police agency analytic capacity, use of force policies and practices, citizen complaint processes, and capacity for community policing, procedural justice, and citizen engagement.

¹ See V. Elliott and J. Coldren, Jr. *Improving Police Agency Analytics: A Key Strategy for the Future*. CNA Document. January 2014; and Zoë Thorkildsen. *Capacity Assessment: Pilot Phase II – Analysis Results*. CNA Document. January 2014.

- Information on existing collaborations between the police department and other agencies and organizations, both governmental and non-governmental
- Caseload volumes in various agencies and departments
- Information on the complexity (e.g., number of officers and victims involved, number of different use-of-force tactics involved) of use of force and citizen complaints
- Trends in use of force and citizen complaints, including a forecasting of likely future caseloads to anticipate future human resource and system capacity needs.

We will develop a written report documenting APD’s current capacity to meet the mandates of the Settlement Agreement. The Justice Department, the City, APD, and the other signatories to the Settlement Agreement will have opportunities to review and comment on both the assessment protocol and the report.

Phase III: Initial Technical Assistance and Training (Year 1, months 7 to 12)

We expect that the capacity assessment conducted in Phase II will identify several gaps that must be filled before the City and APD can begin the tasks and activities mandated by the Settlement Agreement. For example, there may be a need for information system refinements or upgrades; training on performance evaluations or officer recruitment; assistance in organizing policies, procedures, and training files; and/or assistance in implementing transparency processes while safeguarding confidential information. Some of these functions are not explicitly mandated in the Settlement Agreement, though they must be attended to before serious reforms or formal monitoring can begin.

As the training and technical assistance provider for three substantial and complex justice system reform projects (the Smart Policing Initiative, the Violence Reduction Network, and the Collaborative Reform Initiative), CNA is well-positioned to develop and deliver this initial training and technical assistance in Albuquerque, as well as any other training and technical assistance identified as the monitoring progresses (see Phase VI).

Phase IV: Monitoring Activities in Nine Substantive Areas (Year 1, month 6, through Year 5, month 6)

Below we summarize the monitoring methods we will employ for each of the nine substantive areas in the Settlement Agreement. Our Compliance Leads will use a combination of methods to monitor compliance. Examples include the following:

- Analysis of agency records
- Observation of agency operations and activities
- Review of policies, procedures, directives, and other pertinent documents
- Interviews with relevant personnel
- Analysis of personnel and other resources devoted to particular units or tasks
- Surveys of agency personnel and Albuquerque citizens.

We will implement these methods on an annual or quarterly basis, depending on the anticipated frequencies with which individual monitoring targets will occur. For example, training will occur on a more frequent basis than policy development; thus, most training monitoring will occur quarterly and most policy monitoring will occur annually. Most of our analyses will involve one or both of the following comparisons:

1. Comparison of APD operations and activities with the mandates in the Settlement Agreement (e.g., timing and frequency of training, specific elements to include in use-of-force or complaint investigations), and/or
2. Comparison of APD operations and activities to industry standards and best practices.

Other analyses will involve a comparison of interim monitoring findings to the operational and procedural baselines identified in the assessment process (Phase II), and a trend analysis of the opinions of law enforcement leaders, community stakeholders, and City residents through annual surveys and interviews. Examples of the preliminary monitoring methods we identified for each of the nine substantive areas are shown in table 1.

Table 1. Monitoring Method Examples

Substantive Area	Sample Methods
Use of Force: Internal Controls and Accountability	<ul style="list-style-type: none"> • Tabulate and analyze APD use-of-force incidents • Review new and revised policies pertaining to use of force • Review use-of-force training plans and officer training records
Specialized Units	<ul style="list-style-type: none"> • Review specialized unit records for officers selected and trained • Review how officers in specialized units are equipped • Review the mission and policies of specialized units • Review After-Action Reports on specialized units
Crisis Intervention	<ul style="list-style-type: none"> • Interview members of the Mental Health Response Advisory Committee • Review personnel resources in the Crisis Intervention Unit and the Crisis Outreach and Support Team • Review Crisis Outreach and Support Team management and operations records
Policies and Training Generally	<ul style="list-style-type: none"> • Review all policies and procedures pertaining to the Settlement Agreement • Review the organization of and accessibility to APD policies and procedures • Review APD's efforts to provide officer review of policies and procedures
Misconduct, Complaint Intake, Investigation, and Adjudication	<ul style="list-style-type: none"> • Review APD and Civilian Police Oversight Agency efforts to educate the community about the complaint process, including review of materials translated into Spanish • Review the citizen complaint policy and process, including all complaints relating to mental illness and policies relating to retaliations • Review disciplinary action based on complaints and APD transparency regarding citizen complaints
Staffing, Management, and Supervision	<ul style="list-style-type: none"> • Assess APD staffing pertaining to the mandates of the Settlement Agreement • Survey first-line supervisors, commanders, lieutenants, and community members regarding officer supervision and building public trust • Review supervisor management, leadership, and command accountability training
Recruitment, Selection, and Promotion	<ul style="list-style-type: none"> • Review the APD recruitment, selection, and promotion plan, especially as it pertains to diversity in the workforce • Review the APD system for tracking the selection and hiring of recruits • Review the APD methods for evaluating sergeants and lieutenants for promotion
Officer Assistance and Support	<ul style="list-style-type: none"> • Review the range of mental health and support services offered to APD officers • Review training provided to APD management and supervisory personnel regarding officer assistance and support • Review the confidentiality protections and procedures utilized by APD to protect the privacy of officers and staff seeking assistance
Community Engagement and Oversight	<ul style="list-style-type: none"> • Review APD policies and practices pertaining to community- and problem-oriented policing • Review APD officer participation in area command community meetings • Review the composition and activities of the area command Community Oriented Policing Councils and City support for the Councils

Applying this combination of data collection methods and information sources will ensure that the monitoring team collects and delivers to the Court and to the parties to the Settlement Agreement accurate information regarding progress toward compliance, and eventual compliance in all nine substantive areas.

CNA will develop performance metrics for each of the nine substantive areas, and for each sub-component within the substantive areas, based on the requirements of the Settlement Agreement. According to the Settlement Agreement, the City and APD must sustain compliance for two years once the performance metric is attained. Performance metrics under this monitoring plan will specify quantitative and qualitative measures for each requirement in the Settlement Agreement, and the threshold criterion for what will constitute compliance. For example, potential performance metrics for use of force include measures of the use of neck holds, pointing a firearm, use of force with people wearing handcuffs, and provision of medical care, used of de-escalation, and slowing the pace of police response to confrontational decisions.

Phase V: Monitoring Reporting (Year 1, Month 6, to Year 6, Month 12)

In accordance with the Settlement Agreement, we will deliver an initial six-month progress report, reports every four months for the following two years, and reports every six months in the remaining years. These reports will include a description of the work conducted by the Independent Monitor and our team, the extent to which each requirement agreement has been met, the methodology and findings for each review conducted, the monitor's recommendations for achieving compliance, and a projection of the work to be completed in the next reporting period, including anticipated challenges and concerns.

CNA and our monitoring team experts have many years of experience serving as police and corrections compliance monitors, and reporting assessment and analysis results to Department of Justice agencies. Our team has a proven track record of delivering concise, accurate, and high-quality monitoring reports in a timely fashion.

The Deputy Monitors will draft these reports with input from the Compliance Leads assigned to each substantive area. Select members of the Technical Experts Panel will review the reports, and our quality control experts will edit and format the reports before they are delivered to the Court.

Phase VI: On-going Training and Technical Assistance (Year 2, Month 1, to Year 5, Month 12)

CNA has developed a national cadre of over 200 policing subject matter experts through our ongoing work as the primary technical assistance and training provider for the Smart Policing Initiative, the Violence Reduction Initiative, and the Collaborative Reform Initiative.

Following the initial delivery of training and technical assistance (Phase II), CNA anticipates uncovering additional training and technical assistance needs as the City and APD address the mandates of the Settlement Agreement and as our team identifies gaps, needs, or shortcomings in the reform efforts. As training and technical assistance needs are identified, CNA, in consultation with the City and APD, will define the specific need, determine the appropriate course of action, and deliver appropriate technical assistance.

In addition to the breadth of expertise resident in our monitoring team, CNA will draw on our national cadre of over 200 policing subject matter experts that we routinely use to support training and technical assistance programs sponsored by the Justice

Department. Examples of training and technical assistance that we have provided for similar engagements include the following:

- On-site instructor-led training sessions and/or web-based instruction
- One-on-one consultation with experts
- Meeting facilitation (e.g., town hall meetings, community meetings, community action forums, issues and solutions forums)
- Assistance with crisis communications, media strategies and public relations;
- Guidance on policy and procedure reform
- Evaluation of police academy curricula and training initiatives
- Facilitation of community-to-community mentoring and peer learning by identifying communities struggling with similar issues that have implemented differing responses and solutions.

Phase VII: Termination of the Settlement Agreement (Year 6, Month 12)

Our approach is designed to ensure that the City and APD will be in full compliance with the Settlement Agreement within five years of initiation of the Agreement. Our approach is scalable and flexible to ensure efficiency throughout the monitoring process while providing three years of assessment, training, and progress towards compliance, and two additional years for sustainment of progress on reforms once compliance is attained.

Section B. Personnel

In this section, we highlight CNA's organizational capacity and experience as well as the qualifications of our key personnel.

I. Organizational Capacity

CNA is a nonprofit research organization with a 70-year history of providing analysis and assessments to federal, state, and local agencies including the DOJ. CNA is at the cutting edge of police and justice research and has conducted studies of policing practices for the DOJ COPS Office and the Bureau of Justice Assistance (BJA). Most recently, CNA, under a cooperative agreement with the COPS Office, spearheaded the first-of-its-kind Collaborative Reform Model of Technical Assistance, conducting an in-depth organizational assessment of the Las Vegas Metropolitan Police Department's deadly force policies and practices. The final report and recommendations received national recognition; other law enforcement agencies across the country began using it as a blueprint for reforming their own practices. As part of the Collaborative Reform in the Las Vegas Metropolitan Police Department, CNA also led the monitoring and assessment, over 12 months, of the department's implementation of the recommendations, and the reforms produced a significant decline in officer involved shootings. CNA is currently conducting additional Collaborative Reform assessments in the Spokane, Philadelphia, and Fayetteville Police Departments. Each of these assessments will also include an 18-month period of monitoring the department's implementation of the recommended reforms. This monitoring phase will ensure accountability for implementing the reforms while also assisting these local police departments in sustaining the reforms into the future.

In addition, CNA recently completed a series of critical incident analyses of police operations relating to police-involved shootings in Oakland, California; Tampa, Florida; and Baltimore, Maryland. Furthermore, CNA has analyzed enforcement practices and patterns in policing agencies on behalf of the Civil Rights Division of the DOJ, and has completed a review and analysis of patrol practices of the New York City Police Department in high-rise apartments. CNA is the current training and technical assistance provider for the BJA SPI and VRN. As part of the SPI project, CNA coordinates the activities of research projects that assess the impact of evidence-based and technology-enabled innovations on the 40 police departments comprising the program's sites. For VRN, CNA coordinates the training and technical assistance focused on reducing violent crime in some of the country's most violent cities. CNA's role as the primary technical assistance provider for both SPI and VRN highlights our experience and expertise in managing and overseeing large complex programs that involve multiple stakeholders (i.e., local law enforcement, federal law enforcement, community leaders, researchers, and practitioners) as well as our extensive network of subject matter experts.

In addition to our work on collaborative reform, critical incident analysis, and as a national training and technical assistance provider, CNA has also completed studies for the Civil Rights Division, examining allegations that the East Haven Police Department was discriminating against the Latino community. Complementing our work in the law enforcement field is our work in the justice arena. CNA recently completed an assessment of administrative segregation policies and practices for the Federal Bureau of Prisons and has completed a study for U.S. Immigration and Customs Enforcement within the U.S. Department of Homeland Security on the costs of detention and alternatives to detention.

Below, we provide more information about the qualifications and experiences of the proposed key staff members.

II. Personnel

CNA's management approach and capabilities draw upon 70 years of experience with managing efforts for local, state, and federal government clients. Our approach includes a rigorous application of management principles; structured and mature administrative and management processes; and experienced and qualified staff. The proposed staff is organized with clear lines of authority and direct lines of communication between the City, the DOJ, and the CNA Independent Monitor, and among our advisors, subject matter experts, and analytical staff. Mr. James Stewart will serve as the Independent Monitor and has the authority and responsibility for overall execution and quality. He is empowered by CNA to make any necessary decisions and to take prompt action to address any the issues or concerns brought forth by the City and the DOJ.

Mr. James "CHIPS" Stewart, the proposed Monitor, will lead the CNA team. Mr. Stewart, Director of Public Safety for CNA's Safety and Security Division, has over 40 years' experience working in the Criminal Justice field. He is a former Director of the National Institute of Justice and a retired Chief of Detectives from the Oakland, California Police Department. Mr. Stewart is a national expert on police operations who has led numerous studies and technical assistance efforts since leaving the federal government. In 1996, Mr. Stewart directed a team of analysts tasked with strategically restructuring the Washington, D.C. Metropolitan Police Department as part of the department's agreement with the DOJ. In this role, he designed and implemented a departmental performance assessment system, developed plans for a complete organizational restructuring of the department that incorporated innovations in community policing, and developed new departmental operating procedures. In addition, Mr. Stewart designed and implemented the Chicago Police Department's Alternative Policing Services Program, which emphasized the need for increased communication between the community and the police, so that together they could come up with solutions for chronic neighborhood problems. While at CNA, Mr. Stewart has led a team of experts in assessing police critical incidents for the Oakland, Tampa, and Baltimore Police Departments. Most recently, Mr. Stewart directed a team of analysts who reviewed Las Vegas Metropolitan's use of deadly force incidents, training, procedures, and accountability system as part of the COPS Office Collaborative Reform Project. He has also served as an Expert Witness for the City of New York in both the *Davis v. NYC* and *Floyd v. NYC* cases, which involved Stop, Question, and Frisk practices of the NYC Police Department. Mr. Stewart's expertise in policing practices is nationally recognized, and he has served as chair on a number of independent panels for the Oakland Police Department and Baltimore Police Department.

Mr. Stewart will be supported by two Deputy Monitors, Compliance Leads, a Technical Experts Panel, and research analysts with extensive expertise and experience in conducting police assessments and evaluations; supporting monitoring settlements, consent decrees, and court orders; providing police training and technical assistance; conducting policy analysis; and leading organizational reform and community-policing efforts. Dr. James Coldren and Ms. Kelli Evans will support Mr. Stewart as Deputy Monitors.

James Coldren, Ph.D. (Deputy Monitor for Management substantive areas) currently serves as Managing Director of Justice Programs at CNA. Dr. Coldren served for over four years as the Federal Appointed Court Monitor for the *Duran v. Elrod* consent decree involving the Cook

County Department of Corrections in the Northern District of Illinois, which covered 12 different substantive areas, including use of force. He has served in leadership positions for justice reform initiatives ranging from the de-incarceration of youth to the reform of the death penalty in Illinois, and has managed and directed large-scale research and justice system improvement projects for the past 30 years. As Managing Director for Justice Programs at CNA, Dr. Coldren oversees the assessment, monitoring, and training and technical assistance projects for several large Justice Department initiatives, including the SPI, the VRN, and the Collaborative Reform Initiative. He is also the Principal Investigator for a randomized experiment with body worn cameras in the Las Vegas Metropolitan Police Department. Dr. Coldren is a nationally respected leader in justice system reform and in police research, crime prevention, and organizational change.

Kelli Evans, Esq. (Deputy Monitor for Strategic/Legal substantive areas) has 20 years of proven experience protecting and advancing civil rights while working in non-profit organizations, government, and the private sector. From 2003 to 2010, she monitored the Oakland Police Department’s compliance with a consent decree requiring broad reforms in police practices including: complaint intake and internal investigations of police misconduct; incident reporting; integrity testing; development of an early warning system; performance evaluations; supervision; use of force; and academy and field training. In this role, she advised the Court and parties regarding a range of constitutional and criminal law and procedures; developed appropriate metrics for measuring compliance outcomes with the varied substantive requirements of the decree; provided ongoing expert technical assistance to the Court, police department, city officials and plaintiffs’ attorneys; and had frequent interaction with diverse stakeholders, including City officials, police officers and commanders, and community groups, to facilitate cooperation and compliance. Ms. Evans is currently the Senior Director for the State Bar of California.

Tables 2 and 3 list the key personnel who will support Mr. Stewart, Ms. Kelli Evans, and Dr. Coldren. These personnel have the experience and capabilities to establish an adequate and timely presence in Albuquerque throughout the duration of the monitoring. In addition to the key personnel identified, CNA also has strong working relationships with an extensive cadre of subject matter experts who have expertise in a wide array of topics in law enforcement. CNA will leverage these experts throughout this monitoring program as necessary.

Table 2. Compliance Staff

Team Member/Role	Experience
Mike Gennaco, J.D. Compliance Lead: Use of Force	<ul style="list-style-type: none"> ■ Provided oversight for the Los Angeles County Sheriff’s Department as the Chief Attorney for the Office of Independent Review ■ Conducted independent review of Spokane Police Department’s use of force investigations and review process ■ Conducted independent reviews and/or best practices audits for the cities of Pasadena, Portland, Torrance, Spokane, Santa Monica, Inglewood, Glendale, and Oakland Police Departments, the San Diego Sheriff’s Department, and the California Department of Juvenile Justice ■ Worked with Special Master for the California Department of Juvenile Justice to audit and develop recommendations to improve force policies and the review of force incidents ■ Prosecuted police officer misconduct, hate crimes, and human trafficking cases, first as a Trial Attorney with the Criminal Section of the Civil Rights Division and then as Chief of the Civil Rights Section of the United States Attorney’s Office, Central District of California

Team Member/Role	Experience
Ellen Scrivner, Ph.D. Compliance Lead: Officer Assistance and Support	<ul style="list-style-type: none"> ▪ Thirty years' experience in the public sector characterized by executive level expertise and a track record for creating innovative public safety initiatives that respond to pressing criminal justice needs ▪ Developed the first Police Psychological Services Program in the Metropolitan Washington area ▪ Deputy Director of the National Institute of Justice, Office of Justice Programs, DOJ, from September 2009 to June 2011 ▪ Created a national training strategy that launched a nationwide network of innovative Regional Community Policing Institutes designed to deliver state-of-the-art learning opportunities
Laura Kunard, Ph.D. Compliance Lead: Crisis Intervention	<ul style="list-style-type: none"> ▪ Currently leads the development of a national curriculum for Crisis Intervention Training in law enforcement for the Department of Justice ▪ Oversees completion of federal, state, county, and private grant funded projects including curriculum development, training delivery, public safety-oriented technical assistance, strategic planning, and policy research projects ▪ Launched the Adler School of Professional Psychology's Institute for Social Change, in furtherance of the School's commitment to social justice and social responsibility ▪ Authored a number of publications and curricula on police interactions with mental illness, procedural justice, crisis intervention team, and community policing
Louis Quijas, M.A. Compliance Lead: Staffing, Management, and Supervision	<ul style="list-style-type: none"> ▪ As Assistant Executive Director of the FBI, established FBI's program for strategic coordination with law enforcement partners post-9/11/01 ▪ Developed U.S. Attorney General-level initiative to re-establish the New Orleans region's public safety entities in the aftermath of Hurricane Katrina ▪ Former Police Chief of High Point Police Department ▪ Established aggressive executive/leadership training strategy for senior staff along with a mandatory professional reading program for command officers ▪ Elected/appointed member of major national law enforcement executive boards, including the International Association of Chiefs of Police (IACP) executive board (past), IACP committees on terrorism and civil rights, and the FBI's Criminal Justice Information Services (CJIS) Advisory Policy Board on information technology systems ▪ Oversaw development of office-level continuity of operations plans (COOP) and serves as lead executive for law enforcement coordination in agency-wide emergency situations
Theron Bowman, Ph.D. Compliance Lead: Policies and Training	<ul style="list-style-type: none"> ▪ Deputy City Manager for Arlington, TX ▪ Former Police Chief of the Arlington Police Department ▪ Led the City to achieve historical lows in crime despite tremendous growth and diversity ▪ Developed, structured, implemented and supervised recruiting and hiring strategies that minimized employee turnover and exponentially increased female and minority hiring without adverse impact, employee morale problems, or lowering employment standards ▪ Developed and implemented community policing and problem solving strategies for support personnel
Kirk Primas, B.A. Compliance Lead: Specialized Units	<ul style="list-style-type: none"> ▪ Serves as a Deputy Chief of Administrative and Sciences Division for the Las Vegas Metropolitan Police Department ▪ Provided a continual review process for all issues surrounding the use of deadly force by police officers as Captain of the Las Vegas Metropolitan Police Department's Office of Internal Oversight ▪ Responsible for all training (recruits, commissions, and civilians), accreditation, inspections, internal audits, and review of all high-risk incidents (tactics, decision-making, supervision, and training) as Captain of the Las Vegas Metropolitan Police Department's Organizational Development Bureau ▪ Served on the department's SWAT team and Gang Crimes Bureau
Steve Rickman, M.S. Compliance Lead: Community Engagement and Oversight	<ul style="list-style-type: none"> ▪ Over 20 years of experience in high-level positions in the public safety and community support areas ▪ Leading expert in police-community relations ▪ Former Director of the DOJ Weed and Seed Program ▪ Former Division Director for BJA, and provided oversight for Crimes Act Programs, including Violence Against Women, Truth in Sentencing, and Drug Courts

Team Member/Role	Experience
Howard Jordan, M.P.A. Compliance Lead: Recruitment, Selection, and Promotions	<ul style="list-style-type: none"> ▪ Led the Oakland Police Department through the changes prescribed by the Negotiated Settlement Agreement, seeing them as an opportunity to enhance the Department's ability to protect the lives, rights, dignity, and property of the community it serves ▪ Comprehensive experience in police recruitment, section, and promotions ▪ Skilled in developing and directing the implementation of goals, objectives, policies, and priorities, focused on drastically improving the relationship between the community and the police through effective risk management practices
Rick Webb, M.A. Compliance Lead: Misconduct, Compliant Intake, Investigation, and Adjudication	<ul style="list-style-type: none"> ▪ Responsible for the Los Angeles Police Department's (LAPD's) compliance with the DOJ Settlement Agreement requirements concerning internal affairs investigations focused on excessive force claims and racial profiling ▪ Executive expertise in police leadership with emphasis on use of force review and adjudication, internal discipline, racial profiling/biased policing/Constitutional policing investigation and mediation strategies, settlement agreement compliance, recruitment/hiring and program development ▪ Former Commander of the Internal Affairs Group in the LAPD ▪ Developed and implemented a community-police mediation program involving biased policing issues in partnership with the Inspector General, community groups including the ACLU, police leaders, and union representatives
Dawn Thomas, M.A. On-site Compliance Facilitator	<ul style="list-style-type: none"> ▪ Currently resides in Albuquerque, NM ▪ Has extensive experience with prevention, protection, and mitigation, providing support to several fusion center, law enforcement, and Department of Homeland Security exercises ▪ Has developed and conducted multiple capability assessments in fields ranging from public health to transit authorities to regional prevention/preparedness capabilities ▪ Has contributed to the analyses of real world operations, including an after action review of District operations in support of the 2009 inauguration and preparations for several National Security Special Events ▪ Has worked with large data sets, using the information to conduct trend analysis and support recommendations and best practices

Table 3. Technical Experts Panel

Team Member / Role	Experience
Maggie Goodrich, J.D. Technical Expert: Information Technology	<ul style="list-style-type: none"> ▪ Chief Information Officer for the LAPD where she is responsible for the management, oversight, and implementation of all technology for all facets of the police department, including patrol, administration, and special operations ▪ Served as the Commanding Officer for the Management Systems Reengineering Project established pursuant to the Federal Consent Decree entered into between DOJ and the City of Los Angeles as a result of allegations of pervasive police misconduct by the LAPD ▪ Worked with the DOJ and the court-appointed Monitor to ensure compliance with the consent decree and was responsible for the development and implementation of all LAPD Training Evaluation and Management Systems (TEAMS II), which include the Complaint Management System, the Use of Force System, the Officer Early Intervention System, and the Data Warehouse ▪ Managed litigation for the City of Los Angeles, drafted pleadings, and represented the City in negotiations related to the consent decree between DOJ and the City of Los Angeles.
Maria-Cristina Fernandez, J.D. Technical Expert: Legal Compliance	<ul style="list-style-type: none"> ▪ Executive Director at the National Center for Victims of Crime ▪ Convenes community focus groups on victims' rights and juvenile justice reform ▪ Created safety and security programs between the community and the police ▪ Panel Member for the U.S. Dept. of Defense Response Systems to Sexual Assault Crimes Panel where she conducted an independent review and assessment of the systems used to investigate, prosecute, and adjudicate crimes involving adult sexual assault and related offenses ▪ Founded and supervised Office of Citizen Complaint Review, an independent government agency managing the resolution of complaints against the Metropolitan Police Department ▪ Former Special Assistant to the Assistant Attorney General ▪ Former Assistant District Attorney for New York County

Team Member / Role	Experience
<p>John Lewin, M.A.</p> <p>Technical Expert: Information Technology</p>	<ul style="list-style-type: none"> ▪ Oversees combined Public Safety Technology Group for City of Chicago Public Safety agency ▪ Oversaw the technology development of Chicago Police Department Crime Prevention & Information Center Fusion Center ▪ Led implementation of surveillance cameras located in high crime areas and integration of advanced analytics such as gunshot detection, radiation sensor, and license plate recognition for the Chicago Police Department ▪ Served as Co-Chair of the Critical Infrastructure Committee for Chicago's NATO Summit, a National Special Security Event (NSSE), where he oversaw all public safety technology for this event, including development of a common operating picture map, command and control systems, fixed and mobile video, real-time asset tracking, and cyber threat controls
<p>Julie Ruhlin, J.D.</p> <p>Technical Expert: Legal Compliance</p>	<ul style="list-style-type: none"> ▪ Served as Monitor for the Los Angeles County Sheriff's Department on behalf of the County Board of Supervisors ▪ Provides consultant services to law enforcement agencies (Portland, OR; Fullerton, CA; CA Dept. of Correction and Rehabilitation) for police-involved shootings, use of force incidents, investigative protocols, and force policies, procedures, and training ▪ Reviewed Portland Police Bureau investigations into officer involved shootings and in-custody deaths, including controversial death of a mentally ill homeless man; prepared reports analyzing investigations, reviewing policies, and recommending systemic reforms ▪ Served as a court appointed expert to assist in design of internal civilian oversight entity for misconduct investigations of California prison system staff
<p>Hildy Saizow, M.A.</p> <p>Technical Expert: Community Engagement</p>	<ul style="list-style-type: none"> ▪ Over 30 years of experience providing consulting services, research, policy analysis, and advice to government agencies and non-profit organizations throughout the United States ▪ Expertise includes criminal and juvenile justice as well as violence prevention, formation and assistance with collaborative partnerships, community planning and assessment, and social marketing and communications ▪ Serves as subject matter expert for the BJA SPI, focusing on community outreach and collaboration issues ▪ Provided technical assistance to communities across the nation that were designated as Weed and Seed sites by DOJ and required assistance in forming and sustaining collaborative partnerships, developing collaborative strategies, and working with challenging stakeholders ▪ Served as public safety advisor to the City Manager for the District of Columbia where she worked closely with managers in the police, fire, and emergency services departments and correctional agencies addressing a wide range of public safety problems and concerns
<p>John Salgado, M.A.</p> <p>Technical Expert: Community Engagement</p>	<ul style="list-style-type: none"> ▪ 17 years of successful experience leading the strategic, fiscal, operating, and programmatic growth of Latino serving non-for-profit corporations ▪ President and CEO, Institute for Latino Progress, where he has grown the annual operating budget from \$1.2 million to over \$15 million ▪ Led leadership development, political organizing, and program development for one of Chicago's most recognized community development organizations, The Resurrection Project, serving the Latino community ▪ Spanish speaking proficiency

Section C. Qualifications

In addition to the extensive qualifications of our monitoring team, the following section provides additional detail on CNA's experience providing assessment, monitoring, training, and technical assistance support to law enforcement agencies. We highlight programs that are similar in nature and scope to the requirements outlined in the Request for Information.

Collaborative Reform

CNA helped the DOJ COPS Office establish its Collaborative Reform program and has supported assessment and monitoring activities in Las Vegas, Spokane, and Philadelphia under this program.

A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department

In 2011, the COPS Office issued CNA a grant to examine the Las Vegas Metropolitan Police Department's (LVMPD) policies and practices as they relate to the use of force and officer-involved shootings (OIS) in response to a negative Las Vegas Review Journal (LVRJ) five-part investigative series titled "Deadly Force: When Las Vegas Police Shoot, and Kill." The LVRJ investigative series, based on LVMPD data on OISs over the past 20 years, raised concern about LVMPD's lack of police accountability both to the department's review bodies and to community stakeholders.

The focus of the CNA review centered on LVMPD deadly force issue areas involving: 1) policy and procedures; 2) training and tactics; 3) investigation and documentation; and 4) review. CNA implemented a multifaceted approach to the review of LVMPD's policies and practices by:

- Interviewing nearly 100 officers and community stakeholders;
- Directly observing LVMPD's internal and policing (external) operations;
- Conducting a detailed study of volumes of internal documents;
- Conducting an analysis of LVMPD data on OISs;
- Reviewing relevant national standards and practices of other similar jurisdictions; and
- Delivering direct technical assistance and establishing a collaborative partnership with LVMPD throughout this engagement.

After 6 months of conducting our review and collaboratively working with LVMPD, CNA documented 40 LVMPD reforms regarding use of force policies and other areas related to OISs. CNA also made 36 new findings and 40 new recommendations. The goal of the final assessment report was to:

- Reduce the number of shootings;
- Reduce the number of persons killed as a result of OISs;
- Transform LVMPD's organization and culture as it relates to deadly force; and
- Enhance officer safety.

The final Report has had a tremendous impact on police use of force policy nationwide. Many police departments, including Phoenix, Oakland, and Philadelphia, have begun using this report as a template for setting use of force policy, practices, and training. At DOJ, this project has changed the culture by creating a collaborative approach for reviewing issues instead of entering into an onerous consent decree process. The COPS Office Collaborative Reform Process provides review and technical assistance for police departments that are facing critical incidents in

their communities. During the press conference releasing the final Report, Bernard Melekian, Director of the COPS Office at the time, stated that the CNA process used to develop this report on the use of deadly force in LVMPD established “a groundbreaking national model,” aimed at reforming police departments in a collaborative fashion. DOJ is now able to affect change at local police departments by organically changing their culture through collaboration.

Monitoring of the Las Vegas Police Department

After the final report with findings and recommended reforms was delivered to the LVMPD, CNA began monitoring LVMPD’s progress in implementing the recommendations and providing technical advice and assistance for the Department’s Critical Incident Review Process Manual.

Prior to beginning this assessment, CNA developed a Monitoring Plan. This plan outlined the approach of the compliance reviews, included the methodologies and performances measures used to assess progress, identified appropriate data collection procedures, outlined the role of subject matter experts, and provided a budget documenting projected costs.

In reporting LVMPD’s progress to the COPS Office, CNA completes and delivers monthly outcome assessments and progress reports. The monthly outcome assessments document the effect of the recommendations on the department and the progress in meeting the four reform goals established as part of the review. These assessments have also allowed CNA and the COPS Office to reassess the recommendations and implementation steps as needed. The progress reports provide the COPS Office with updates on the project financial status and updates on project activities, and summarizes project outcomes and challenges. As part of this project, CNA has also conducted site visits to discuss implementation progress with LVMPD’s executive command, officers, and community stakeholders.

A Review of Use of Force Policies and Procedures in the Spokane Police Department

In 2013, CNA initiated a comprehensive assessment of Spokane Police Department’s (SPD) use of force policies and practices as part of the Collaborative Reform Initiative—a cooperative agreement between the DOJ COPS Office and CNA. The goal of the reform project in Spokane, Washington, is to improve departmental use of force processes in the SPD while taking into account national standards, best practices, existing research, and community expectations.

As part of the assessment, CNA examined departmental use of force policies, procedures, investigations, training, and accountability systems. In addition to this, CNA analyzed 243 use of force investigation files covering a 5-year period to provide a contextual understanding on use of force incidents and identify gaps in the investigation of these incidents. CNA also interviewed 85 department personnel and 55 community stakeholders, and surveyed 50 officers on their perspectives related to procedural justice, constitutional policing, and use of force. As a result, CNA found that while the department does not routinely and deliberately engage in excessive use of force or deadly force, there are a number of aspects of use of force training, documentation, officer remediation, accountability, and other administrative and management practices that have historically been ignored or poorly managed. In total, CNA has made over 40 findings and recommendations to improve SPD use of force policies and practices. A final assessment report documenting the findings and recommended reforms based on the data collected is expected to be released in December of 2014, after which CNA will monitor the Department’s implementation of the reforms over an 18-month period.

A Review of Officer-Involved Shootings in the Philadelphia Police Department

In 2013, CNA initiated a comprehensive assessment of Philadelphia Police Department's (PPD) deadly force policies and practices, as part of the Collaborative Reform Initiative—a cooperative agreement between the DOJ COPS Office and CNA. CNA set out with the goal to reform deadly force policies, practices, and related processes, taking into account national standards, best practices, current and emerging research, and community expectations. Specifically, CNA was charged with producing a set of recommendations that would help the department meet the following objectives:

- Enhance training as it relates to officer and public safety in deadly force situations.
- Improve the quality and transparency of deadly force investigations from both a criminal and administrative standpoint.
- Strengthen the use of force review process.
- Institutionalize organizational learning processes and practices related to deadly force incidents.

CNA reviewed dozens of policies and training manuals related to use of force, investigations, and community relations; interviewed over 100 PPD personnel and community members; observed PPD operations and training in real time; and analyzed seven years of deadly force incidents to inform the assessment. As a result, CNA found that PPD should make significant improvements in policy, training, investigations, review, and external oversight of deadly force incidents. In total, CNA has made over 40 findings and over 80 recommendations to improve PPD deadly force policies and practices. The final report will be published in the coming months, after which CNA will monitor the implementation of the recommendations for a period of 12 months.

Civil Rights Investigations

In 2011, the DOJ Civil Rights Division requested that CNA conduct a study on the enforcement data of the East Haven Police Department (EHPD). This request came as a result of the Civil Rights Division launching an investigation into allegations that the department was discriminating against the Latino community in East Haven. CNA was provided with a database of EHPD activity that included stops, citations, and arrests, and focused its analysis on motor vehicle stops to isolate the most discretionary actions of the police, where biases may play role. This resulted in a dataset of over 3,000 motor vehicle stops over a two-year period. To analyze for any disparate effects of motor vehicle stops, CNA developed four theoretically relevant benchmarks that predicted the ethnic composition of motor vehicle stops. The study yielded several significant findings. For one, EHPD, as a whole, stops a disproportionate number of Latinos, based on each of three predicted motorist populations. In addition, two out of three of the department's squads were also found to stop a significantly greater proportion of Latinos than suggested by all three benchmarks. CNA delivered a report documenting this analysis to the DOJ Civil Rights Division, who then used the report to develop the Findings Letter which stated that the EHPD had engaged in a pattern and practice of discrimination against the Hispanic population in East Haven.

Smart Policing Initiative (SPI)

As the current SPI training and technical assistance (TTA) provider for this BJA program, CNA effectively supports over 30 law enforcement agencies in monitoring grant funding and in incor-

porating research into innovative, replicable, and cost-effective operations. CNA developed and implemented an interactive and leading-edge approach focused on targeted TTA from SMEs, broader knowledge enhancement through online resources, and collaboration through national and regional networks. CNA's breadth of expertise provides flexibility in addressing simple to complex problems for agencies of all sizes and all levels of sophistication. Through such experience and close relationships with grantee sites, CNA can extract and share best practices and knowledge gained with wider audiences, using cost-effective and easily accessible mechanisms. For example, CNA maintains the SPI website, which houses many resources, including research reports, web-based training, and podcasts. We have grown website membership to over 1,700 members, and we disseminate findings in over 120 countries/territories. In addition, we send monthly email updates and quarterly newsletters to members; provide opportunities to participate in webinars; and have increased awareness of Smart Policing by engaging in social media and networking with local, state, and regional police organizations.

Violence Reduction Network (VRN)

The DOJ VRN is a comprehensive approach to violence reduction, launched in 2013 by BJA, which complements the U.S. Attorney General's Smart on Crime Initiative by leveraging the vast array of existing resources across DOJ components to reduce violence in some of the country's most violent cities. VRN brings to the table DOJ law enforcement and grant-making agencies to collaborate with VRN cities on implementing their violence reduction strategies. With the support of CNA as a training and technical assistance provider, DOJ is working in partnership with police chiefs and other local partners on effective approaches to accomplishing their violence reduction strategies through the strategic delivery of resources. CNA supports VRN by overseeing strategic site liaisons, assigned as technical assistance brokers, to ensure each site receives strategically focused TTA that is consistent with and complimentary to the site's local violence reduction efforts. Our other activities include coordinating, tracking, and evaluating the delivery of resources, analyzing violent crime data and other socioeconomic factors impacting violence in communities nationwide, and promoting the growth of communities of practices through peer-to-peer learning and tailored technical assistance by leading criminal justice researchers and practitioners.

Critical Incident Response

CNA has assessed police critical incidents that occurred in Oakland, California (2009); Tampa, Florida (2010); and Baltimore, Maryland (2011), in which police officers were shot and killed in the line of duty. These incidents also involved issues in the use of deadly force, accountability, investigations, incident command, and training. CNA used its proven approach of observation, reconstruction, assessment, and analysis to identify critical lessons and needed improvements to existing capabilities. At the conclusion of our analysis for each of these incidents, CNA produced a report documenting lessons learned and best practices. The findings documented in these reports have reached national audiences and are proving beneficial to agencies across the country that are seeking to address and/or respond to similar issues in a more effective manner.

In addition, CNA has most recently provided onsite analytical support to the Tampa and Charlotte-Mecklenburg Police Departments during the 2012 Presidential Nominating Conventions. CNA directly observed each police department's operations and response during the conventions and documented lessons learned and best practices. In addition to developing site-specific reports documenting our assessment and findings, CNA used these findings to develop a Planning Pri-

mer. This Planning Primer provides future law enforcement agencies that are in charge of maintaining security in large-scale events with a guide on planning for, and operating during, a large-scale event.

New York Law Department

CNA's James Stewart recently served as an Expert Witness for New York City in its *Davis v. New York City* and *Floyd v. New York City* cases. Both of these cases involved issues surrounding the New York City Police Department's Stop, Question, and Frisk Practices.

To prepare his Expert Report for the *Davis v. New York City* case, Mr. Stewart, along with other CNA staff, analyzed training, policies, and procedures directly related to the New York City Housing Police's practice of "Stop, Question, and Frisk" crime prevention strategies. He also conducted a site visit and ride-alongs with New York City Housing Police in an effort to directly examine police practices and conduct of vertical patrols of New York City Housing Authority buildings. In August of 2012, Mr. Stewart delivered his Expert report rebutting the arguments of the defense's expert witnesses, Lou Reiter and Robert McCrie.

In developing his expert report for the *Floyd v. New York City* case, Mr. Stewart and CNA staff analyzed departmental policy, training, performance measures, and remedies taken by other police departments that have faced similar and/or related litigation. Mr. Stewart delivered his Expert Report to the court in April 2012 rebutting the arguments of the defense's expert witness, Samuel Walker, and was subsequently called in to testify on behalf of New York City.

Analyzing Racial Profiling Data

CNA produced a report, *How to Correctly Collect and Analyze Racial Profiling Data: Your Reputation Depends On It!* for the COPS Office in 2002. This report focused on key issues regarding the collection of racial profiling data. The specific objectives of this project were to select and provide technical assistance to four police agencies—Baltimore, Phoenix, Chattanooga, and St. Paul—and to conduct a literature review and provide an assessment of existing and planned data collection and analysis of techniques employed by police agencies. As a follow-on, the COPS Office asked CNA to work with two police departments to address data collection and evaluation issues. We applied the tools and methods recommended in the report by creating partnerships with two police departments and assisted these agencies in implementing rigorous analytical methods that go beyond the standard practice.