

December 10, 2014

For the United States Department of Justice: Paul Killebrew, Trial Attorney, U.S. Department of Justice Civil Rights Division – SPL [Paul.Killebrew@usdoj.gov]

For the City of Albuquerque: Scott Greenwood, Special Counsel for the City of Albuquerque [law@scottgreenwood.com]

Dear Mr. Killebrew and Mr. Greenwood,

It is my distinct honor to provide this Letter of Interest in response to the Request for Information to serve as Independent Monitor for the Albuquerque Police Department.

A. Executive Summary and Methodology

Warshaw & Associates, Inc. (WAI) is pleased to propose its Team to conduct independent monitoring of the Settlement Agreement involving the United States Department of Justice and the Albuquerque Police Department. Our Team is composed of a diverse group of law enforcement and other criminal justice professionals of the highest integrity who possess widely recognized subject matter expertise and a wealth of independent monitoring experience.

We recognize that the Settlement Agreement is a vehicle that outlines procedural and other critical reforms that the APD must implement. When properly implemented, these reforms will enhance police accountability to the community, minimize the risk of police misconduct, and increase individual and organizational integrity.

WAI is uniquely positioned to assist in the implementation of the Settlement Agreement and to monitor compliance while promoting organizational improvement in the APD. The members of our Team are experts in law enforcement, police monitoring, auditing and performance outcome evaluation, intergovernmental relations, civil rights compliance, constitutional considerations, and police-community relations. We are knowledgeable of – and have experience effecting – the best practices in contemporary policing. Our Team members have accomplished track records working with law enforcement agencies in the U.S. and abroad to formulate policy; design and implement police officer training; assess internal affairs and disciplinary systems; evaluate law enforcement information management; build trust with diverse, urban populations; and work with other elements of the criminal justice system. We are also well versed in collective bargaining issues. In addition to monitoring compliance with the Settlement Agreement, our Team is positioned to offer APD technical assistance (TA) to help the agency to achieve – and sustain – compliance with the reforms listed in the Agreement.

The WAI Team will be led by Chief Robert Warshaw, who will serve as Monitor. Chief Warshaw has worked as a member of the Monitoring Teams for the Consent Judgment between the State of New Jersey and the USDOJ; and for the Memorandum of Agreement between the Prince George's County, MD Police Department and the USDOJ. More recently, he served as Monitor in *United States of America v. City of Detroit*, in the U.S. District Court for the Eastern District of Michigan, Southern Division. He was also one of the principal evaluators with the Oversight Commission for Policing Reform in Northern Ireland, responsible for monitoring and reporting on progress with the Patten Report recommendations as part of the ongoing peace process.

Currently, Chief Warshaw serves as Monitor in the following cases: *Manuel de Jesus Ortega Melendres, et al., v. Joseph M. Arpaio, in his individual and official capacity as Sheriff of Maricopa County, AZ; et al.*, in the U.S. District Court for the District of Arizona; *Delphine Allen, et al., vs. City of Oakland, et al.*, in the U.S. District Court for the Northern District of California; and *People of the State of New York v. the City of Niagara Falls and the Niagara Falls Police Department*, in the New York State Supreme Court, 8th Judicial District. Additionally, he serves as the expert consultant to the Commonwealth of Puerto Rico in the case of *United States of America v. the Commonwealth of Puerto Rico and the Puerto Rico Police Department*, in the U.S. District Court for the District of Puerto Rico. Chief Warshaw has extensive experience with U.S. District Courts and interacting with attorneys representing plaintiffs and defendant agencies alike.

Chief Warshaw has many years of police and law enforcement experience. He was nominated by the President and unanimously confirmed by the U.S. Senate as the Associate Director of the Office of National Drug Control Policy (ONDCP). In his capacity as Deputy Drug Czar, he oversaw federal agency activities on the Southwest border, and had extensive experience in the State of New Mexico. He also served as Chief of Police for the cities of Rochester, NY and Statesville, NC. Additionally, he served as an Assistant Chief of Police in Miami; and as Director of Administration of the DeKalb County, GA Department of Public Safety, where his duties included the command of both the Police and Fire Academies.

Three additional members of our Team have served as chiefs of police and appreciate firsthand the many challenging issues that confront the leadership of the APD. While the majority of our Team members have served as sworn law enforcement officers, who have a comprehensive understanding of the profession's complex issues, all Team members have the requisite skill sets for a project of this magnitude. Several Team members have extensive experience in monitoring Consent Judgments.

At the start of our appointment, we will analyze each requirement of the Settlement Agreement and develop a specific measure, or standard, of compliance. Following this analysis, we will discuss with the Parties our methodology for audits and outcome assessments to ensure their full understanding of the process. We will also discuss the data and materials necessary to conduct our assessments, and develop protocols for collecting it. Because our methodology is straightforward and clear, it will provide the City with a roadmap to compliance. It will also afford the Plaintiffs and Albuquerque community a transparent process for assessing organizational performance and sustainable outcomes.

The WAI Team will assess compliance in two phases for each Settlement Agreement requirement: Phase 1, where we determine if APD has adopted a policy or set of written procedures to support the requirement, and if the Department has trained relevant personnel on the policy; and Phase 2, where we determine if APD has effectively implemented the policy into practice. In general, to achieve compliance with a particular requirement of the Settlement Agreement, an appropriate policy must be both *adopted* and *effectively implemented*. Some areas of the Settlement Agreement will require substantial work and time to achieve implementation. Accordingly, it will be appropriate to recognize when substantial progress towards implementation has occurred. Accordingly, we will describe four levels of compliance:

- **In Compliance:** This is reported when implementation has been achieved;
- **Partial Compliance:** This is reported when a majority, but not all, of the provisions of a requirement have been deemed in compliance, showing progress toward full compliance;
- **Not in Compliance:** This is reported in instances where compliance has not been achieved and significant progress has not been made;
- **Deferred:** This is reserved for circumstances in which we are unable to fully determine the compliance status of a requirement due to a lack of data, incomplete data, or other reasons.

The WAI Team anticipates conducting at least one five-day site visit to Albuquerque every four months. We intend to work closely with APD personnel during site visits and will, as required or requested, provide TA to assist the Department in achieving its objectives. Prior to each site visit, and in a timely fashion, we will request documents and records necessary to maximize our onsite time for purposes of compliance determination. Also, in consultation with the Parties, the Team will establish protocols for visits with community stakeholders and ensure that communications are open, ongoing, and effective. Furthermore, at the close of each site visit, we will meet with the Parties to discuss the preliminary results of our site visit, address any procedural problems that we have encountered during the site visit, and collect documents that are necessary for review off-site.

In those months when our Team does not conduct site visits, subject to the concurrence of the Parties, the Monitor and selected Team Members will either travel to Albuquerque or participate in a telephone conference with the Chief of Police, the APD Implementation Unit, and the Plaintiffs, to discuss the Department's progress with the Settlement Agreement and other matters of mutual concern.

As outlined in the Settlement Agreement, Chief Warshaw will prepare reports every four months – or more frequently, if required. Drafts and other communications shall be sent to the Parties for comment prior to finalization in accordance with the Settlement Agreement.

WAI fully embraces the concept of openness and transparency, believing it is the most critical element to ensure that misunderstandings do not occur, that all facts are openly discussed, and that the objectives are achieved. Our desired outcomes will be organizational improvement, constitutional adherence, and community confidence.

B. Personnel

The WAI Team is comprised of a diverse group of men and women who have the experience and expertise to address the various issues presented by the Settlement Agreement.

Chief Robert Warshaw will serve as Monitor. Chief Warshaw has had extensive experience as a police executive. He rose through the ranks of the Miami Police Department to become Assistant Chief. He served as Chief of Police in Rochester, NY; and Statesville, NC. He was nominated by the President to serve as Associate Director of the Office of National Drug Control Policy (ONDCP) and was unanimously confirmed by the U.S. Senate. As a private consultant, Chief Warshaw was retained by a New Mexico jurisdiction for the purposes of creating a cohesive drug control strategy. He has extensive experience in monitoring. He has worked on the Monitoring Teams for the New Jersey State Police; the Prince George's County, MD, Police Department; and the Oversight Commission for Policing Reform in Northern Ireland. More recently, he served as Monitor in Detroit. Chief Warshaw currently serves as Monitor in Oakland, CA; Niagara Falls, NY; and Maricopa County, AZ. Chief Warshaw holds a master's degree in human resources administration from Biscayne College, and a bachelor's degree in sociology from Temple University. He is fluent in Spanish.

Robin Busch-Wheaton has served on the Oakland, CA Monitoring Team since 2006. She also produced the quarterly status reports for the Detroit Monitoring Team during the last four years of the Judgment. In 2004, Ms. Busch-Wheaton coordinated a project, supported by the U.S. Office of Community Oriented Policing Services (COPS), to help the New York Police Department improve its relations with new immigrant communities in New York City; at the conclusion of the project, she co-authored a report on building strong police-immigrant community relations. A former Open Society Institute Soros Justice Fellow, Ms. Busch-Wheaton has also designed, led, and evaluated several non-profit programs for individuals and their families whose lives have been adversely affected by their involvement in the legal and criminal justice systems. She holds a master's degree in criminal justice from the John Jay College of Criminal Justice – City University of New York, and a bachelor's degree in government from Skidmore College.

Randolph Dupont, Ph.D., a nationally recognized expert in the fields of mental illness and crisis de-escalation systems, is a professor and clinical psychologist at the University of Memphis School of Urban Affairs and Public Policy, Department of Criminology and Criminal Justice. Previously, he was a professor at the University of Tennessee Center for the Health Sciences, where he directed the Regional Medical Center Psychiatric Emergency Services for 14 years. Dr. Dupont has provided consultation to the DOJ Civil Rights Division on both the investigatory and compliance phases of similar projects. Dr. Dupont currently provides technical assistance to the Seattle and New Orleans Police Departments in meeting the requirements of the Consent Decrees concerning intervention in mental health-related crisis events and on developing strategies to ensure community engagement and support. He was the principal investigator for the Tennessee Health and Human Services SAMHSA Jail Diversion Research Project, the National Science Foundation-funded study on training techniques for law enforcement officers in crisis de-escalation, and the DOJ Bureau of Justice Assistance (BJA) Special Populations study on developing a national curriculum for law enforcement crisis intervention and community engagement. Dr. Dupont serves as a lead consultant and key instructor for the Memphis Police Crisis Intervention Team (CIT) program, and directs the trauma recovery program for both the Memphis Police and Fire Departments. He has been honored for his work with law enforcement

officers and individuals with mental illness through awards such as the National Alliance on Mental Illness (NAMI) Psychologist of the Year, and the John Jay College of Criminal Justice – City University of New York, Law Enforcement News National Person of the Year.

Commander John M. Girvin retired from the Rochester, NY Police Department after 25 years of service, during which he held several operational and administrative assignments. As Commander, he served as Chief of Staff to Police Chief (now Lt. Governor) Robert Duffy and commanded the Inspectional Services Division. His responsibilities included oversight of the Research and Evaluation Section, Information Systems Unit, Professional Standards Section (Internal Affairs), Budget Section, and Special Events Section. He handled labor relations for the Department, interacting and negotiating with the bargaining units for both sworn and civilian employees. He continued to assist the Department with labor relations on a contract basis after his retirement, and has been retained by other municipalities to negotiate collective bargaining agreements with their sworn workforce. Commander Girvin served as an assessor and team leader for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the New York State Law Enforcement Accreditation Program. He has also performed administrative and consolidation studies for the New York State Division of Criminal Justice Services. He currently serves as the Deputy Monitor in Maricopa County; and as Chief of Staff on the Oakland and Niagara Falls Monitoring Teams. He also served on the Monitoring Team in Detroit, and is the Chief of Staff of the Warshaw & Associates team that assists the Puerto Rico Police Department with its reform and compliance efforts. He holds a bachelor's degree in organizational management from Roberts Wesleyan College.

Chief Sherry Kiyler has more than 40 years of municipal law enforcement experience. She spent more than 31 years with the Phoenix Police Department, serving a community with more than 1.5 million residents. She retired at the rank of Commander in 2004. During her tenure, she worked in nearly every area of the Department; and spent nine years commanding the Homicide Unit, where she oversaw all criminal investigations related to homicide, suicide, in-custody prisoner deaths, and police-involved use of force incidents resulting in critical injury or death to civilian or police personnel. At the time of her retirement, she commanded the Violent Crime Bureau. From 2004 until 2013, she served as Chief of the Chandler, AZ Police Department, leading and managing a staff of 350 sworn and nearly 150 civilian personnel, in a community of 250,000 residents on the outskirts of Phoenix. Throughout her tenure, the Chandler Police Department was nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Chief Kiyler currently serves on the Monitoring Team in Maricopa County. She holds a master's degree in educational leadership from Northern Arizona University, and a bachelor's degree in business management from the University of Phoenix.

Chief Raul Martinez retired as the Chief of Police of the City Miami, FL. During his 29-year career, he held numerous operational and administrative positions. He successfully implemented strategies that led to major crime reductions and enhanced community relations, and he applied stricter controls on use of force. Chief Martinez has taught many courses and conducted assessments of foreign police agencies as part of a State Department program. He was the Deputy City Manager of Miami, overseeing key departments including Public Works, Solid Waste, and Parks and Recreation. After retirement, Chief Martinez managed a federal contract investigating Medicare fraud. He currently serves as Deputy Monitor in Maricopa County. He is also the Deputy Project Director of the Warshaw & Associates team that assists the Puerto Rico Police Department with its reform and compliance efforts. Chief Martinez received a master's

degree in public management from Saint Thomas University, and a bachelor's degree in criminal justice from Nova University. He is bilingual in Spanish and English.

Carlos E. Posadas, Ph.D., is an associate professor and academic head for the Department of Criminal Justice at New Mexico State University. His research interests include immigration; U.S.-Mexico border issues; race, gender, and crime; and research methods. He has taught courses dealing with research methods, statistics, immigration, and juvenile justice. Dr. Posadas is a native of the area, having grown up in El Paso, TX; he completed his undergraduate work in criminal justice at NMSU before pursuing his graduate studies at the School of Justice and Social Inquiry at Arizona State University. Dr. Posadas received the Donald C. Roush Award for teaching excellence in 2011. His field research includes juvenile justice program evaluation in southern New Mexico; and work on disproportionate minority contact of juveniles in the state of New Mexico and, in particular, the 3rd Judicial District in New Mexico (Doña Ana County). He is bilingual in Spanish and English.

Kris Ramirez serves as Deputy Chief of Staff of the Maricopa County, AZ Monitoring Team; where she oversees the team's community engagement responsibilities and manages the intake of complaints and input from community members. She also coordinates the monthly community meetings required by the Court Order; and acts as primary liaison to the Community Advisory Board. Ms. Ramirez is also part of a team assisting the Puerto Rico Police Department with its reform efforts; in Puerto Rico, she works in the four Zones of Excellence, a consortium of model police precincts designed to set standards for the reform of the entire 14,000 officer agency. In both Puerto Rico and Maricopa County, she serves as a Spanish-English interpreter.

Assistant Chief Noel A. Rojas retired from the Miami Police Department after 22 years of service. During his career, he held several operational and administrative positions, including Assistant Chief of Administration, overseeing Training, Budget, Communications, Personnel Resource Management, Payroll, Background Investigations, and Planning and Research. He also commanded the Special Investigations Section, where he oversaw high-level investigations of narcotics trafficking and money laundering. After the terrorist attacks in 2001, he oversaw the Intelligence Squad, the Bomb Squad, and the personnel assigned to the Joint Terrorist Task Force. He also spent five years as Section Commander of the City of Miami's South District, and was responsible for all police patrol functions in the district. For three years, Assistant Chief Rojas served on Miami-Dade County's Independent Review Panel, which provides civilian oversight of law enforcement and addresses citizen complaints regarding municipal and county government employees. He has seven years of private sector experience in global corporate security – including asset protection, audits, investigations, risk assessments, and standards compliance. During this time, he worked closely with the FBI's Counterintelligence Domain Group and the Joint Terrorist Task Force. He has experience with SAS70, PCI, and ISO compliance standards for the private sector; and CALEA and FLA-PAC for law enforcement. Assistant Chief Rojas serves on the Warshaw & Associates Maricopa County Monitoring Team, and is on the team that assists the Puerto Rico Police Department with its reform and compliance efforts. He is bilingual in Spanish and English.

WAI intends to append its team with one regional member who is knowledgeable of law enforcement and community interests that are unique to the City of Albuquerque. In so doing, the parties and the Monitoring team would benefit from the presence of an individual who can immediately address onsite issues.

C. Qualifications

1. Law enforcement practices, including training, community and problem-oriented policing, complaint adjudication, use of force investigation, crisis intervention, and management of specialized units

The members of the WAI Team are recognized experts in contemporary policing and have extensive backgrounds in law enforcement or law enforcement practices.

Chief Warshaw is a career police officer with a wealth of experience and expertise in law enforcement and law enforcement practices. He rose through the ranks in the Miami Police Department to become Assistant Chief; and he served as Police Chief in Statesville, NC, and Rochester, NY. As Associate Director of the ONDCP, he was directly involved in coordinating the interagency efforts of federal departments charged with counter-drug responsibilities. His experience in monitoring has been previously outlined; the enumerated qualifications have been present in one form or another in the compilation of those projects.

Four other Team members rose to positions of leadership in their respective law enforcement agencies. Commander Girvin, Chief Kiyler, Chief Martinez, and Assistant Chief Rojas have all held operational, administrative, and investigative assignments; and they all have experience in overseeing the various components charged with ensuring agency accountability and preservation of public trust. In Rochester, Commander Girvin oversaw the Research and Evaluation Section, Information Systems Unit, Professional Standards Section (Internal Affairs), Budget Section, and Special Events Section. In Phoenix, Chief Kiyler spent nine years commanding the Homicide Unit, overseeing all criminal investigations related to homicide, suicide, in-custody prisoner deaths, and police-involved use of force incidents resulting in critical injury or death to civilian or police personnel. In Miami, Assistant Chief Rojas managed the highly active specialized units of the Special Investigations Section, including the Intelligence Squad, Bomb Squad, and personnel assigned to the Joint Terrorist Task Force.

In addition, Team members have extensive experience in assisting various law enforcement agencies to overcome obstacles and achieve results through a variety of consulting projects and monitoring roles. In Puerto Rico, Chief Warshaw, Chief Martinez, Commander Girvin, and Assistant Chief Rojas provide technical assistance to the Puerto Rico Police Department as it works towards compliance with its own Consent Decree, which contains many of the same elements as the Albuquerque Agreement. Dr. Dupont serves as the lead consultant and key instructor for the Memphis Police CIT program, and directs the trauma recovery program for both the Memphis Police and Fire Departments. He also has provided consultation to the DOJ Civil Rights Division on both the investigatory and compliance phases of the consent decree process; and currently provides technical assistance to the Seattle and New Orleans Police Departments in meeting the mental health-related requirements of their Consent Decrees.

2. Assessing legal sufficiency and compliance with constitutional and other legal requirements

Five Team members are experienced law enforcement administrators who have dealt with legal and constitutional issues for their entire careers. As outlined above, they have extensive experience in serving as monitors in several jurisdictions. Constitutional issues are at the forefront of all of these projects.

3. Monitoring, auditing, evaluating, or otherwise reviewing the performance of law enforcement agencies, including experience in monitoring settlements, private agreements, or court orders

Each of the members of the WAI Team brings specialized knowledge and experience in auditing, investigating, and reviewing the performance of organizations, particularly law enforcement agencies.

Chief Warshaw has conducted several investigations in pattern and practice cases on behalf of the USDOJ.

Chief Warshaw and other Team members have had extensive monitoring experience. As part of the Monitoring Teams in New Jersey and Prince George's County, Chief Warshaw audited the agencies' compliance with procedural field requirements. As part of several Monitoring Teams, Commander Girvin assesses compliance with requirements relevant to citizen complaint and internal investigations processes.

Several Team members, including Commander Girvin and Chief Kiyler, have been involved in law enforcement accreditation initiatives – both in assisting their own agencies achieve accreditation and conducting assessments of other agencies.

4. Evaluating organizational change and institutional reform, including applying qualitative and quantitative analyses to assess progress and performance

All sworn Team members have been responsible for directing organizational change initiatives within their own departments. In the agencies where Chief Warshaw served as Chief, his mandate was to be a change agent and address organizational deficiencies. The Team also has experience in developing crime reduction programs based on data and the directed allocation of resources. Commander Girvin developed an accountability system based on outcome measures, which the Mayor of the City of Rochester used to track progress toward established goals in all City Departments. Chief Martinez led the transformation of his agency from a reactive driven organization to a more responsive, problem-solving model.

5. Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies

As part of his role as Monitor in Oakland, Chief Warshaw visits the Department on a monthly basis to provide technical assistance in Settlement Agreement areas including Internal Affairs investigations, span of control, and use of force. In Puerto Rico, Chief Warshaw, Chief Martinez, Commander Girvin, and Assistant Chief Rojas provide technical assistance to the Puerto Rico Police Department as it works towards compliance with its own Consent Decree.

6. Engaging with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing

Team members are affiliated with and have worked closely with such diverse organizations as the Urban League, International Association of Chiefs of Police (IACP), the National Association for the Advancement of Colored People (NAACP), the National Organization of Black Law Enforcement Executives (NOBLE), the Major County Sheriffs Association, the Fraternal Order of Police (FOP) the Hispanic American Police Command Officers Association (HAPCOA), the National Sheriffs Association (NSA), the American Civil Liberties Union (ACLU), the Southwest Social Science Association; and many other law enforcement, professional, and community organizations.

In one of Chief Warshaw's current monitorships, he is required by the Court to engage the community in monthly meetings during which updates and community expectations are discussed. Ms. Busch-Wheaton coordinated a project to help the New York Police Department improve its relations with new immigrant communities. Amongst other activities, she facilitated regular dialogues between community groups and police representatives.

7. Mediation and dispute resolution

Chief Warshaw was intimately involved with the Citizens Dispute Settlement Center in Rochester, NY that oversaw the city's Civilian Review Process. The center trained and staffed community interventionists to resolve matters of dispute between citizens and individual police officers in lieu of formal investigations. This process could be commenced only with the mutual consent of the parties and only if the nature of the issue did not rise to a mandatory internal investigation. Also, as Assistant Chief of Police in Miami, Chief Warshaw was the Department's representative to the collective bargaining organizations.

The remaining sworn Team members all have extensive labor relations experience. Commander Girvin successfully handled labor negotiations with both sworn and civilian bargaining units, and continued these duties on a contract basis with his agency and others after retirement. In Miami, Chief Martinez served as the Department's representative in key negotiations, such as the *Pottinger* homelessness lawsuit initiated by the ACLU.

8. Use of technology and information systems to support and enhance law enforcement activities and initiatives

The WAI Team possesses information technology experience that can be applied to this project. In Rochester, Commander Girvin supervised the Information Systems Unit. Dr. Dupont is currently a principal investigator in a National Science Foundation-funded study on the use of advanced computer technology to train law enforcement officers in crisis de-escalation techniques. Chief Martinez headed a team to prepare and inform the public on a \$20 million bond issue that was approved by the citizenry; these monies were used to build two substations as well as a state-of-the-art CAD system and in-car computers. Also, as manager of a Medicare fraud and abuse program, Chief Martinez oversaw the storage and assessment of vast data, including sophisticated data mining to identify fraudulent patterns and providers.

9. Preparing public reports

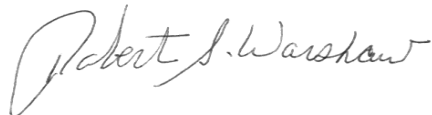
WAI Team members are experienced report writers and possess an understanding of the requirements for reporting on APD's implementation of each substantive provision of the Settlement Agreement. Chief Warshaw, Ms. Busch-Wheaton, and Commander Girvin will be the WAI Team members primarily responsible for drafting the Monitor's quarterly reports.

Chief Warshaw has been an active report writer in a variety of endeavors during his long public career and current consultancy. These include, but are not limited to: the New Jersey, Detroit, Maricopa County, Oakland, and Niagara Falls monitor's reports; the National Drug Control Strategy; and the Albany, NY, Civilian Review Recommendation Study. As a police expert for the U.S. State Department, Chief Martinez conducted assessments of several foreign police forces, which entailed careful and detailed documentation of all findings. Commander Girvin, Chief Kiyler, Chief Martinez, and Assistant Chief Rojas have written reports at every level of a police department. Commander Girvin oversees the preparation of reports in Niagara Falls and Maricopa County, and Ms. Busch-Wheaton oversees the preparation of reports in Oakland.

Warshaw & Associates recognizes the importance of this undertaking to the Albuquerque community, and the men and women of the Albuquerque Police Department. We are mindful of the great efforts that the Parties have put in to this Agreement. We are acutely sensitive to the role of the police in a democratic society – and how the interests of a community are best served when trust and collaboration are the guiding principles that bind a police agency to the aggregate interests of those it serves.

We believe that our sensitivities to such matters will assist in the implementation of this Agreement, as we have the requisite skillsets to fairly and efficiently monitor the progress of the Albuquerque Police Department's compliance with its provisions.

Sincerely,

A handwritten signature in cursive script that reads "Robert S. Warshaw". The signature is written in dark ink and is positioned above the printed name of the signatory.

Chief (Ret.) Robert S. Warshaw