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CITY OF FERGUSON

# Elite Performance Assessment Consultants, LLC

Request for Application for the  
Independent Monitor of the Ferguson Police Department



June 8, 2016

United States Department of Justice:

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U. S. Department of Justice  
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City of Ferguson:

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De'Carlon Seewood  
City Manager  
City of Ferguson  
110 Church Street  
Ferguson, Missouri 63135

Subject: Request for Application for the Independent Monitor of the Ferguson Police Department

Dear Ms. Senier, Mr. Hasten and Mr. Seewood:

As President of Elite Performance Assessment Consultants, LLC, I am pleased to provide you with our Request for Application for the Independent Monitor of the Ferguson Police Department and Municipal Court. Attached to this letter is an outline of our plan for assisting the Court, the Parties, and the Ferguson community in assessing and promoting the City's compliance with the Consent Decree.

We appreciate your review of these materials and look forward to hearing from you soon. My contact information is listed below.

Sincerely,



Randy Khatami, CFE, CFS, CLEA, CRMA  
President  
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## **EXECUTIVE SUMMARY**

Elite Performance Assessment Consultants, LLC (EPAC) is honored to submit its request to provide services as the Independent Monitor, as required by the United States District Court for the Eastern District of Missouri, Eastern Division (“Court”), United States v. City of Ferguson (“City”). Elite Performance Assessment Consultants hereby proposes a team of law enforcement professionals, attorneys, law enforcement auditors, and scholars, to be selected as the Independent Monitoring Team, pursuant to the Consent Decree (CD).

Led by Gerald Chaleff, this proposal provides a team of qualified professionals with experience in negotiating and implementing consent decrees, assessing and measuring police programs, training and supervision, providing support for data driven programmatic and structural change, and achieving compliance with consent decrees. Their expertise and experience includes, but is not limited to, the following areas:

1. Community Policing and Engagement;
2. Reviewing Local Ordinances, Policies & Procedure;
3. Policies and Training;
4. Bias-Free Police and Court Practices;
5. Voluntary Contacts, Stops, Searches, Citations, and Arrests;
6. First Amendment Protected Activity;
7. Use of Force;
8. Crisis Intervention;
9. School Resource Officer Program;
10. Body-Worn and In-Car Cameras;
11. Supervision;
12. Officer Assistance and Support;
13. Recruitment;
14. Performance Evaluations and Promotions;
15. Supplemental Recruit and In-Service Training;
16. The Intersections Between Law Enforcement & Municipal Court Practices;
17. Accountability;
18. Civilian Oversight; and
19. Data Collection, Reporting, and Transparency.

Team members have executive management skills and experience in working with police departments to achieve constitutional policing and sound community based policing programs. Our team includes police executives, police performance auditors, police trainers, academics who specialize in studying criminal justice systems and who are pioneers in data driven reform, civilian oversight professionals, and lawyers with expertise in civil rights, criminal justice and municipal court systems.

The team possesses unique expertise in its ability to conduct systemic, statistically reliable audits and assessments thus ensuring the reviews and analysis we conduct will be objective, unbiased and thorough. The management team has experience in achieving reform within the framework of a consent decree and providing timely, detailed reports. Our work with the parties and

stakeholders will achieve the desired sustainable cultural changes in the department and build community trust. The team is racially and culturally diverse; several team members are fluent in Spanish. The members of our team have served in large metropolitan areas, mid-size cities, and small towns and in Native American communities. All our team members share a belief that constitutional policing is required of every police department and that every community should be able to trust the police department and judicial system to treat them fairly and equally under the law.

This team is made up of:

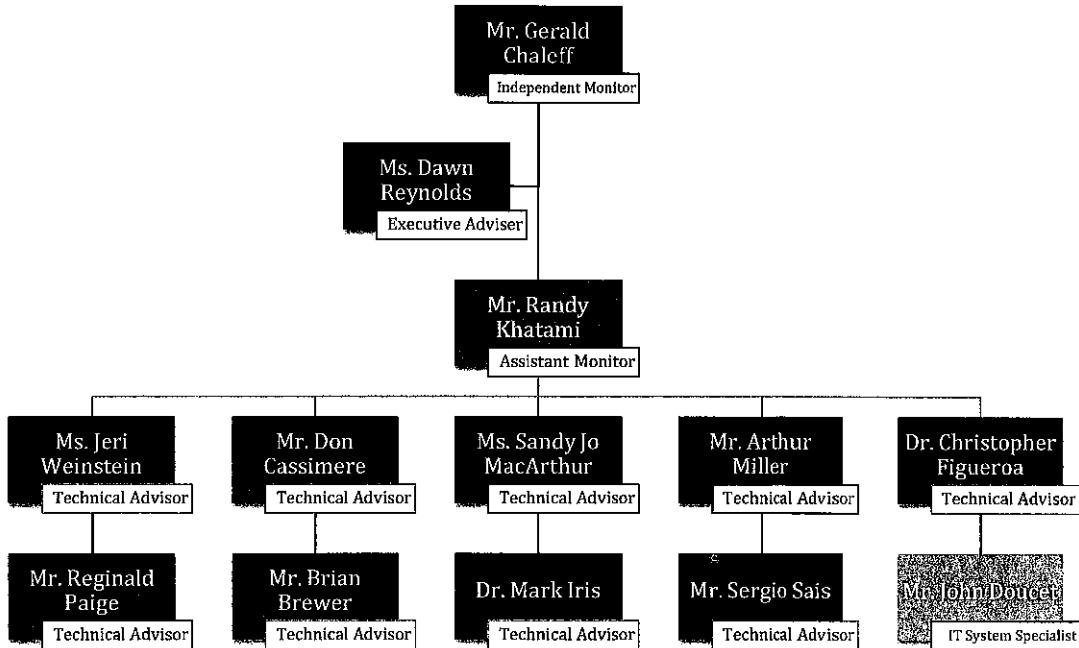
- Attorneys with expertise in civil rights, criminal justice, employment law and municipal court administration.
- Police executives with experience in effecting cultural change within the context and requirements of consent decrees, risk management, reviewing and reforming policies and procedures, measuring the performance levels of supervisors, and reviewing training programs;
- Law enforcement performance auditors trained and experienced in conducting statistically reliable and unbiased audits of police programs, identifying specific areas of a program's strengths and weaknesses and measuring compliance levels over time;
- IT experts with experience in designing and managing computer support systems essential to the effective and efficient collection and management of data.
- Social scientists with experience in studying police programs and their outcomes and performing reliable statistical analysis of acquired police data;
- Police training experts with experience in analyzing the links between policies, procedures, performance and training;
- Civilian oversight professionals with experience in working with stakeholders in building and strengthening programs that can achieve the accountability and transparency the community demands.

The role of the Independent Monitor is defined as stipulated within the CD. Mr. Chaleff will serve as the Independent Monitor and direct the team to complete the tasks in accordance with the requirements of the CD. The scope of the monitoring program will encompass three phases:

1. Initial Monitoring Phase
2. Intermediate Monitoring Phase
3. Final Monitoring Phase.

Audits, assessments and inspections will be conducted in accordance with U. S. Generally Accepted Government Auditing Standards (GAGAS).

Independent Monitoring Team Organizational Chart:



PERSONNEL AND CURRENT TIME COMMENTS

**Personnel:**

**Independent Monitor (IM): Gerald Chaleff, JD**

Mr. Chaleff is a consultant in law enforcement management. He has negotiated consent decrees, implemented consent decrees and worked with parties to ensure compliance. Mr. Chaleff was President of the Los Angeles Police Commission, the civilian oversight body of the LAPD. He was a member of the City of Los Angeles' negotiation team in its negotiations with the U. S. Department of Justice, which resulted in a consent decree.

Chief of Police William J. Bratton appointed Mr. Chaleff to the LAPD in January 13, 2003, to serve as the Chief of the Consent Decree Bureau, to lead the Department's efforts to achieve compliance with the consent decree. This was achieved. In 2009, Mr. Chaleff's position change to the Special Assistant for Constitutional Policing and he held that position until retiring in 2013. He was responsible for the operations of the Department's Risk Manager, Planning and Research Division, Legal Affairs Division, Internal Audits and Inspections Division (IAID), and Fiscal Operations Division.

Mr. Chaleff oversaw the Risk Manager's duties that included workplace and retaliation issues. He supervised the Planning and Research Division, and was responsible for scripting the Department's policy and procedures. Mr. Chaleff was responsible for the coordination of all lawsuits involving the Department. He also oversaw the IAID. This division was responsible for conducting audits including consent decree police performance audits.

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Mr. Chaleff was also a member of the negotiating team for the City of New Orleans in its negotiations with the U. S. Department of Justice.

The New York Police Department (NYPD) presently retains Mr. Chaleff to consult with NYPD issues relating to a federal court order and to assist the Department in its relationship with the newly created Office of the Inspector General (OIG). Additionally, he is consulting on use of force issues.

Mr. Chaleff is nationally recognized as an expert in criminal law. He has served as an attorney both in the Los Angeles County District Attorney's Office and the Public Defender's Office. He received his Bachelors of Science Degree from the University of California, Los Angeles and is a graduate of Harvard Law School, receiving his Juris Doctor (JD).

**Assistant Monitor (AM): Randy Khatami, BS, CFE, CFS, CRMA, CLEA**

Mr. Khatami is the President of EPAC, and a consultant specializing in law enforcement auditing and internal investigations. Currently, Mr. Khatami oversees the EPAC audit team conducting internal audits related to the Negotiated Settlement Agreement (NSA) between Delphine Allen, et al. (plaintiff) and the City of Oakland, et al. (defendant). These audits include search warrants, community relations, complaint investigations, internal affairs selection process, performance evaluations, use of force, Oleoresin Capsicum Inventory and review of the Oakland Police Department's (OPD) policies and procedures.

Mr. Khatami has completed complex audits relating to the Los Angeles Police Department (LAPD) Consent Decree in the areas of search warrants, uses of force, arrest, booking and charging reports, complaint investigations, performance evaluations, racial profiling, command accountability, confidential informants, and Gang Enforcement Detail selection criteria. He has also reviewed LAPD policies and procedures.

Mr. Khatami is an expert in auditing officer-involved shootings. In the past 10 years, he has audited more than 300 officer-involved shooting investigation reports and has made numerous recommendations to enhance LAPD's officer-involved shooting investigative process.

As the President of EPAC, Mr. Khatami has also provided consulting and auditing services for Riverside Police Department, Atlanta Police Department, and Nashville/Davidson County Police Department.

Mr. Khatami is a certified California POST/ICI instructor, wherein he instructs Police Performance Auditing. As a member of the LAPD Basic Law Enforcement Performance Auditor Course (BLEPAC) instructor cadre, he provided instruction to approximately 40 different law enforcement agencies, including the California Highway Patrol (CHP), Detroit (DPD), Oakland, San Jose, Denver, Indianapolis, Phoenix, Portland Police Departments, Calgary and Edmonton Canada Police Services, and San Diego Sheriff's personnel.

Mr. Khatami teaches at EPAC's Advanced Auditors Course providing instruction for police managers and civilian oversight professionals from agencies as diverse as the CHP, New Orleans

Office of the Independent Monitor, Oakland Police Department and Westminster Police Department.

Mr. Khatami received his Bachelor of Science degree in Psychology from California Lutheran University. He is a Certified Fraud Examiner (CFE), a Certified Fraud Specialist (CFS), Certification on Risk Management Assurance (CRMA) and a Certified Law Enforcement Auditor (CLEA). Mr. Khatami is a graduate of the Los Angeles County Sheriff's Department, Deputy Leadership Institute.

**Executive Adviser (EA): Dawn Reynolds, JD, CLEA, CPO**

Ms. Reynolds is the Vice President of EPAC. She brings to the project expertise in several key areas relevant to monitoring responsibilities under the Ferguson CD. These include criminal law, civil rights, working with civilian oversight systems and performance auditing. She currently serves as a board member for the National Association for Civilian Oversight of Law Enforcement (NACOLE) and is a Certified Practitioner of Oversight (CPO). As chair of the NACOLE Strategic Planning Committee, she worked to develop best practices and ongoing regional training and national training in legal standards applicable to police oversight. Much of her work has involved providing useful resources for communities working to establish effective oversight and newly established oversight systems. She researched and created a set of Frequently Asked Questions about oversight and led a team in creating a set of definitions, based primarily on current federal legal standards and consent decrees, for use in civilian oversight practitioners. She currently chairs the Membership Engagement and Development Committee for NACOLE.

Ms. Reynolds is an experienced attorney, mediator, auditor and training instructor. She has served as a municipal court judge in Washington State and *pro tems* as a municipal court judge and justice of the peace in rural areas in Oregon. Her work has included eliminating backlogs of criminal misdemeanor cases and supporting drug courts, and community service programs. She is experience in auditing and reviewing internal affairs investigations, civilian complaint systems, community policing, problem-oriented policing, SARA, critical force incidents, warrants, arrests and use of force. She has conducted audits for the City of Eugene, the Oakland Police Department and the King County Sheriff's Department in Seattle.

She served on the federal criminal appeals panels in the states of Oregon and Washington and handled direct appeals and habeas petitions. Her criminal legal background also includes working with three federally recognized Indian tribes. While in private practice, she served as an American Civil Liberties Union (ACLU) cooperating attorney representing individuals and groups in civil litigation and administrative appeals against government entities including municipal governments, school districts, public hospitals and universities.

She is a skilled mediator. She has taught Alternative Dispute Resolution at the University of Idaho and has taught Evidence and Criminal Procedure in the Criminal Justice program at Washington State University. She is certified through the California Commission on Peace Officer Standards and Training (POST)/Robert Pressley Institute of Criminal Investigation (ICI)

instructor, wherein she instructs Police Performance Auditing and Presenting Courtroom Evidence.

She holds a Bachelor of Arts and Master of Arts degrees from the University of Washington (summa cum laude) and earned her Juris Doctor (JD) from the University of Idaho (Honors). She received her certification in mediation from the University of Washington Law School in 1994. Ms. Reynolds has a Certified Law Enforcement Auditor (CLEA) designation from the Internal Law Enforcement Auditors Association (ILEAA).

**Technical Advisor: Sandy Jo MacArthur, MA**

Assistant Chief MacArthur (Retired) has an inspiring career spanning over 29 years of dedicated service with the LAPD. Her extensive history is founded in police operational, administrative and command experience. The complexity and sensitivity of her professional assignments demonstrate her understanding and recognition of the importance of leadership in the areas of human relations, discrimination, conflict resolution, tactics, training delivery and use of force.

Chief MacArthur's journey through the ranks at LAPD began in operations, which included patrol, vice, and Special Problems Unit assignments. Administrative assignments in training, Ombuds, media relations, and Adjutant to Chief William J. Bratton advanced her professional and leadership experiences. Her work in these areas yielded important organizational changes for the Department. After being promoted to Captain and assigned to the Civil Rights Integrity Division, Chief MacArthur was responsible for overseeing implementation of all Federal Consent Decree requirements. In this position, she played a significant role in achieving substantial compliance with the Federal Consent Decree entered into between the City of Los Angeles and the United States Department of Justice. As a result of collaboration with key internal and external partners, the Consent Decree was lifted in July 2009.

Recognized for her leadership skills and management abilities, Chief MacArthur had repeatedly been selected to implement and oversee significant operational programs. In 2008, she was promoted to Deputy Chief, Commanding Officer of Incident Management and Training Bureau. As a result of the attacks on September 11, 2001 and the Mumbai, India, tragedy, she developed a comprehensive tactical strategy that integrates and aligns both strategic and tactical responses by local, state and federal agencies. Chief MacArthur continued to foster efforts to engage local communities by building collaborative partnerships and educating Department personnel. Most noteworthy, over the past five years, she had skillfully led challenging LAPD initiatives including Federal Consent Decree implementation, the MacArthur Park investigation, 21<sup>st</sup> Century Mobile Field Force Training, the Multi-Assault Counter Terrorism Action Capabilities (MACTAC) regional training, and the redesign of the recruit-training program.

To meet the training needs and continue the development of executive level staff and command officers within the Department, Chief MacArthur established the Leadership Enhancement and Development (LEAD) training program conducted on a quarterly basis. Recognizing the need to bring training beyond the walls of LAPD and to establish an ongoing pipeline for new recruits, Chief MacArthur created a program in which 30 high school seniors from the Los Angeles Unified School District spent a semester at the LAPD Academy, learning about law enforcement

careers and earning high school and college credits. The Police Orientation and Preparation Program (POPP) was launched in September 2009. Chief MacArthur was viewed by many as an important driving force behind the Department's commitment to embrace a style of policing that draws from the community, develops public trust, improves race relations and solves problems in a collaborative manner. Chief MacArthur is committed to reducing crime, while maximizing training resources, even during difficult budgetary conditions.

Chief MacArthur joined the LAPD in 1980 after receiving a Bachelor of Science degree in Criminal Justice from Arizona State University, graduating Cum Laude. In 1997, she obtained a Master Degree in Behavioral Science, graduating with honors and specializing in Negotiations and Conflict Management, from California State University, Dominguez Hills.

**Technical Advisor (TA): Reginald Paige**

Mr. Paige retired from the Los Angeles Police Department (LAPD) with 28 years of service as a Sergeant II. His last assignment was with the Work Environment Liaison Division as the Associate Liaison Officer. He was responsible for mediating employee conflicts by assisting them in resolving issues which ultimately led to its resolution. This included preparing the investigative analysis of the conflict and the agreement that represented a legal and binding contract signed by the involved parties.

Prior to being assigned to the Work Environment Liaison Division, Mr. Paige was an investigative sergeant at Internal Affairs Group (IAG). His duties included investigating personnel complaints of misconduct. He also served in the Disciplinary Settlement Unit, where he oversaw the settlement of complaints that were able to be resolved through that process. During this assignment, Mr. Paige met with attorneys, command staff and the Chief of Police to resolve the case. This resulted in a win/win situation, thereby, saving the City and Department several million dollars annually. He was also responsible for writing the unit's first and only Disciplinary Settlement Unit's Operation Manual. The manual has been adopted by other law enforcement agencies throughout the country.

Mr. Paige has also served as an acting officer-in-charge of IAG's Central Section and an investigator with the Special Operations Section, that was responsible for handling serious allegations of criminal misconduct. As the lead investigator, he coordinated surveillances, preparing the investigative reports, and arresting and booking employees for serious criminal offenses. Mr. Paige was also responsible for filing the cases with the appropriate prosecuting agency.

Mr. Paige has worked as a community relations officer and was the officer-in-charge of Central Area's Community Relations Office. He was responsible for supervising 16 officers, civilian personnel, coordinating community meetings and writing monthly activity reports.

Mr. Paige attended Pepperdine University in Malibu, California, where he received a certificate from the Straus Institute for Dispute Resolution. He also received a Dispute Resolution Certificate from the Los Angeles City Attorney's Office. Mr. Paige attended Shaw University in Raleigh, North Carolina, where he majored in Premed and Biology.

**Technical Advisor: Donald Casimere, MPA**

Mr. Casimere has worked for more than 25 years in civilian oversight. He started as a Berkeley police officer in 1972 and served 12 years with that Department. Mr. Casimere promoted to the rank of sergeant before leaving. He then worked as a senior investigator with the San Francisco Office of Citizens Complaints; as an investigative and appeals officer with the Richmond Police Commission; and as the Director of the Office of Public Safety Accountability in Sacramento. He also assisted in the startup of these three agencies.

Mr. Casimere is a past president and founding member of the International Association for Civilian Oversight of Law Enforcement (IACOLE). He is also a founding member and current board member of the National Association for Civilian Oversight in Law Enforcement (NACOLE) and a founding and current member of the Bay Area Police Oversight Network. Mr. Casimere also sits on the Board of Directors for the City of Sacramento Corp. He has a Master's degree in Public Administration from California State University, Hayward.

**Technical Advisor: Mr. Brian Brewer**

Chief Brewer (Retired) is a senior law enforcement professional whose career spans nearly 30 years of public service. He served as the CHP Valley Division Assistant Chief from 2008-2011, prior to his retirement. During this assignment, he was charged with overseeing in excess of 1,000 departmental personnel assigned to 19 Northern California field commands including California's State Capitol, Sacramento. His work resulted in the transformation of a troubled agency into one that was more transparent, accountable and effective.

Chief Brewer's proven leadership skills and ability to establish effective policing programs throughout diverse communities will be an asset to FPD Executive Staff. He excels in his skill-set for his recruitment, hiring and retention efforts; oversight of background investigations; implementation of mandated and departmental training; dissecting administrative investigations and sanctioning discipline for misconduct; preparation and review of annual performance appraisals; review of promotional readiness packages and provision of proper recommendation; handling and review of "Threshold" or "High Risk" Incidents including excessive force and pursuits; negotiating and drafting Memorandums of Understanding between agencies and media relations; and identifying policy and procedural compromise resulting in exposure to liability and limiting risk of liability by taking swift, appropriate corrective action. Additionally, Chief Brewer has extensive experience working with one of the largest and most proactive police associations in California.

Chief Brewer has extensive experience managing specialized high risk law enforcement units and in changing cultural values to ensure constitutional policing standards. These include Warrant Service Teams, Air-Operations, Auto and Drug Task Forces, Special Investigations Units and Special Response Teams to Civil Unrest incidents including the aftermath of the Rodney King incident and the Bay Area Riots.

**Technical Advisor: Mark Iris, PhD**

Dr. Iris is a lecturer in Mathematical Methods in the Social Sciences Program, and Department of Political Science, at Northwestern University. He has held faculty positions at Northwestern University, from 1976 to the present, and is involved with undergraduate, graduate and law school classes in policing, law and politics, and police administration and misconduct. He frequently supervises honors theses for advanced statistics seniors working with police databases provided by the Chicago, Houston, Los Angeles, Long Beach and Philadelphia police departments. He also served as a member of the PERF advising team to the Nassau County (NY) Police Department.

With some overlap in his academic work, Dr. Iris served as the Executive Director for the Police Board, City of Chicago where he was responsible for overall management of the Board office, including responsibility for all disciplinary hearings involving members of the Chicago Police Department, drafting all reports and publications, setting agenda for the Board's monthly executive and public meetings, including extensive dealings with community groups and the media. This position also required monitoring City's compliance with U.S. District Court Consent Decree and Judgment Order concerning police "spying" and citizens' First Amendment rights; and ensuring the Police Board's proper legal response to a variety of matters.

He has published and lectured extensively on policing and criminal justice issues in the United States. Topics have included *Transparency and Open Data, Suing the Police: Using Litigation Data to Enhance Police Accountability*, and *Accountability and Corruption: The Chicago Experience*. He has served as an Editorial Consultant, Criminology Advisory Board, Journal of Criminal Law and Criminology from 2012 to the present.

Dr. Iris received his Bachelor of Arts in Political Science, from Brooklyn College in 1968, his Master of Arts in Political Science from the University of Vermont in 1970 and his Doctor of Philosophy in Political Science from Northwestern University in 1978.

**Technical Advisor: Arthur Miller, MA**

Chief Miller is a Senior Law Enforcement Expert for EPAC. Currently, he is the Chief of Police of the South Pasadena, California, Police Department (SPPD) and has over 34 years of law enforcement experience. Prior to becoming the chief of SPPD, Chief Miller retired from the LAPD as a captain. His experience as a staff and command officer is vast, with a wide variety of experience in human resources, emergency operations, training, department media spokesperson and professional standards.

As a captain with the LAPD, Chief Miller was the Patrol Commanding Officer of Hollywood Area. He commanded the uniform police officers, worked with community members to establish a permanent foot beat in the established Entertainment District in Hollywood. He was also responsible for providing law enforcement services to a 10 square mile area with a diverse population of approximately 200,000. Chief Miller then transferred to the LAPD's Southwest Area as the Patrol Commanding Officer.

Chief Miller was then assigned as the Assistant Commanding Officer of LAPD's Metropolitan Division, where his command responsibility involved managing several specialized units that included special weapons and tactics (SWAT), K-9, Horse Mounted Unit, Under Water Dive Unit, Crime Suppression Platoons, Administrative Operations, Security Details for the Chief of Police, Mayor and City Attorney, Cadet Program and the Crime Analysis Detail.

Chief Miller's educational background includes a Master's Degree in Organizational Leadership from Woodbury University and an Undergraduate Degree in Business Administration from the University of Phoenix. He also attended numerous specialized training courses, which include Certificate-Emergency Response to Critical Incident, Command Post; Graduate-FBI National Academy; Graduate-California Commission on POST Supervisory Leadership Institute; West Point Leadership Program; POST Management School; POST Supervisory Leadership Institute, Instructor Course; Juvenile Procedures; Advanced Field Officers Course; Supervisory Development Course; Tactical Communications Course; Interview and Interrogation Course; Civil Unrest Response; Quality Leadership Seminar; Sexual Harassment; Watch Commander School; Cultural Awareness; Standardized Emergency Management Systems; Problem Oriented Policing; Affirmative Action for Supervisors; Informant Management and Control; Ethical Decision Making; Tools for Tolerance; Retaliation Prevention; Incident Command System; Bicycle School; and, Urban Police Rifle.

Chief Arthur Miller was also the recipient of LAPD's top three prestigious awards for heroism. He is a recipient of the Police Star, Police Medal and the department's highest award, the Medal of Valor. He was the only officer on the LAPD to receive all three of the department's highest awards.

**Technical Advisor: Christopher Figueroa, DPA, CGAP, CFE, CFS, CRMA, CLEA**

Dr. Figueroa is the Director of Training for EPAC, and a retired Police Detective III with the LAPD, Audit Division (AD). He was the Officer-in-Charge of the Audit Training Section at AD. Dr. Figueroa had 33 years with the LAPD and was assigned to patrol, field training officer, traffic collision investigator, background investigator, field detective, detective training, and an internal auditor.

Dr. Figueroa received his Bachelor of Science degree in Business Administration and Management from the University of Phoenix. He received his Master of Arts degree in Behavioral Science, Conflict Negotiation and Resolution from California State University, Dominguez Hills. He is a Doctor of Public Administration from the University of La Verne with an emphasis in the field of law enforcement performance auditing and organizational development.

Dr. Figueroa is a Certified Government Auditing Professional (CGAP), CFE, CFS, CRMA and CLEA. He has conducted law enforcement performance audits for the Riverside, Oakland, Nashville/Davidson County Police Departments and LAPD.

He is also a member of the instructional staff of the Association of Certified Fraud Specialists (ACFS). Dr. Figueroa is an advisory board member of Abraham Lincoln University in

Los Angeles, California. He has lectured in the field of law enforcement performance auditing for the ACFS, NACOLE and ILEAA.

Dr. Figueroa was the instructional designer of the first Basic Law Enforcement Performance Auditor Course (BLEPAC) in the United States that is certified by California POST and the Michigan Commission on Law Enforcement Standards (MCOLES). This course was presented by the LAPD, and iterations were presented to the DPD and CHP, wherein Dr. Figueroa was the course administrator. Approximately 40 different law enforcement agencies, including Oakland, San Jose, Denver, Indianapolis, Phoenix, Portland Police Departments, Calgary and Edmonton Canada Police Services, and San Diego Sheriff's personnel attended the BLEPAC courses administered by Dr. Figueroa.

He was also responsible for the development of the same course presented to the San Jose Police Department by San Jose State University's Administration of Justice Bureau. Alameda Police Department personnel also attended this course. Dr. Figueroa is also the instructional designer of the first Advanced Law Enforcement Auditor Course for Executives and Managers in the United States that was certified by California POST. This course, presented by EPAC and administered by Dr. Figueroa, consisted of students from the CHP, New Orleans Office of the Independent Monitor, Oakland and Westminster Police Departments.

He is a certified California POST/ICI instructor and a graduate of the California POST Master Instructor Development Program (MIDP). As a Master Instructor, Dr. Figueroa is responsible for course design, and the training and evaluation of law enforcement instructors through out California. Dr. Figueroa also graduated from the Technology, Training Design and Development Course at the University of Southern California (USC).

**Technical Advisor: Jeri Weinstein, MED**

After 30 years with the LAPD, Commander Weinstein (Retired) developed an extensive and diverse foundation of experience, competencies, skills, and knowledge. She served as a Commander, Captain, Lieutenant, and Sergeant with multiple command, management, and supervisory assignments. Her experience includes working as a detective, patrol officer, and Youth Services Counselor.

Currently, Commander Weinstein is the Senior Human Resources Coordinator- Labor Relations for the City of Oxnard, California and she has also completed Labor Relations work for the County of Ventura. In these positions, she worked with Unions, completed contract negotiations, evaluated policy, conducted investigations, trained managers in disciplinary and grievance matters and myriad employee relations issues.

Prior to her work with the City of Oxnard and County of Ventura, Commander Weinstein was a consultant and private investigator for the Norman A. Traub Associates, conducting public agency workplace investigations, workplace assessments, use of force investigations and employer strategies for workplace litigation.

She retired as a Police Commander from the LAPD and was the commanding officer of Employee Relations Group and the Department's Employee Relation Administrator. Employee Relations Group represents the Office of the Chief of Police (OCOP) in all employee relation matters, including contract negotiations with various representative units, which represent Department sworn and civilian employees. Employee Relations Group also conducts investigations on grievances and represents the OCOP in all arbitration resulting from grievances. They prepare legislative analysis, handle meet and confer requirements of the OCOP and conduct other duties as directed by the Chief.

As a police captain, Commander Weinstein was the commanding officer of Risk Management Division, Work Environment Liaison Division (Ombudsman), Criminal Investigation Division/Internal Affairs Group and West Valley Area Patrol Division. As a police lieutenant, she was a bureau adjutant for a deputy chief, the officer-in-charge of Internal Affairs Group Administrator Section and the administrative lieutenant for Pacific Area. Commander Weinstein was a watch commander, complaint investigator, gang unit supervisor, detective and field training officer. She was also a youth service counselor with the Beverly Hills Police Department and a reserve police officer with the Culver City Police Department.

Commander Weinstein earned a Master of Education degree in Organizational Leadership from Northcentral University in Prescott, Arizona. She also earned a Master of Social Work degree and Bachelor of Science degree in Psychology from the University of Illinois. Commander Weinstein attended the LAPD Basic Law-Enforcement Performance Auditor Course, The Role of the Chief of Police Course presented by the California Police Chiefs Association, the California POST Executive Development Course and Command College. She has over 2500 hours of advanced and wide ranging law enforcement training in the areas of leadership and communication skills, personnel and division management, investigative proficiency, future forecasting and scanning, risk assessment and management, change management, labor relations and negotiations, decision-making and problem-solving, critical thinking, internal investigation and discipline, project development and oversight, critical incident management. Commander Weinstein has a State of California teaching credential.

Commander Weinstein accomplishments with the LAPD were leading the Department with 100% divisional compliance during the Federal Consent Decree. This included developing strategies, systems, checklists, audits and teams to ensure compliance. She also revamped the LAPD Ombudsman Office with new investigative protocols, training and policy manual. Commander Weinstein developed the first racial profiling/biased policing policy for the Department. She led the LAPD internal affairs team responsible for the 2007 May Day/MacArthur Park use of force misconduct investigation and created a state-of-the-art investigative model. Commander Weinstein created and led a team responsible for 118 protocols, developed as a result of a settlement agreement involving a lawsuit against the LAPD. This included developing team leaders, conducting research, creating and implementing policy, and working with an independent monitor to ensure compliance facilitating completion of the settlement without penalties and sanctions. As the commanding officer of Risk Management Division, she conducted risk assessments and created "lessons learned" for Department commanding officers.

Commander Weinstein successfully led contract negotiations for the LAPD, with labor unions and the city of Los Angeles. She represented the chief of police in all union negotiations, grievances, meet and confer issues, and problem solving on employee issues related to wages, hours, and working conditions. Commander Weinstein also served as the liaison with Employee Relations Board Director, City Administrative Officer and the City Attorney.

**Technical Advisor: Sergio Sais, MPA, CGAP, CFE, CLEA**

Mr. Sais is the Director of Auditing for EPAC and a professional law enforcement auditor. He is a retired Police Sergeant II with the LAPD, Uniformed Support Division where he specialized in incident command system training, command post operations and major incident response. Mr. Sais had over 20 years with the LAPD and was assigned to patrol, field training officer, administration, and as a field supervisor.

As a professional law enforcement auditor, Mr. Sais was responsible for conducting consent decree audits, which included use of force investigations, complaint investigations, search warrants, and gang enforcement detail selection. Additionally, he was responsible for coordinating and directing the LAPD's response to the Inspector General and Independent Monitor inquiries regarding those audits.

Mr. Sais has also provided auditing and consulting services to the Los Angeles Fire Department's Arson and Counter Terrorism Section (ACTS), where he conducted audits to determine the quality of ACTS's arson investigations. He also provided assistance in developing procedures for streamlining supervisory oversight of the investigations.

Mr. Sais is a certified California POST/ICI instructor, wherein he instructs Police Performance Auditing/Capturing Fieldwork Data, Audit Planning, Audit Work Plans, and Fieldwork Analysis for the LAPD BLEPAC. As a member of the LAPD BLEPAC instructor cadre, he provided instruction to approximately 40 different law enforcement agencies, including the CHP, Oakland, San Jose, Denver, Indianapolis, Phoenix, Portland Police Departments, Calgary and Edmonton Canada Police Services, and San Diego Sheriff's personnel.

Mr. Sais obtained his Bachelors Degree in Public Administration from USC, and a Master of Public Administration from California State University, Northridge. He is a CGAP, CFE, and CLEA.

**Information Technology Systems Specialist (ITSS): John Doucet, MS, CFE**

Mr. Doucet is a Police Performance Auditor for the LAPD's Special Assistant for Constitutional Policing. Prior to that assignment, He was assigned to IAID as an auditor and a full-time collateral position in the Audit Training Section. In this position, he was responsible for coordinating the LAPD BLEPAC. He is a POST/ICI certified instructor.

In November of 2007, he was assigned as the project manager for the acquisition, installation, and implementation of CCH/Wolters Kluwer "TeamMate" software program, and associated hardware and software. TeamMate is an industry leading audit project and electronic work paper storage software suite. Upon completion of the project, Mr. Doucet was assigned as the system

administrator of the software suite for approximately 45 employees. This included both training and support for end users, and back-end administration of the software and respective server.

Mr. Doucet is regularly tasked with the creation of databases in Microsoft Access. As an example, his most recently constructed database was used to track the implementation of financial disclosure folders for LAPD sworn personnel.

In addition to the above, he was also responsible for providing computer troubleshooting and support for LAPD IAID personnel. This includes providing training and assistance with Microsoft Office 2007 applications. He also coordinated with outside parties for the repair of computer equipment.

Mr. Doucet earned his Bachelors of Science degree in Criminal Justice Administration from the University of Phoenix. He earned his Master of Science degree in Information Systems Management – Concentration in Information Security, from the Keller Graduate School of Management. Mr. Doucet pursued his Doctor of Philosophy from Capella University with an emphasis in the field of Information Assurance and Security. His primary area of research was database security in cloud computing environments.

In addition to the education listed above, Mr. Doucet has also completed the following Computer Information Systems (CIS) courses:

- CIS 1A Introduction to Computer Systems;
- CIS 2 Fundamentals of Systems Analysis;
- CIS 5 Introduction to C++;
- CIS 26A Cisco Routing Fundamentals;
- CIS 26B Cisco Routing Protocols;
- CIS 26C Cisco LAN Switching and Wireless;
- CIS 26D Cisco Accessing the WAN;
- CIS 61 Introduction to Database Theory; and,
- CIS 62 MS Access DBMS Comprehensive.

Mr. Doucet is affiliated with the International Electronic and Electrical Engineers Association and the Association of Certified Fraud Examiners, where he holds a CFE designation.

Mr. Doucet also has law enforcement experience as a former Immigration Enforcement Agent. He was tasked with the detection, apprehension, and detention of people illegally present in the United States. From August 2003 to August 2006, Mr. Doucet was assigned a full-time collateral position as one of two accreditation managers for the San Pedro, California, Criminal Detention Facility. In this position, he was responsible for ensuring the facility met accreditation mandates set forth by the American Correctional Association.

**Current Time Commitment:**

The following table outlines individual tasks required under the CD and the lead personnel responsible for these tasks. Team members identified have committed to the time necessary to fulfill these tasks over the five-year time period.

SCOPE OF WORK	EPAC STAFF	1 <sup>ST</sup> Year	2 <sup>ND</sup> Year	3 <sup>RD</sup> Year	4 <sup>TH</sup> Year	5 <sup>TH</sup> Year	TOTAL HOURS
1. Community Policing and Engagement	D. Reynolds	40	20	20	20	20	120
	R. Paige	40	20	20	20	20	120
	D. Cassimere	30	20	10	10	10	80
2. Reform of the Ferguson Municipal Code	G. Chaleff	80	70	40	30	20	240
	D. Reynolds	30	20	20	20	20	110
3. Policies and Training	S. MacArthur	50	40	30	30	20	170
	C. Figueroa	50	40	30	30	20	170
4. Bias-Free Police and Court Practices	R. Khatami	20	20	20	20	20	100
	G. Chaleff	30	30	20	20	20	120
	D. Reynolds	20	20	20	20	20	100
5. Voluntary Contacts, Stops, Searches, Citations, and Arrests	R. Khatami	20	20	20	20	20	100
	G. Chaleff	20	20	30	30	20	120
	D. Reynolds	20	20	20	20	20	100
6. First Amendment Protected Activity	G. Chaleff	50	30	30	30	30	170
	D. Reynolds	50	30	30	30	20	160
7. Use of Force	R. Khatami	50	40	30	30	30	180
	B. Brewer	50	40	30	30	20	170
	M. Iris	20	20	30	30	20	120
8. Crisis Intervention	S. MacArthur	50	40	50	40	20	200
	J. Weinstein	50	40	30	30	30	180
9. School Resource Officer Program	S. Sais	40	40	30	20	20	150
	R. Paige	40	40	30	30	20	160
10. Body-Worn and In-Car Cameras	R. Khatami	50	40	30	30	30	180
	D. Cassimere	60	40	30	20	20	170
11. Supervision	B. Brewer	50	40	30	30	30	180
	S. Sais	50	50	40	40	30	210
12. Officer Assistance and Support	A. Miller	40	40	20	20	20	140
	B. Brewer	50	50	20	20	20	160
13. Recruitment	A. Miller	50	50	30	20	20	170
	B. Brewer	40	40	30	20	20	190
14. Performance Evaluations and Promotions	S. MacArthur	50	40	30	30	30	180
	J. Weinstein	50	40	30	30	20	170
	M. Iris	50	40	30	30	20	170
15. Supplemental Recruit and In-Service Training	S. MacArthur	50	50	30	30	20	170
	C. Figueroa	50	50	30	30	30	180
16. Municipal Court Reform	D. Reynolds	50	50	30	20	10	160
	J. Chaleff	50	50	30	30	30	190
	M. Iris	50	50	30	30	20	180
17. Accountability	J. Doucet	50	50	30	20	10	160
	C. Figueroa	30	30	30	20	20	130
	M. Iris	20	20	20	20	20	100

Request for Application for the Independent Monitor of the Ferguson Police Department

SCOPE OF WORK	EPAC STAFF	1 <sup>ST</sup> Year	2 <sup>ND</sup> Year	3 <sup>RD</sup> Year	4 <sup>TH</sup> Year	5 <sup>TH</sup> Year	TOTAL HOURS
18. Civilian Oversight	D. Reynolds	50	40	20	20	20	150
	D. Cassimere	50	40	20	10	10	130
	M. Iris	50	40	20	20	20	150
19. Data Collection, Reporting, and Transparency	J. Doucet	50	40	20	20	20	150
	C. Figueroa	50	40	20	10	10	130
	M. Iris	50	40	20	20	20	150
TOTAL HOURS		2040	1740	1260	1150	980	7170

**Table 1: Five Year Scope of Work Hourly Table**

## **QUALIFICATIONS**

The EPAC team qualifications include:

- **Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations, including experience in monitoring settlements, consent decrees, or court orders:** Mr. Chaleff, Dr. Figueroa, Mr. Khatami, and Mr. Sais will be responsible for these tasks.

Mr. Chaleff served as the Special Assistant for Constitutional Policing in Los Angeles throughout its consent decree with the U. S. Department of Justice; and he is an expert in consent decrees, settlement agreements, and court orders. He was also a member of the negotiating team for the City of New Orleans in its negotiations with the U. S. Department of Justice CD.

Dr. Figueroa is a Doctor of Public Administration (DPA) from the University of La Verne with an emphasis in the field of law enforcement performance auditing, organizational development. He is also a certified auditor with the following designations: CGAP, CFE, CFS, CLEA and CRMA. Dr. Figueroa has conducted law enforcement performance audits for the Riverside, Oakland, Nashville/Davidson County Police Departments and LAPD. Mr. Khatami is a certified auditor with the following designations: CFE, CFS, CLEA and CRMA. Mr. Khatami has conducted law enforcement performance audits for the Oakland, Nashville/Davidson County, Atlanta Police Departments and LAPD.

Mr. Sais is a certified auditor with the following designations: CGAP, CFE, and CLEA. Mr. Sais has conducted law enforcement performance audits for the Oakland, Riverside Police Departments, Los Angeles City Fire Department and LAPD.

- **Law enforcement practices, including use of force and investigations of force; search and seizure practices; constitutional policing; bias-free policing; community policing, problem-oriented policing and engagement; crisis intervention and de-escalation techniques; First Amendment speech and protest-related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and officer and staff training:** Chiefs Brewer, MacArthur, Miller,

Commander Weinstein, and attorneys Gerald Chaleff and Dawn Reynolds will oversee the EPAC team responsible for these tasks.

As an Assistant Chief with the CHP, Chief Brewer analyzed police practices regarding use of force, pursuit management, investigative methods, risk assessment, and auditing administrative processes. Throughout his career, he has investigated, analyzed and provided recommendations for thousands of police reports, investigations, and law enforcement administrative processes.

As an Assistant Chief with the LAPD, Chief MacArthur extensive history is founded in police operations, administrative and command experience. The complexity and sensitivity of her professional assignments demonstrate her understanding and recognition of the importance of leadership in the areas of human relations, discrimination, conflict resolution, tactics, training delivery and use of force.

Chief Miller brings operational and tactical experience to the team. As the Chief of the South Pasadena, California, Police Department, he is responsible for the day-to-day operations of the organization. Chief Miller retired from the LAPD as a captain, where he served as the commanding officer of two patrol divisions and as the assistant commanding officer of Metropolitan Division. As the assistant commanding officer of Metropolitan Division, Chief Miller had oversight of SWAT, K-9, Mounted Unit and crime suppression platoon.

Commander Weinstein has an extensive and diverse foundation of experience, competencies, skills, and knowledge. She served as a Commander, Captain, Lieutenant, and Sergeant with multiple command, management, and supervisory assignments. Her experience includes being the LAPD's Employee Relations Administrator, Ombudsperson and Risk Manager.

Mr. Chaleff is nationally recognized as an expert in criminal law. He has served as an attorney both in the Los Angeles County District Attorney's Office and the Public Defender's Office. The New York Police Department (NYPD) presently retains Mr. Chaleff to consult with NYPD issues relating to a federal court order and to assist the Department in its relationship with the newly created Office of the Inspector General (OIG). Additionally, he is consulting on use of force issues.

Ms. Reynolds is a practicing attorney with a background in criminal law and civil rights. As a former appellate attorney working in federal and state court, she has the legal expertise necessary to review police reports and evidence and spot potential errors, omissions and misconduct.

- **Court practices, including bias-free practices; implementation of amnesty programs; transparency in court operations; judicial and prosecutorial independence; community service programs; and fee scheduling:** Ms. Reynolds has experience as a municipal court judge and as a prosecutor for two communities comparable in size to Ferguson and she has served as a prosecutor and a public defender for two separate tribal courts. She has worked to help build community service programs as an alternative means of paying fines, has participated in drug courts, and worked with restorative justice programs. She is a proponent

of traffic school in lieu of fines in instances in which the person who received the citation qualifies for the program.

Mr. Chaleff and Ms. Reynolds will assess and monitor the court system to ensure it is independent from the city prosecutor's office, that fines and sentences are within the boundaries of applicable statutes, evenly meted out, proportional to the underlying offense and that the city takes effective measures to ensure that, where possible, there are suitable alternatives to confinement or unduly burdensome fines.

- **Assessing legal sufficiency and compliance with constitutional and other legal requirements:** Mr. Chaleff and Ms. Reynolds are both attorneys with expertise in constitutional law and civil rights, both have experience in reviewing police policies, practices and training to ensure constitutional policing is practiced, both have experience in reviewing complaints against police officers and reviewing internal affairs investigations. The police executives, auditors and analysts who serve on the monitoring team are trained and experienced in measuring police performance against constitutional standards.
- **Familiarity and understanding of local issues and conditions:** The entire EPAC team will be responsible for overseeing these tasks. Team members have reviewed the investigative report that preceded the consent decree, the consent decree and applicable Missouri statutes and local city ordinances.
- **Familiarity with federal and Missouri and local laws, including civil rights laws and policies and rules governing police and municipal court practices:** Mr. Chaleff and Ms. Reynolds will ensure that the FPD performance is measured against federal, state and local legal requirements. Both Mr. Chaleff and Ms. Reynolds have many years' experience in reviewing, federal, state, and local laws, have a solid understanding of administrative procedures and are committed to ensuring that all of Ferguson's stakeholders have equal protection under the law.

Ms. Reynolds and Mr. Chaleff are both practicing attorneys with expertise in civil rights, and been involved with oversight and reform of law enforcement. Both have practiced in state and federal court. Both have the necessary experience and expertise to review and analyze court rules, local ordinances and state statutes. Both have the necessary experience and expertise to identify issues involving substantive and procedural due process and implicit bias in the courtroom.

- **Evaluating, developing, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization:** Dr. Figueroa and Mr. Sais will take the lead on this issue and will work with team members to measure and assess gaps in policies, supervision and training. Dr. Iris has collected and analyzed data from numerous police departments to identify gaps policy, training and practices.

- **Evaluating organizational change and institutional reform, including applying qualitative and quantitative analyses to assess progress, performance, and outcomes:**

Assisted by Dr. Iris, Mr. Khatami and Dr. Figueroa will oversee the team that will be responsible for these tasks.

Mr. Khatami and Dr. Figueroa have extensive experience in designing, planning and implementing law enforcement performance audits for consent decrees, wherein they used qualitative and quantitative analysis to assess progress and performance.

Dr. Iris is an expert in statistical analysis and has worked with large police departments, including Dallas and Houston, TX to assess data relevant to police performance and risk management.

- **Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and community members interested in policing issues:** Commander Weinstein, Mr. Casimere, and Chief Miller will oversee the team that will be responsible for these tasks.

Don Casimere is a founding member of the National Association for Civilian Oversight of Law Enforcement and has worked with numerous community groups to enhance police accountability and transparency.

As the Employee Relations Administer, Commander Weinstein successfully led contract negotiations for the LAPD, with labor unions and the City of Los Angeles. She represented the chief of police in all union negotiations, grievances, meet and confer issues, and problem solving on employee issues related to wages, hours, and working conditions. Commander Weinstein also served as the liaison with Employee Relations Board Director, City Administrative Officer and the City Attorney.

- **Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing:** Joined by Don Cassimere and Mr. Paige, Ms. Reynolds will oversee the team that will be responsible for these tasks.

Ms. Reynolds has extensive experience working with community stakeholders establishing strategic partnerships. Most recently she conducted an assessment of the Oakland Police Department's Community Policing Program.

As a founding member and former President of the National Association for Civilian Oversight of Law Enforcement, Don Cassimere has over two decades of experience in working with community stakeholders. After leaving the City of Berkeley's police department, he served as the Director and lead investigator for the City of Richmond's oversight program.

Mr. Paige has worked as a community relations officer and was the officer-in-charge of Central Area's Community Relations Office. He was responsible for supervising 16 officers, civilian personnel, coordinating community meetings and writing monthly activity reports.

- **Creation and evaluation of meaningful civilian oversight mechanisms:** Ms. Reynolds, Dr. Iris and Mr. Cassimere will oversee the team that will be responsible for this task.

All three leads are active in the National Association for Civilian Oversight (NACOLE) with Ms. Reynolds and Mr. Cassimere currently serving on its board. All three have been responsible for oversight agencies, working with Civilian Review Boards, reviewing or conducting investigations, and assessing the effectiveness of oversight efforts.

**Language skills and experience working with limited English proficient persons and communities, in particular communities whose primary language is Spanish:** Mr. Sais, Chief Miller and Dr. Figueroa will oversee the team that will be responsible for these tasks.

Mr. Sais, Chief Miller and Dr. Figueroa are fluent Spanish speakers and were involved with the Los Angeles community as law enforcement officers. These individuals received bilingual compensation as patrol officers and supervisors. All have been trained in and have experience in measuring police performance to ensure individuals and groups are not unfairly treated based on race, ethnicity, disability, religious affiliation, immigration status, sexual orientation, or sexual identity.

The entire EPAC team will ensure that they are familiar and understand the local issues/conditions in the Ferguson community. The team will conduct research and meet with all stakeholders to accomplish these tasks.

- **Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation:** Ms. Reynolds, Chief MacArthur, Mr. Paige and Commander Weinstein will oversee the team that will be responsible for these tasks.

As an attorney and former municipal court judge, Ms. Reynolds has presided over numerous mediation and dispute resolution cases.

Chief MacArthur has experience in mediation and dispute resolution as the Department's Ombudsman. She also earned a Master Degree in Behavioral Science, graduating with honors and specializing in Negotiations and Conflict Management.

As the Employee Relations Administer, Commander Weinstein represented the LAPD OCOP in all employee relation matters, including contract negotiations with various representative units, which represented Department sworn and civilian employees. She was also responsible for overseeing investigations on grievances and represented the OCOP in all arbitration resulting from grievances. Commander Weinstein oversaw the preparation of legislative analysis, and meet and confer requirements of the OCOP.

Mr. Paige was responsible for mediating employee conflicts by assisting them in resolving issues which ultimately led to its resolution. This included preparing the investigative analysis of the conflict and the agreement that represented a legal and binding contract signed by the involved parties.

- **Development of effective quality improvement practices:** Mr. Khatami and Dr. Figueroa will oversee the team that will be responsible for these tasks.

Mr. Khatami and Dr. Figueroa have extensive experience in designing, planning and implementing law enforcement performance audits for consent decrees, wherein they used qualitative and quantitative analysis to assess progress and performance.

- **Use of technology and information systems—including data collection and management, and analytic tools—to support and enhance law enforcement and court practices:** Mr. Doucet will oversee the team that will be responsible for this task.

Mr. Doucet was the project manager for the acquisition, installation, and implementation of CCH/Wolters Kluwer “TeamMate” software program, and associated hardware and software, for LAPD’s Audit Division. TeamMate is an industry leading audit project and electronic work paper storage software suite. Upon completion of the project, Mr. Doucet was assigned as the system administrator of the software suite for approximately 45 employees. This included both training and support for end users, and back-end administration of the software and respective server.

Mr. Doucet has created and managed databases in Microsoft Access. He constructed the database that was used to track the implementation of financial disclosures for LAPD sworn personnel. Mr. Doucet earned his Master of Science degree in Information Systems Management – Concentration in Information Security, from the Keller Graduate School of Management. In addition to the education listed above, He has also completed several Computer Information Systems (CIS) courses.

In addition to the above, Mr. Doucet has also provided computer troubleshooting and support for LAPD Audit Division personnel. This includes providing training and assistance with Microsoft Office 2007 applications. He also coordinated with outside parties for the repair of computer equipment.

- **Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies:** Chief MacArthur, Chief Brewer and Dr. Figueroa will provide the expertise in this area.

Chief MacArthur’s has developed executive level staff and command officer training for the LAPD. She established the LEAD training program that was conducted quarterly. Chief MacArthur was an important driving force behind the LAPD’s commitment to embrace policing that draws from the community, develops public trust, improves race relations and solves problems in a collaborative manner.

Chief Brewer has extensive experience managing specialized high risk law enforcement units and in changing cultural values to ensure constitutional policing standards.

Dr. Figueroa is a certified California POST/ICI instructor and a California POST Master Instructor. As a Master Instructor, Dr. Figueroa is responsible for course design, and the

civilian oversight of law enforcement. She has expertise in using IAPRO, a software system used in many police and oversight programs to manage complaint systems, investigations, adjudications, and provide an early warning system for police managers.

She served on the federal criminal appeals panels in the states of Oregon and Washington and handled direct appeals and habeas petitions. Her criminal legal background also includes working with three federally recognized Indian tribes. While in private practice, she served as an American Civil Liberties Union (ACLU) cooperating attorney representing individuals and groups in civil litigation and administrative appeals against government entities including municipal governments, school districts, public hospitals and universities

- **Writing complex reports for dissemination to diverse sets of stakeholders:** All EPAC team members will be responsible for this task.

The EPAC team consists of law enforcement professionals, attorneys, law enforcement auditors, and scholars, who have prepared reports. These reports have been presented in court, administrative hearings and to the public. Summary versions will also be prepared and made accessible to stakeholders. The monitor will ensure that stakeholders receive clear, concise, and timely reports.

- **Statistical and data analysis:** Mr. Doucet and Dr. Figueroa will oversee the team that will be responsible for these tasks.

Mr. Doucet earned his Master of Science degree in Information Systems Management – Concentration in Information Security, from the Keller Graduate School of Management. He also pursued his Doctor of Philosophy from Capella University with an emphasis in the field of Information Assurance and Security. While pursuing these degrees, Mr. Doucet conducted research, which involved statistical and data analysis.

Dr. Figueroa earned his Doctor of Public Administration degree from the University of La Verne. While pursuing this degree, he conducted research, which involved statistical and data analysis.

Both individuals have conducted numerous performance audits, which include statistical and data analysis of findings.

- **Experience with municipal budgets:** Mr. Chaleff will oversee the team that will be responsible for this Tasks.

As the Special Assistant for Constitutional Policing, Mr. Chaleff was responsible for the operations of the Department's Risk Manager, Planning and Research Division, Legal Affairs Division, Audit Division, and Fiscal Operations Division. As overseeing Fiscal Operations Division, Mr. Chaleff was responsible for reviewing all Departmental budgets and fiscal issues.

- **Completing projects within anticipated deadlines and budget:** Mr. Chaleff will oversee the team that will be responsible for these Tasks.

As the Special Assistant for Constitutional Policing, Mr. Chaleff was responsible for the operations of the Department's Risk Manager, Planning and Research Division, Legal Affairs Division, IAID, and Fiscal Operations Division. As overseeing Fiscal Operations Division, Mr. Chaleff was responsible for reviewing all Departmental budgets and fiscal issues.

#### **PRIOR EXPERIENCE AND REFERENCES**

The firm has provided consulting, training or assessment/audit services for the following entities:

- Riverside, California, Police Department;
- Nashville/Davidson County, Tennessee, Metropolitan Police Department/Metropolitan Nashville Office of Internal Audit;
- Atlanta, Georgia, Police Department/Atlanta Citizen Review Board;
- California Highway Patrol, and;
- Presently with the Oakland, California, Police Department.

Outlined below are the references for the EPAC listed projects:

- Chief Sergio Diaz  
Chief of Police  
Riverside Police Department  
4102 Orange St.  
Riverside, CA 92501  
(951) 826-5940
- Mr. Carlos L. Holt, CPA, CFF, CIA, CFE, CGAP,  
Audit Manager  
Metropolitan Nashville Office of Internal Audit  
404 James Robertson Parkway, Suite 190  
Nashville, TN 37219  
(615) 862-6110
- Ms. Cristina Beamud  
Executive Director from September 2008 – December 2011  
City of Atlanta Citizen Review Board  
Atlanta, GA

Ms. Beamud is presently the Executive Director  
Civilian Investigative Panel, City of Miami  
970 Southwest 1<sup>st</sup> Street, Suite 402  
Miami, FL 33130

(305) 960-4950

- Mr. R. Y. Ikemoto, CLEA  
Inspector General  
California Highway Patrol  
601 North 7th Street  
Sacramento, CA 94298-0001  
(916) 843-3160
- Assistant Chief Paul Figueroa, EdD  
Oakland Police Department  
455 7th Street  
Oakland, CA 94607  
(510) 238-7183

**POTENTIAL CONFLICTS OF INTEREST OR BIAS**

Currently, no members of EPAC are involved, or have been involved in any activity that would pose a conflict of interest/bias, or perceived conflict of interest/bias.

**ESTIMATED COSTS**

***YEAR 1:***

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Chaleff)	\$300	150	\$45,000	\$300	150	\$45,000	\$300	50	\$15,000	\$105,000
Assistant Monitor- (Khatami)	\$200	100	\$20,000	\$200	100	\$20,000	\$200	100	\$20,000	\$60,000
Executive Advisor- (Reynolds)	\$200	100	\$20,000	\$200	100	\$20,000	\$200	100	\$20,000	\$60,000
Technical Advisor (Police Management)	\$125	100	\$12,500	\$125	100	\$12,500	\$125	80	\$10,000	\$35,000
Technical Advisor- (Figueroa)	\$125	70	\$8,750	\$125	70	\$8,750	\$125	70	\$8,750	\$26,250
Technical Advisor -IT	\$100	70	\$7,000	\$100	70	\$7,000	\$100	60	\$6,000	\$20,000
Lead Auditors	\$100	150	\$15,000	\$100	100	\$10,000	\$100	150	\$15,000	\$40,000
Total Labor Hours		740			690			610		
Total Labor Dollars			\$128,250			\$123,250			\$94,750	\$346,250

**YEAR 2:**

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Chaleff)	\$300	150	\$45,000	\$300	100	\$30,000	\$300	50	\$15,000	\$90,000
Assistant Monitor- (Khatami)	\$200	100	\$20,000	\$200	100	\$20,000	\$200	100	\$20,000	\$60,000
Executive Advisor- (Reynolds)	\$200	100	\$20,000	\$200	100	\$20,000	\$200	60	\$12,000	\$52,000
Technical Advisor (Police Management)	\$125	80	\$10,000	\$125	80	\$10,000	\$125	80	\$10,000	\$30,000
Technical Advisor- (Figueroa)	\$125	70	\$8,750	\$125	70	\$8,750	\$125	70	\$8,750	\$26,250
Technical Advisor -IT	\$100	70	\$7,000	\$100	50	\$5,000	\$100	60	\$6,000	\$18,000
Lead Auditors	\$100	100	\$10,000	\$100	100	\$10,000	\$100	50	\$5,000	\$25,000
Total Labor Hours		670			600			470		
Total Labor Dollars			\$120,750			\$103,750			\$76,750	\$301,250

**YEAR 3:**

Direct Labor- Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Chaleff)	\$300	100	\$30,000	\$300	100	\$30,000	\$300	50	\$15,000	\$75,000
Assistant Monitor- (Khatami)	\$200	80	\$16,000	\$200	50	\$10,000	\$200	50	\$10,000	\$36,000
Executive Advisor- (Reynolds)	\$200	80	\$16,000	\$200	50	\$10,000	\$200	50	\$10,000	\$36,000
Technical Advisor (Police Management)	\$125	80	\$10,000	\$125	50	\$6,250	\$125	50	\$6,250	\$22,500
Technical Advisor- (Figueroa)	\$125	50	\$6,250	\$125	50	\$6,250	\$125	50	\$6,250	\$18,750
Technical Advisor -IT	\$100	50	\$5,000	\$100	50	\$5,000	\$100	50	\$5,000	\$15,000
Lead Auditors	\$100	50	\$5,000	\$100	50	\$5,000	\$100	70	\$7,000	\$17,000
Total Labor Hours		490			400			370		
Total Labor Dollars			\$88,250			\$72,500			\$59,500	\$220,250

**YEAR 4:**

Direct Labor Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Chaleff)	\$300	80	\$24,000	\$300	80	\$24,000	\$300	80	\$24,000	\$72,000
Assistant Monitor- (Khatami)	\$200	80	\$16,000	\$200	60	\$12,000	\$200	80	\$16,000	\$44,000
Executive Advisor- (Reynolds)	\$200	40	\$8,000	\$200	40	\$8,000	\$200	50	\$10,000	\$26,000
Technical Advisor (Police Management)	\$125	40	\$5,000	\$125	40	\$5,000	\$125	40	\$5,000	\$15,000
Technical Advisor- (Figueroa)	\$125	40	\$5,000	\$125	40	\$5,000	\$125	40	\$5,000	\$15,000
Technical Advisor -IT	\$100	50	\$5,000	\$100	50	\$5,000	\$100	50	\$5,000	\$15,000
Lead Auditors	\$100	50	\$5,000	\$100	50	\$5,000	\$100	70	\$7,000	\$17,000
Total Labor Hours		380			360			410		
Total Labor Dollars			\$68,000			\$64,000			\$72,000	\$204,000

**YEAR 5:**

Direct Labor Revenue (Billed to Project)	TECHNICAL ASSISTANCE			REVIEW			REPORT WRITING			BASE YEAR TOTAL
	R	H	D	R	H	D	R	H	D	
Independent Monitor - (Chaleff)	\$300	50	\$15,000	\$300	50	\$15,000	\$300	80	\$24,000	\$54,000
Assistant Monitor- (Khatami)	\$200	50	\$10,000	\$200	50	\$10,000	\$200	50	\$10,000	\$30,000
Executive Advisor- (Reynolds)	\$200	40	\$8,000	\$200	40	\$8,000	\$200	40	\$8,000	\$24,000
Technical Advisor (Police Management)	\$125	40	\$5,000	\$125	50	\$6,250	\$125	40	\$5,000	\$16,250
Technical Advisor- (Figueroa)	\$125	40	\$5,000	\$125	40	\$5,000	\$125	50	\$6,250	\$16,250
Technical Advisor -IT	\$100	30	\$3,000	\$100	50	\$5,000	\$100	40	\$4,000	\$12,000
Lead Auditors	\$100	30	\$3,000	\$100	50	\$5,000	\$100	70	\$7,000	\$15,000
Total Labor Hours		280			330			370		
Total Labor Dollars			\$49,000			\$54,250			\$64,250	\$167,500

