



June 10, 2016

Amy Senier, Trial Attorney
Civil Rights Division
U.S. Department of Justice
601 D Street, NW
Washington, DC 20006

RE: Independent Monitor – Consent Decree Entered Regarding the City of Ferguson

Dear Ms. Senier,

The Police Foundation respectfully submits this proposal, including resumes and relevant experiences, in response to the Request for Applications – Independent Monitor – Consent Decree Regarding the City of Ferguson. This proposal is valid for a period of ninety (90) days from the date of submission, June 10, 2016.

The Police Foundation is a nonprofit 501(c)3 organization. Our legal contact information is:

Police Foundation
1201 Connecticut Avenue, NW, Suite 200
Washington, DC 20036
Phone: (202) 833-1460; Fax: (202) 659-9149
Authorized Negotiator: Blake Norton, Chief Operating Officer
bnorton@policefoundation.org

Incorporated in 1970, the Police Foundation is the oldest nationally known, independent, nonprofit organization dedicated to improving policing in America. We have been on the cutting edge of police innovation for over 45 years and offer a range of professional services, including training and technical assistance, research, and management analyses and planning.

The Police Foundation proposes to serve as the Independent Monitor for the Ferguson Consent Decree and has assembled a highly qualified team with extensive expertise and experience in monitoring, auditing, evaluating, and reviewing the performance of local law enforcement agencies, with particular focus areas that include community engagement and policing, critical incident response, and collaborative reform. This Police Foundation Monitoring Team will be comprised of four Executives, supported by a subject matter expert and staff, working cooperatively to address all areas of the Consent Decree.

Thank you very much for this opportunity to offer our services to the U.S. Department of Justice

and the City of Ferguson (MO). Please do not hesitate to contact me with any questions regarding our proposal. We look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Bueermann". The signature is fluid and cursive, with the first name "Jim" being more prominent and the last name "Bueermann" following in a similar style.

Jim Bueermann
President

cc: Jared Hasten, Winston & Strawn LLP
De'Carlon Seewood, City of Ferguson



INDEPENDENT MONITOR CONSENT DECREE ENTERED REGARDING THE CITY OF FERGUSON

Proposal Documents

Proposal Submitted by:

POLICE FOUNDATION
1201 Connecticut Avenue, NW
Suite 200
Washington, DC 20036-2636

Proposal Submitted to:

Amy Senier, Trial Attorney
Civil Rights Division
U.S. Department of Justice
601 D Street, NW
Washington, DC 20036

Jared L. Hasten
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De'Carlton Seewood, City Manager
City of Ferguson
110 Church Street
Ferguson, Missouri 63135

June 10, 2016

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A. Executive Summary

The Police Foundation respectfully submits this proposal in response to the Request for Applications (RFA) dated May 12, 2016, for Independent Monitor of the Consent Decree Entered Regarding the City of Ferguson. The purpose of this effort is to provide the United States Department of Justice and the City of Ferguson (MO) the services of an independent monitor, that includes an inter-disciplinary team, to assess and guide the implementation of the Consent Decree approved and entered on April 19th, 2016. The selected Independent Monitor will assess implementation, provide technical assistance, and issue public reports on the City of Ferguson's compliance with the Consent Decree.

The Police Foundation proposes to serve as the Independent Monitor and has assembled a highly qualified team with extensive expertise and experience in monitoring, auditing, evaluating, and reviewing the performance of local law enforcement agencies, with particular focus areas that include community engagement and policing, critical incident response, and collaborative reform. This Police Foundation Monitoring Team will be comprised of four Executives, supported by a subject matter expert and staff, working cooperatively to address all areas of the Consent Decree. Police Foundation Monitoring Team members are: Frank Straub, Hassan Aden, Breanne Cave, Howard Rahtz, Andrea Cabral, and Ben Gorban. The Police Foundation proposes a cost of \$1,249,928 over a projected five year period.

B. Personnel and Current Time Commitments

Team Members, Relevant Background, Areas of Responsibility, and Current Commitments

The Ferguson Consent Decree will be monitored by a Police Foundation Monitoring Team, comprised of four experienced Executives, supported by subject matter experts and staff, each focused on a Core Area of the Consent Decree. The Executives and their Core Areas are described below.

I. Technical Executive - Frank Straub, PhD

Dr. Frank Straub, a 30-year veteran of law enforcement, will serve as the Technical Executive, supporting and monitoring changes implemented related to the Ferguson Police Department's activities, actions, policies, procedures, and training as addressed in the Consent Decree. This includes general policies and training; bias-free policing; voluntary contacts, stops, searches, citations, and arrests; first amendment protected activity; use of force; crisis intervention; school resource officer program; body-worn and in-car cameras; supervision; officer assistance and support; recruitment; performance evaluations and promotions; and supplemental recruit and in-service training.

Dr. Straub's experience specific to this RFA includes:

- As Chief of Police in Spokane (WA), called for and participated in a U.S. Department of Justice Collaborative Reform process.
- As Public Safety Commissioner, led police reform processes in both White Plains (NY) and Indianapolis (IN).

- As the Deputy Commissioner of Training for the New York City Police Department, led all recruit, promotional, executive development, in-service, and specialized training.
- Served as Executive Deputy Inspector General (IG) for the Office of the New York State Inspector General. Supervised ninety (90) attorneys, investigators, and auditors charged with monitoring corruption, waste, fraud, and abuse in all New York State executive branch agencies and authorities.
- Served for nine (9) years with the U.S. Department of Justice Office of the Inspector General (OIG).
- Under the direction of then-Inspector General Michael Bromwich, created the Research and Analysis Unit (RAU) to build and administer an OIG-wide accountability system, modeled after the New York City Police Department's CompStat process.
- Currently providing technical assistance to San Bernardino (CA) Police Department and Minneapolis (MN) Police Department following high – profile, critical incidents.

Commitments: Dr. Straub is a full-time employee with the Police Foundation. As the Technical Executive on the Ferguson Monitoring Team, he will dedicate approximately 34% (.34 FTE) of his time to this effort.

Additional Technical Team Subject Matter Expert (SME):

Andrea Cabral, Esq. will be a key member of the Ferguson Monitoring Team, providing subject matter expertise to both the Technical Executive and the Management and Compliance Executive.

Cabral has 28 years' experience in law enforcement and criminal justice policy.

- As the first female Sheriff in Massachusetts' history, she reformed the state's largest county correctional system through internal culture change, prioritizing evidence-based inmate re-entry programs and re-building trust between the Sheriff's Office and Suffolk County's cities and towns.
- As Massachusetts Secretary of Public Safety, Cabral had a Secret DoD security clearance and managed 14 high-profile public safety agencies including the Department of Homeland Security, Massachusetts State Police, National Guard and the State Department of Correction. In this capacity she oversaw the Commonwealth's response to the 2013 Marathon Bombing.
- As an Assistant Attorney General in the Civil Rights Division, Cabral investigated and prosecuted civil rights violations and allegations of police misconduct in departments throughout the Commonwealth.

Cabral will be responsible for supporting and assessing the implementation of the Consent Decree requirements specific to monitoring the City's Reform of the Ferguson Municipal Code, Bias-Free Court Practices, and Municipal Court Reform. This will also involve the provision of guidance and technical assistance to the City and the Court in order to assure that reforms and revisions meet the requirements of the Consent Decree. Cabral's expertise specific to this core area focuses on court practices, including bias-free practices;

implementation of amnesty programs; transparency in court operations; judicial and prosecutorial independence; community service programs; fee scheduling; and use of technology and information systems to support and enhance court practices.

Cabral is a Subject Matter Expert, serving as a Police Foundation Consultant on this effort. She will dedicate approximately 10% of her time to this project (.10FTE). Cabral's additional current and projected commitments involve up to 20 hours/week with WGBH – Boston Public Radio and Television.

II. Community Engagement Executive - Hassan Aden

Hassan Aden, with over 28 years of law enforcement service and executive leadership experience, will serve as the Community Engagement Executive. In this role he will be responsible for supporting, facilitating, and monitoring substantive, sustainable community engagement in Ferguson, including supporting and ensuring the establishment of the Neighborhood Policing Steering Committee, the Ferguson Youth Advisory Board, and Apartment Neighborhood Groups; supporting and ensuring the effective implementation of community – oriented and problem solving policing, as well as a community mediation program; and ensuring that civilian oversight complies with Consent Decree mandates.

Aden's experience specific to this RFA includes:

- Currently serving as the Monitor's Project Director for the Seattle Consent Decree.
- Provision of technical assistance to St. Louis County Police Department through the Collaborative Reform process, working closely with the U.S. Department of Justice.
- Provision of technical assistance to Minneapolis (MN) Police Department following a series of high - profile, critical incidents.
- As Chief in Greenville (NC) led a Greenville Police Department Strategic Planning process that included community leaders and representatives. This was a first of its kind process that significantly improved the department's legitimacy and furthered reform efforts unlike any other process initiative until that point. It is now considered a national best practice.

Commitments: Aden is a part-time employee with the Police Foundation. As the Community Engagement Executive, he will dedicate 28% of his time (.28FTE) to the Ferguson Monitoring Team. He is currently committed and engaged as Project Director for the Seattle Consent Decree as a consultant (approximately 60 hours/month); and as a Subject Matter Expert on projects with the Vera Institute of Justice and others (approximately 50 hours/month).

III. Impact Executive - Dr. Breanne Cave

Dr. Cave will serve as the Impact Executive. Dr. Cave has significant experience analyzing police data, designing and carrying out community-based data collection, and assessing and evaluating the effects of law enforcement and homeland security organization strategies and practices. As Impact Executive, she will identify output, outcome, and impact measures and develop and utilize empirical research methodologies to examine the impacts of the changes implemented as a result of the Consent Decree.

These findings will reveal whether or not the technical and community engagement activities implemented result in changes in the way the FPD operates and engages with and protects the community, and the community's perceptions of the Department. Dr. Cave will be responsible for data collection, reporting, and transparency, and ensuring that the FPD gains the capacity to collect and use data internally for continuous, sustainable monitoring, improvement, and accountability.

Dr. Cave's experience specific to this RFA includes:

- Participated in the development and fielding of survey methods and instruments to measure how police technologies and use of force practices impact citizens' perceptions of police legitimacy and procedural justice in Fairfax, Virginia and Baltimore City, Maryland. Her work related to these issues has been published in policing journals and presented at national criminology conferences.
- Participated in experimental, quasi-experimental, and evidence assessments to evaluate law enforcement and security practices for Dallas Police Department, Fairfax County Sheriff's Office, the Transportation Security Agency (TSA), and the Federal Protective Service (FPS).
- Planned, coordinated, and managed place-based data collection (including resident surveys, physical and social observations) in communities in Baltimore City, Maryland over three years. Carried out data collection before and after mass protests concerning police practices in predominantly African-American communities.
- Current research is focused on police use of force issues, including a nationwide study of officer-involved shootings and academic publications on police arrest practices in Baltimore City, Maryland.

Commitments: Dr. Cave is a full-time employee with the Police Foundation. As the Impact Executive, she will dedicate approximately 18% of her time (.18FTE) to the Ferguson Monitoring Team.

IV. Management and Compliance Executive – Howard Rahtz

Howard Rahtz, with over ten years of law enforcement leadership experience, will serve as the Management and Compliance Executive, responsible for overall project management of the Consent Decree monitoring, and the development and implementation of the Monitoring Plan that will ensure compliance with the Consent Decree. The Monitoring Plan will incorporate phases of tasks and activities, including those that are ongoing, and will address the Consent Decree's areas of focus. The Monitoring Plan will be developed with input from all Monitoring Team Executives, will be negotiated with the City of Ferguson and the U.S. Department of Justice, and will be approved by the Federal Court.

The Management and Compliance Executive will also manage Monitoring Team logistics, scheduling, internal and external communications, collaboration with Ferguson stakeholders, and the development and timely submission of all monitoring reports. In addition, the Management and Compliance Executive will be the primary point of contact representing the Monitoring Team during monthly meetings with the Parties, reporting on

the City and the Ferguson Police Department's progress in implementing and complying with the Consent Decree, any obstacles to implementation and compliance, and as otherwise necessary to facilitate effective implementation and compliance. This Executive will also be responsible for communication with the public and a broad spectrum of community stakeholders with regards to the Monitor's activities and reports, and will keep the community informed regarding the status of Consent Decree implementation and gain community feedback on these issues.

Rahtz' experience specific to this RFA includes:

- As Cincinnati Police Department Police Academy Commander, increased citizen involvement in the recruit selection and training process; provided use of force training for Collaborative Agreement members; provided in-service training on use of force investigations; and implemented specialized Citizen Police Academy programs for mental health workers, clergy, and youth groups.
- State certified Great Oaks Police Academy Instructor; teaching responsibilities include Crime Prevention, Use of Force, and Community Policing.
- Published author with strong management and communication skills.

Commitments: Rahtz will serve as Police Foundation consultant, dedicating approximately 50% (.50FTE) of his time to his role as the Ferguson Monitoring Team's Management and Compliance Executive. In addition, Rahtz is a published author, dedicating approximately 25% of his time to writing.

Proposed Monitoring Phases and Areas of Focus

Phase I: Initial Engagement and Information Gathering
(Information Gathering, Policy Review)

Phase II: Initial Planning
(Monitoring Plan Development)

Phase III: Technical Reform
(Training Assessment, Technical Assistance)

Phase IV: Evaluation and Continuous Improvement
(Information Gathering, Policy Review, Technical Assistance)

Ongoing: Compliance Reviews and Audits (Information Gathering, Policy Review)

Ongoing: Community Engagement

Ongoing: Project Management and Reporting

Additional Management and Compliance Subject Matter Expert (SME):

Andrea Cabral will provide legal guidance and expertise to the Management and Compliance Executive in matters relating to the development and implementation of the Monitoring Plan, and negotiations with the Parties. Cabral's background and commitments are described above.

Ben Gorban, Police Foundation Policy Analyst, will be responsible for project management support, logistics and coordination, and public relations and communication. Gorban has significant project management and law enforcement policy experience, as well as expertise in the use of social media by police departments.

Gorban is a full-time Police Foundation employee and will be assigned to the Ferguson Monitoring Team for approximately 25% of his time (.25FTE). While primarily providing support to the Management and Compliance Executive, Gorban will support all Monitoring Team Executives.

C. Police Foundation Team Qualifications

Incorporated in 1970, the Police Foundation is the oldest nationally known, independent, nonprofit, non-partisan, and non-membership driven organization dedicated to improving policing in America. The Police Foundation has been on the cutting edge of police innovation since its establishment 45 years ago, with a mission to advance policing through innovation and science. The Police Foundation has been engaged in empirical research and the provision of technical assistance focused on community policing and community engagement since its establishment.

Over the Police Foundation's history, its leadership has insisted that the organization's work have a practical impact on policing, that the knowledge gained through empirical investigation be such that it could be applied outside the "laboratory," with the end result being improvement in the way that police do their work. A cadre of Police Foundation Executive Fellows - current or retired executive-level members of criminal justice organizations whose knowledge, experience and skills help advance the Foundation's mission - serve as members of the President's Practitioner Advisory Board to help ensure the Foundation is grounded in a comprehensive understanding of the practical needs of law enforcement organizations.

Most recently, the Police Foundation worked closely with the U.S. Department of Justice and the St. Louis County Police Department to engage in a Collaborative Reform process. This process aims to independently and objectively analyze and assess individual law enforcement department policies, procedures, and tactics, with the goal of issuing recommendations to 1) help change the ways that law enforcement agencies build community partnerships and enhance transparency; 2) transform organizational structure, policies, practices and culture through administrative rule-making; and 3) institutionalize reforms with integrated accountability measures. Our work in St. Louis County provides us with insights into the strengths and challenges faced by local jurisdictions and communities in this area, the resources that may be available, and county, regional, and state infrastructures and political processes.

We have assembled a highly qualified team of experts to serve as the Independent Monitor of the Ferguson Consent Decree. Team qualifications, specific to the qualifications described in the RFA, are summarized below. In addition, Police Foundation staff resources and Executive Fellows are poised to support the various needs of this engagement. Full resumes are provided at the end of this section.

Frank Straub, PhD, Technical Executive: Dr. Straub currently serves as Director of Strategic Studies with the Police Foundation, where he provides Critical Incident and Collaborative Reform technical assistance to local police departments, as assigned or mandated by the U.S. Department of Justice. Straub is also responsible for building

collaborative partnerships with critical partners to further Police Foundation research and capacity building projects. He retired as the Chief of the Spokane (WA) Police Department, where he received national recognition for the major reforms and community policing programs he implemented, as well as the significant crime reductions achieved during his tenure. Prior to leading the Spokane Department, Straub served as Director of Public Safety for the City of Indianapolis (IN). During his tenure, the Indianapolis Metropolitan Police Department reduced homicides to the lowest level in 20 years. Straub has also served as the Public Safety Commissioner for the City of White Plains (NY), where his department reduced serious crime by 40%. Straub also previously served as the Deputy Commissioner of Training for the New York City Police Department; and as a federal agent.

In 1990, Straub joined the U.S. Department of Justice, Office of the Inspector General (DOJ-OIG) after serving as a special agent in the U.S. State Department and U.S. Naval Investigative Service. During his 9 years with the DOJ-OIG, he served as a senior special agent in the New York Field Office, as the Assistant Special Agent in Charge of the New York Field Office, and as the Special Agent in Charge of the Research and Analysis Unit (RAU). Under the direction of then-Inspector General Michael Bromwich, he created the RAU to build and administer an OIG-wide accountability system, modeled after the New York City Police Department's CompStat process. Additionally, the RAU conducted in-depth studies and analysis of corruption in the U.S. prison system and in the U.S. Border Patrol during his tenure.

In 1999, Straub left the DOJ-OIG to become the Executive Deputy Inspector General (IG) for the Office of the New York State Inspector General. As the Executive Deputy IG, he supervised 90 attorneys, investigators, and auditors charged with monitoring corruption, waste, fraud and abuse in all New York State executive branch agencies and authorities. His doctoral dissertation examined the evolution of corruption control strategies in the New York State Department of Corrections from Attica to 1990. Additionally, Straub taught for several years in John Jay College of Criminal Justice Graduate Program in Public Management, Inspector General tract. Courses taught included the Investigation of Public Corruption, Ethics, and Organizational Performance Measurement.

Dr. Straub holds a Ph.D. in Criminal Justice from the City University of New York's Graduate Center, an M.A. in Forensic Psychology from John Jay College of Criminal Justice, and a B.A. in Psychology from St. John's University. He co-authored a book on performance-based police management and published several articles regarding community policing, police reform, and jail management.

Hassan Aden, Community Engagement Executive: Hassan Aden's career as a law enforcement professional and seasoned police chief has earned him a reputation as a thought leader in the delicate area involving crime reduction and prevention as balanced with community engagement and inclusion. Chief Aden (Ret.) is considered a national expert in facilitating substantive, sustainable community engagement, including the development of neighborhood civic groups and advisory boards, to include several youth groups. Chief Aden has engaged successfully in changing the culture of departments he has led from distant and inaccessible to highly engaged and focused on community oriented and problem solving

policing. Chief Aden currently serves as Project Director for the Police Assessment Resource Center (PARC) Seattle Consent Decree monitoring team, led by Merrick J. Bobb. Aden also currently serves as a Senior Advisor on Policing with the Police Foundation, where he provides Critical Incident and Collaborative Reform technical assistance to local police departments, as assigned or mandated by the U.S. Department of Justice. In addition, Aden consults independently with numerous organizations and firms, providing subject matter expertise for projects addressing various reforms in the criminal justice system. Clients include the Vera Institute for Justice, CALEA, and the Police Executive Research Forum (PERF).

Prior to working with the Police Foundation and PARC, Aden served as the Director of Research and Programs at the International Association of Chiefs of Police (IACP) from 2015 - 2016, overseeing a large portfolio of operational programs and research projects aimed at advancing professional police services and promoting enhanced administrative, technical, and operational police practices and policies. He serves on numerous national advisory groups, including the National Academies of Science's Proactive Policing Committee. He is a past Commissioner for the Commission on Accreditation for Law Enforcement Agencies (CALEA).

From 2012 – 2015, Aden served as the Chief of Police with the Greenville (NC) Police Department. He has extensive experience in the administrative, investigative and operational aspects of policing, and has demonstrable success in working with questions such as crime control policies, community engagement, and strategic planning. Prior to his appointment as Chief in Greenville, he served in the Alexandria (VA) Police Department for 26 years, serving in diverse positions, including School Resource Officer, and rising to the rank of Deputy Chief of Police.

Aden is fluent in conversational Italian, Spanish, and French. He has a Masters Degree in Public Administration from American University, and a Bachelors Degree in Police Science from the University of Texas - Austin.

Dr. Breanne Cave, Impact Executive: Dr. Breanne Cave is a Senior Research Associate at the Police Foundation with over five years of experience working on research projects funded by the National Institute of Justice, the Department of Homeland Security, and the National Institutes of Health. Her research focuses on police use of force, public safety, and health in crime hotspots. She has published peer-reviewed research on crime and place, policing, and security. She has a strong interest in quantitative spatial analysis, and has pursued coursework in geography and geoinformation science. While on active duty as a combat engineer officer in the Marine Corps, she worked in intelligence and security roles in support of Operation Iraqi Freedom; as a reservist, she carried out oral history research with History Division, Marine Corps University. Her research interests include policing, evidence-based policy, research translation, place-based research, terrorism and homeland security. Her research can be found in the *Journal of Experimental Criminology*, *Policing: An International Journal of Police Strategies and Management*, and *Police Policy and Research: An International Journal*, as well as in edited volumes on crime and place and counter-terrorism.

Dr. Cave has extensive experience in the development and fielding of survey methods and instruments to measure how police technologies and use of force practices impact citizens' perceptions of police legitimacy and procedural justice. In addition, she has planned, coordinated, and managed place-based data collection (including resident surveys, physical and social observations) in communities in Baltimore City, Maryland, carrying out data collection before and after the mass protests there concerning police practices in predominantly African-American communities. She has significant expertise in police use of force issues and police arrest practices.

Dr. Cave earned her Ph.D. in Criminology, Law & Society from George Mason University in May 2016. She received her B.A. in Criminal Justice and M.A. in Justice Administration from Norwich University.

Howard Rahtz, Management and Compliance Executive: Howard Rahtz is a former Cincinnati Police Captain with police experience that directly relates to many of the issues in the Ferguson Consent Decree, including Community Engagement, Community Oriented Problem Solving, Use of Force, Training, and Recruiting. During the implementation of the Collaborative Agreement in Cincinnati, he was Commander of the Police Academy and heavily involved in collaborative-driven changes in training. These efforts included training of community representatives involved in the agreement; training of members of the new police oversight organization created under the collaborative; training for officers selected as members of the new Mental Health Crisis Intervention Team; and revamped Use of Force training for supervisors and police officers.

Rahtz was also heavily involved in the development of Community Problem-Oriented Policing in Cincinnati. As an early practitioner of Community Oriented Policing, he was active in developing and monitoring community problem solving efforts and was one of the original instructors in the Regional Community Police Institute under the COPS office. In that role, he provided training on community policing to officers and community members across the mid-west.

Perhaps most importantly, Rahtz has lived through the implementation of the Court Ordered Collaborative Agreement between the City of Cincinnati, the Cincinnati Black United Front, the American Civil Liberties Union of Ohio Foundation, and the Fraternal Order of Police. The success of that effort was won in large part with the patience and commitment of police and community leaders doing the hard work of community engagement. Rahtz is a supporter of the process, believing it to be an excellent vehicle for building a new relationship between the police and the communities they serve.

Rahtz earned his Master of Arts in Rehabilitation Counseling from the University of Cincinnati.

Andrea Cabral, J.D., Management and Compliance Team and Technical Team, Subject Matter Expert: Andrea Cabral is an attorney with 28 years' experience in public policy, litigation, law enforcement, criminal justice and public safety. She is a nationally recognized

leader with a reputation for achieving consensus, compliance, reform and culture change in normally intransigent government agencies.

As Massachusetts Secretary for Public Safety, she oversaw 14 high-profile public safety agencies including the Department of Homeland Security, Massachusetts State Police, the State Department of Correction, the Massachusetts Emergency Management Agency (MEMA), the State Parole Board and the Massachusetts National Guard. Her accomplishments as Secretary included creating a comprehensive, evidence-based inmate re-entry system for the state Department of Correction.

As Sheriff of Suffolk County, she reformed the state's largest county correctional system. Those reforms included eliminating a decades old patronage system and creating a transparent, merit-based system of hiring, discipline and promotions. Cabral also established Suffolk County's first Training Academy comprehensive training curriculum; created a comprehensive inmate re-entry system for male and female inmates, featuring gender and evidence-based programs, improved substance abuse treatment, family re-unification and regular measurement of program outcomes; and re-built trust between the Sheriff's Office and Suffolk County's communities through external public safety, community restitution and youth education programs.

Her experience as an Assistant Attorney General and Assistant District Attorney includes investigation and prosecution of civil rights complaints based on police misconduct and prosecution of hate crimes.

Cabral earned her Juris Doctor from Suffolk University Law School and her Bachelor of Arts Degree from Boston College.

Ben Gorban, Management and Compliance Team: Ben Gorban is a Policy Analyst at the Police Foundation where he works on law enforcement technical assistance projects, including Collaborative Reform and Critical Incident Reviews. His areas of interest are community oriented policing in the 21st Century, law enforcement policy, and operationalizing evidence-based promising practices and policies. Before his work with the Police Foundation, Gorban served as a Project Coordinator for the International Association of Chiefs of Police (IACP), overseeing the Division of State Associations of Chiefs of Police, providing training and technical assistance, developing resources for law enforcement executives, and publishing articles in *Police Chief Magazine*. He has worked on national-scope projects on topics that include social media, countering violent extremism, cyber crime, and traffic safety, funded by federal agencies including Department of Justice, Department of Transportation, and Department of Homeland Security.

Gorban received his M.S. in Justice, Law and Society from American University in 2011, and his Bachelors Degree in both Philosophy, and Justice, Law, and Society from American University in 2009.

D. Prior Experience and References

The Police Foundation and its proposed Monitoring Team has experience monitoring, auditing, evaluating, and reviewing law enforcement departments to assess alignment with best practices in management, operations, and community policing, including critical issues such as use of force, internal investigations, community engagement, officer recruitment and training, and crime data analysis. In addition, we have provided comprehensive workload studies and organizational assessments to numerous local law enforcement agencies across the country, including staffing analyses, policy and processes reviews and alignment with best practices, and strategic planning processes, with departments located in geographically diverse areas across the country, including rural, suburban, and urban settings.

Recent relevant Police Foundation project descriptions and references are provided below. In addition, individual references for proposed Monitoring Team Members are provided with Team resumes in Appendix A.

Local Law Enforcement Organizational Assessments and Monitoring

U.S. Department of Justice COPS Office:

Collaborative Reform Initiative for Technical Assistance

Point of Contact: Tawana Waugh Elliott, Senior Program Specialist

Email/Phone: tawana.elliott@doj.gov; 202-307-2993

Funding Level: \$1,124,133

Dates: 2015 - present

In 2015, the Police Foundation was awarded a grant from the U.S. Department of Justice (DOJ) COPS Office to provide Collaborative Reform Technical Assistance (CRI-TA) in selected jurisdictions around the country. This effort aims to independently and objectively analyze and assess individual law enforcement department policies, procedures, and tactics, with the goal of issuing recommendations to 1) help change the ways that law enforcement agencies build community partnerships and enhance transparency; 2) transform organizational structure, policies, practices and culture through administrative rule-making; and 3) institutionalize reforms with integrated accountability measures. Under this agreement, the Police Foundation completed an assessment of the St. Louis County Police Department and is currently conducting follow up technical assistance to help the department utilize recommendations to improve policies and practices that will institutionalize community policing. The Police Foundation is currently preparing to complete an assessment of the North Charleston (SC) Police Department, recently assigned by U.S. DOJ.

Meridian, Mississippi

Point of Contact: Nicole Porter

Email/Phone: Nicole.Porter@usdoj.gov ;(202) 616-3119

Funding Level: \$24,355.78.

Dates: 2016 - present

As the Independent Auditor Team, the Police Foundation and Chief (ret.) Rodney Monroe will independently observe, assess, review, and report on implementation and compliance with the remedial measures outlined in the settlement agreement (3:13-CV-978-HTW- LRA) entered into between the United States Department of Justice and the City of Meridian, Mississippi.

Local Law Enforcement Technical Assistance

Delaware Department of Safety and Homeland Security

Points of Contact: Drew Fennell, Deputy Chief of Staff, Office of Governor Jack Markell

Email/Phone: Drew.fennel@state.de.us / (302) 577-3210

Funding Level: \$100,000

Dates: 2015 - present

The Police Foundation partnered with Vigilant Resources International to analyze crime data and propose crime-reduction strategies for the Wilmington Public Safety Strategies Commission. The Commission was created by the Delaware legislature to address high levels of violent crime in the state's largest city. Interviews were conducted of police officers and leaders, civic and community leaders. A detailed data analysis was performed to identify hot-spots, crime trends, etc. A report with 110 recommendations was prepared and approved by the Wilmington Public Safety Strategies Commission. The Police Foundation is currently assessing the status of the adoption of these recommendations.

U.S. Department of Justice COPS Office: Critical Response Technical Assistance

Point of Contact: Tawana Waugh Elliott, Senior Program Specialist

Email/Phone: tawana.elliott@doj.gov; 202-307-2993

Funding Level: \$499,993

Dates: 8/1/2015 - present

In 2015, the Police Foundation began providing Critical Response Technical Assistance (CRTA) to law enforcement agencies across the country, as assigned by the COPS office. The purpose is to provide guidance and support to law enforcement agencies specific to a high profile event, major incident, or the result of a long-term issue. This involves assessing the incident and issues impacting the issue and its management, and identifying recommendations to address the incident and/or prevent similar incidents in the future. The Police Foundation is in the process of providing CRTA to the San Bernardino (CA) Police Department and the Minneapolis (MN) Police Department.

Team References and Resumes

Frank Straub, Technical Executive

Reference: Michael Bromwich, The Bromwich Group
Bromwichgroup.com
mbromwich@robbinsrussell.com
(202) 682-4267

Hassan Aden, Community Engagement Executive

Reference: Craig Hartley, Executive Director
Commission on Accreditation for Law Enforcement Agencies (CALEA)
13575 Heathcote Boulevard, Suite 320
Gainesville, Virginia 20155
(703) 352-4225

Breanne Cave, Impact Executive

Reference: David Weisburd, George Mason University and Hebrew University
dweisbur@gmu.edu
(703) 993-4901

Howard Rahtz, Management and Compliance Executive

Reference: Joe Brann, Joseph Brann & Associates, LLC
jbrann@jballc.com
(310) 265-7479

Andrea Cabral, Subject Matter Expert

Reference: Ralph Martin, former Suffolk County District Attorney
General Counsel, Northeastern University
r.martin@neu.edu
(617) 373-8664



FRANK G. STRAUB, PHD
Director of Strategic Studies
The Police Foundation
(914) 582-5898 © fstraub@policefoundation.org

CAREER BRIEF

Law enforcement executive who has developed and implemented nationally recognized community policing programs and led the reform of police departments. My accomplishments in community policing, juvenile justice, crisis intervention, and agency reform have been acknowledged by the White House, Congress, requests to speak at national conferences, and described in numerous publications.

PROFESSIONAL BACKGROUND

2016 - Present

**Director of Strategic Studies
Police Foundation, Washington DC**

Provide oversight and leadership to strategic studies, projects and research; develop funding strategies; provide direction and oversight to Foundation staff; supervise and/or write research papers and grant proposals.

Current projects include: Critical Incident Review of the San Bernardino Terrorist Attack, Minneapolis Police Department After Action Review, Critical Incident Review of the Kalamazoo Shooting.

2012-2015

**Chief of Police
City of Spokane, WA**

Reengineered the Spokane Police Department in response to the community's demand for police reform following a deadly use of force incident and the police officer's conviction on civil rights and obstruction of justice violations in federal court.

- Implemented all Spokane Use of Force Commission reform recommendations in 18-months and initiated a collaborative reform process with the U.S. Department of Justice, Office of Community Oriented Police Services.
- Reduced serious crime by over 8% in 2014, reversing six years of double-digit crime increases through data-driven enforcement and community engagement. In 2015, reduced serious crime by an additional 12%.

- Established a Chronic Offender Unit to focus on the most active adult and juvenile property crime offenders. The Unit assists offenders connect to services and follows their cases through the court process. In 2014, residential burglaries were reduced by more than 20%, in part because of the Unit's efforts.
- Led the creation of the City's first community court in collaboration with municipal court judges, public defenders, city prosecutors and service providers.
- Created a summer youth athletic league, implemented the Youth & Police Initiative, and the Restore Our Kids program to improve police-youth relations; reduce youth violence and gang involvement; and provide alternatives to out of school suspension.
- Led the creation of the Family Justice Center in collaboration with YWCA, City and County Prosecutors' Offices, and the Spokane County Sheriff's Office to address domestic violence.
- Required all officers to complete 40-hours of crisis intervention training (CIT).
- Implemented a body worn camera program.
- Reduced police officer use of force incidents by 22% in 2014.

2010 – 2012

Director of Public Safety

City of Indianapolis/Marion County

Led the department's six divisions that employed 3,500 police officers, fire fighters, emergency medical, homeland security, communications, and animal care and control professionals serving the 11th largest city in the United States. Administered a \$425 million budget.

- Created a unified and fully integrated department that provided seamless coordination and collaboration between multiple public safety disciplines to manage daily operations, major events, and respond to critical incidents.
- Introduced evidence-based policing practices, data-driven enforcement strategies, expanded community partnerships, prevention and intervention programs. Under my direction, the Indianapolis Metropolitan Police Department reduced homicides to the lowest number in 20 years.
- Established the Office of Police Accountability (OPA) creating civilian oversight of internal affairs investigations, audits and inspections.
- Led the creation of the City's first prisoner reentry program through collaboration with the Mayor's Office, corrections officials, and various service providers to create.

- Assigned a team of police officers to Eskenazi Medical Center's Prescription for Hope program to reduce violence-related injury and repeated criminal activity through hospital-based intervention and education programs.
- Established the Youth & Police Initiative, partnered with the 10 Point Coalition, and other community-based programs to reduce youth violence and gang involvement.

2002 – 2010

Public Safety Commissioner City of White Plains, NY

Led the department's 400 police officers, fire fighters, and contract EMS personnel in the delivery of integrated public safety services. Administered \$50M budget.

- Reduced serious crimes by 40%, initiating data-driven enforcement and community policing strategies. These strategies were recognized in my testimony before the U.S. House of Representatives Judiciary Committee in June 2008.
- Created the Youth-Police Initiative in collaboration with the North American Family Institute to reduce youth violence and improve community-police relations.
- Created the first police/mental health practitioner response team and the first Prisoner Reentry Program in Westchester County.

2001 – 2002

Deputy Commissioner of Training New York City Police Department

- Led police recruit, in-service, promotional and executive training for all sworn and civilian members of the department.
- Developed and implemented NYPD-wide counter-terrorism training following the 9/11 terrorist attacks.

1999 – 2001

Executive Deputy Inspector General Office of the New York State Inspector General

- Directed all public corruption investigations conducted by a staff of 90 attorneys, auditors, and investigators. Jurisdiction included 50 agencies and public authorities.

1990 – 1999

U.S. Department of Justice Office of the Inspector General

- Special Agent in Charge, Research & Analysis Unit
- Assistant Special Agent in Charge, New York Field Office
- Special Agent, New York Field Office

1987 – 1990

Special Agent, New York Field Office
U.S. Naval Investigative Service

1984 – 1987

Special Agent, New York Field Office
U.S. Department of State, Bureau of Diplomatic Security

EDUCATION

19917

Ph.D. in Criminal Justice
 The Graduate Center, City University of New York

Dissertation: The Evolution of Corruption Control Strategies in the New York State
 Department of Correctional Services 1971-1990

1990

M.A. in Forensic Psychology
 John Jay College of Criminal Justice

1980

B.A. in Psychology
 St. John's University

SELECTED PUBLICATIONS

Straub, Frank and Robert Haas (May 2016). "Learning from Near Misses: The Law Enforcement Officer (LEO) Near Miss System." Police Chief.

James, Lois; Fridell, Lorie; and Straub, Frank. (February 2016). "Psychological factors impacting on officers decisions to use deadly force: The Implicit Bias v. Ferguson Effects." Police Chief.

Straub, Frank (October 2015). "Collaborative Reform in Spokane, WA: A case study and its implications for reform." Police Chief.

Advisor to the Center for Court Innovation's Police-Teen Dialogue Toolkit. Released by the U.S. Department of Justice, Office of Community Oriented Policing Services (October 2015).

Straub, Frank (November 2008). "Policing Cities: Reducing violence and building communities." Police Chief.

O’Connell, Paul E. and Frank Straub (Spring 1999). “Why the Jails Didn’t Explode.” City Journal.

BOOK & BOOK CHAPTERS

O’Connell, Paul E. and Frank Straub (2007). Performance-Based Management for Police Organizations. Long Grove, Ill., Waveland Press.

“Why the Jails Didn’t Explode” in The Millennial City: A New Urban Paradigm for 21st-Century America. Magnet, Myron(ed) (2000). New York: Ivan R. Dee.

SELECTED PRESENTATIONS

“Perspectives on American Policing & 21st Century Police Reform.” Keynote at the Inter-American Development Bank’s Workshop on Communicating Crime & Prevention. Washington DC (November 16, 2015).

“Reports from the Field.” White House Community Policing Forum (July 23,2015).

“Say What? Police-Youth Dialogue as a Means to Build Community Trust.” International Association of Chiefs of Police Conference (October 24-27, 2015).

“Reducing Force and Building Community Trust by Adopting Crisis Intervention & Social Interaction Training.” International Association of Chiefs of Police Conference (October 24-27, 2015).

“From the Lab to the Street: Body Cameras to Data Analysis & Wide-Area Video.” International Association of Chiefs of Police Conference (October 24-27, 2015).

“A Safe Neighborhood to Call Home.” National Summit on Your City’s Families, National League of Cities (November 13, 2014).

“Innovations from Mid-Size Agencies: Benchmarking, Fiscal Accountability for Officers & Leadership Development through Inter-Agency Exchange.” International Association of Chiefs of Police Conference (October 25-28, 2014).

“Partners in Pretrial Reform: How to Effectively Engage Law Enforcement and Elected Officials.” National Conference of the National Association of Pretrial Services Agencies (September 7-10, 2014).

TEACHING EXPERIENCE

2011 – 2012

Indiana University/Perdue University
School of Public & Environmental Affairs (Graduate Program)

1997 – 2010

John Jay College of Criminal Justice
Graduate Program, Department of Public Management

PROFESSIONAL ASSOCIATIONS

International Association of Chiefs of Police

Former Co-Chair - Research Advisory Committee
Member - Juvenile Justice and Child Protection Committee
Faculty Member - Juvenile Justice Institute

Police Executive Research Forum

Member



HASSAN M. ADEN

Senior Advisor on Policing

Police Foundation

(571) 274-7821; haden@policefoundation.org

CAREER BRIEF

Hassan Aden is a seasoned administrator with extensive experience leading and managing organizations. A skilled “Change Agent,” Aden has experience in developing and implementing comprehensive Change Management Plans. In addition, he has a strong history of internal and external collaboration with stakeholders in the development and implementation of public policy and programs, as well as strong verbal and written communications skills accompanied by an excellent analytical capacity. Furthermore, he is a multilingual - Italian (fluent) and Spanish (conversational) - speaker.

PROFESSIONAL BACKGROUND

February 2016 – present

Senior Advisor on Policing

Police Foundation

Washington, DC

Provide oversight and leadership on local, state, and federal law enforcement – related projects. Research and develop funding strategies. Provide direction and oversight to Foundation staff on projects and proposal development. Guide project management methodologies and strategies. Supervise and/or write papers and grant proposals.

February 2016 – present

Senior Advisor on Policing

Vera Institute of Justice

New York, NY

Provide oversight and leadership on local, state, and federal law enforcement – related projects. Worked with senior Vera leadership to develop and implement strategies designed to improve how policing interacts and serves vulnerable populations through concepts and methodologies derived from the 21st Century Policing Task Force. Research and develop funding strategies, as well as provide guidance to Vera staff on projects and proposal development. Guide project management methodologies and strategies. Supervise and/or write papers and collaborate on grant proposals.

April 2016-present

Project Director

Police Assessment Resource Center (PARC)

Los Angeles, CA

Manage all facets of the Seattle Consent Decree Monitoring Team to ensure that required assessments, interviews, updates and court documents are completed on time

and are of high quality. I serve as primary liaison between monitoring team and the Seattle Police Department, City of Seattle staff and elected officials. I keep the Court appointed Monitor up to date on upcoming deadlines and priorities while coordinating, reviewing and submitting the work of the monitoring team.

February 2016 – present

Independent Consultant

Washington, DC

Serve as a consultant and subject matter expert to multiple national and international organizations-my services are aimed at optimizing the continuous improvement of public safety organizations' performance and strategic focus. My expertise is derived from 28 years of law enforcement service at all levels in multiple organizations. Services offered include, comprehensive policy and management studies, disaster planning, to include mass casualty events, recruitment strategies, executive searches, mentoring and executive development, strategic planning, accreditation preparation assistance and promotional assessment centers for all levels/ranks. I provide strategic guidance to departments in assessing their performance against the President's Task Force on 21st Century Policing recommendations and policy positions as well as assist in navigating U.S. DOJ consent decrees and collaborative reform initiatives.

January 2015- January 2016

Director

International Association of Chiefs of Police; Alexandria, VA

Served as the director of the Research and Programs Directorate of the International Association of Chiefs of Police and oversee a large portfolio of operational programs and research projects aimed at advancing professional police services, promoting enhanced administrative, technical, and operational police practices. Served on numerous advisory groups within the U.S. DOJ whose missions vary from policy development and law enforcement forecasting to grant funding. I implemented two first of their kind organizations; the first is the IACP Center for Police Research and Policy, which in its first three-year phase, is designed to conduct three Randomized Controlled Trials as well as translate existing empirical research into a usable format for the profession. The second is the Institute for Community and Police Relations, which will serve as the front of mind organization for police departments who are assessing their current relationships with their stakeholders and looking for evidence-based approaches for addressing gaps in their relationships with the communities they serve. Both entities are aligned with the President's 21st Century Policing Task Force recommendations. Our work fosters cooperation and the exchange of information and experience among police leaders and police organizations of recognized professional and technical standing throughout the world.

November 2012- January 2015

Chief of Police

Greenville Police Department

Greenville, North Carolina

I was appointed Chief of Police on November 26, 2012. The City of Greenville has a static population of 87,000 residents and is geographically comprised of 35 square miles. The Greenville Police Department is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies and has an authorized strength of 250 sworn and non-sworn employees. The Department had an annual budget of \$22 Million. The Greenville Police Department has been reorganized to facilitate the implementation of a community oriented policing philosophy with a strong emphasis on geographic accountability and effective problem-oriented policing tactics. During my administration significant reform occurred in the Greenville Police Department. Policies, practices, and training strategies were realigned to meet the needs of our internal and external stakeholders. The training we implemented across the organization focused on procedural justice, realignment of performance measures and community engagement, specifically in the area of building trust. The changes we implemented, and the derived positive results, were noticed on the national level as best practices. Post-Ferguson I was selected to be on the U.S. D.O.J. Collaborative Reform Initiative team that assessed the St. Louis County Police Department and its actions immediately following the Ferguson Police Department shooting of Michael Brown.

August 1987- November 2012

Deputy Chief of Police- Patrol Options Bureau

Alexandria Police Department

Alexandria, VA

Commanding officer of police operations - Dedicated staff of 200 sworn and non-sworn employees providing service to city of 148,000. Served as Acting Chief of Police when called upon as a result of the Chief's absence. Managed \$22 Million Patrol Operations Bureau budget. Assisted the Chief of Police in the development of the department's \$52 Million annual budget/ Worked with staff to develop and implement the Patrol Operations Bureau Strategic Plan and Mission and Vision statements. Led Patrol Operations Bureau COMPSTAT crime control strategies and problem-solving activities. 2011 Part One Crime rates are at historic 1965 levels. Served on the City Manager's Ethics Committee to address Citywide needs for training and accountability. Collaborated with employee groups to mutually resolve organizational issues. Taught the "Leadership Principles" course at the Alexandria Leadership and Management Institute. Managed research related partnerships for the department.

Police Captain- Commander of Patrol Sector Three

Commanding officer of the largest police district in the City. Built a highly functioning, effective and diverse team of officers responsible for affecting a tremendous turnaround in crime and public order issues in our sector. Facilitated the planning of strategic and tactical responses that have resulted in major reductions in crime, 43-year lows, as well as a demonstrable rise in the quality of life in our sector. Commanding officer of the Police Department's Defensive Tactics Training Unit. \$5.2 Million budget for sector expenditures

Police Captain-Aide to the Mayor and City Council

Managed the Department's correspondence with the Mayor and members of City Council. Served as the Department's Freedom of Information Act (FOIA) officer. Provided counsel to the City's political leadership regarding police and related public policy matters. Collaborated with City Department heads to mitigate constituents' issues and concerns involving multiple City agencies. Commanded the Police Department's Field Training Unit responsible for preparing Police Academy graduates for their patrol duties and ensuring compliance with training standards.

Police Captain- Special Assistant to Chief of Police

Provided counsel and research services to the Chief of Police regarding public policy matters, strategic planning and internal investigations case review. Responsible for planning, developing and implementing programs as directed by the Chief of Police. Provided expertise in the area of COMPSTAT program development and assisted in developing the infrastructure for what later became the Strategic Response System (SRS).

Police Captain- National Institute of Justice

Served as a practitioner subject matter expert in the field of interoperable communications. Provided analysis and solutions regarding radio and data interoperability problems to police departments throughout the United States and Canada.

EDUCATION

- 2009 Master of Public Administration
American University School of Public Affairs; Washington, DC
GPA 3.86; Golden Key National Honor Society;
Pi Alpha Alpha National Honor Society
- 2008 Master Certificate – Public Administration
American University; Washington, DC
GPA 3.9

PROFESSIONAL / LEADERSHIP TRAINING

- 2007
Boston University; Boston, MA
Police Executive Research Forum/Senior Management Institute for Police
- 2006
University of Richmond, Robins Business School; Richmond, VA
Professional Executive Leadership School
- 2003 to 2005
Leadership Institute City of Alexandria (LICA); Alexandria, VA
Leadership and Responsible Public Administration Studies

PROFESSIONAL ASSOCIATIONS AND MEMBERSHIPS

Commission on Accreditation for Law Enforcement Agencies (CALEA)

Former commissioner on the governing board of CALEA. Currently continue to advise the Board on current issues in the policing field. Prior to being appointed Commissioner, I served as an Assessment Team leader. As such, I conducted numerous assessments and reviews of law enforcement agencies in the United States, Mexico, and Canada.

International Association of Chiefs of Police (IACP)

Police Executive Research Forum (PERF)

The National Academies of Sciences, Engineering and Medicine

Serve on the Committee on Proactive Policing to inform on national research priorities



BREANNE CAVE, PhD

Senior Research Associate

Police Foundation

(202) 833-1460; bcave@policefoundation.org

CAREER BRIEF

Dr. Breanne Cave is a Senior Research Associate at the Police Foundation with over five years of experience working on research projects funded by the National Institute of Justice, the Department of Homeland Security, and the National Institutes of Health. Her research focuses on police use of force, public safety, and health in crime hotspots. She has published peer-reviewed research on crime and place, policing, and security. She has a strong interest in quantitative spatial analysis, and has pursued coursework in geography and geoinformation science. While on active duty as a combat engineer officer in the Marine Corps, she worked in intelligence and security roles in support of Operation Iraqi Freedom; as a reservist, she carried out oral history research with History Division, Marine Corps University. Her research interests include policing, evidence-based policy, research translation, place-based research, terrorism and homeland security.

PROFESSIONAL BACKGROUND

2016 – Present

Senior Research Associate

Police Foundation; Washington, DC

2009 –2015

Graduate Research Assistant

Center for Evidence-Based Crime Policy; Fairfax, VA

2012 – 2015

Field Historian

Oral History Division, Marine Corps University; Quantico, VA

2007 – 2008

Executive Officer

Marine Wing Support Squadron 274, US Marine Corps; Arlington, VA

2006 – 2007

Intelligence Officer

Marine Wing Support Squadron 271, US Marine Corps; Arlington, VA

2005 – 2006

Project Officer

College of Continuing Education, United States Marine Corps; Arlington, VA

EDUCATION

- 2016 PhD, Criminology, Law, and Society
George Mason University
Dissertation: Policing places: The influence of street segment context on police behavior. Degree conferral date May 2016.
- 2014 Graduate certificate, Geography and GeoInformation Science
George Mason University
- 2009 Master's in Justice Administration
Cum laude
Norwich University
- 2005 Bachelor's in Criminal Justice
Summa cum laude
Norwich University

PEER-REVIEWED PUBLICATIONS

- Lum, C., Cave, B., and Nicols, J. (Under review). Are security efforts evidence-based? *Security Journal*.
- Weisburd, D., Groff, E., Jones, G., Cave, B., Amendola, K., and Emison, R. (In Press). The Dallas patrol management experiment: Can AVL technologies be used to harness unallocated patrol time for crime prevention? *Journal of Experimental Criminology*. DOI: 10.1007/s11292-015-9234-y
- Cave, B., Telep, C., and Grieco, J. (2015). Rigorous evaluation research among U.S. police departments: Special cases or a representative sample? *Police Practice and Research: An International Journal*, 16(3): 254-268.
DOI:10.1080/15614263.2014.888348
- Merola, L., Lum, C., Cave, B. and Hibdon, J. (2014). Community support for license plate recognition. *Policing: An International Journal of Police Strategies and Management*, 37(1): 30-51. DOI: 10.1108/PIJPSM-07-2012-0064
- Lum, C., Hibdon, J., Cave, B., Koper, C. S., & Merola, L. (2011). License Plate Reader (LPR) Police patrols in crime hot spots: An experimental evaluation in two adjacent jurisdictions. *Journal of Experimental Criminology*, 7(4): 321-345. DOI: 10.1007/s11292-011-9133-9

BOOK CHAPTERS AND PRACTITIONER ARTICLES

- Weisburd, D., Cave, B., and Piquero, A. (In Press). How do criminologists interpret statistical explanation of crime?: A review of quantitative modeling in published studies. In A. Piquero and C. Wellford (Eds.). *Handbook of criminological theory*.

Weisburd, D., Eck, J., Braga, A., Telep, C., Cave, B., Bowers, K., Bruinsma, G., Gill, C., Groff, E., Hinkle, J., Hibdon, J., Johnson, S., Lawton, B., Lum, C., Ratcliffe, J., Rengert, G., Taniguchi, T., and Yang, S-M. (In Press). *Place matters: criminology for the 21st century*. New York: Cambridge University Press

Boruch, R., Weisburd, D.L., Berk, R.A., and Cave, B. (2014). Place-based randomized trials. In D. Weisburd and G. Bruinsma (Eds.). *Encyclopedia of criminology and criminal justice*. New York: Springer Verlaag.

Cave, B. (2013). Implications of crime and place research for probation and parole. *Perspectives: The Journal of American Probation and Parole Association*, 37(4), 48-53

Cave, B. (2011). Counterinsurgency and criminology: Applying routine activities theory to military approaches to counterterrorism. In C. Lum & L. Kennedy, (Eds.). *Evidence-based counterterrorism*. Springer-Verlag.

Lum, C., Gill, C., Cave, B., Hibdon, J., and Weisburd, D. (2011). Translational criminology: The evidence---base for evaluating TSA's Comprehensive Security Strategy at U.S. airports. In C. Lum and L. Kennedy (Eds.), *Evidence-based counterterrorism*. Springer-Verlag.

RESEARCH REPORTS

Lum, C., Cave, B., and Nichols, J. (2013). An evidence assessment of the Federal Protective Service's security criteria and countermeasures at federal facilities. Fairfax, VA: George Mason University

Weisburd, D., Groff, E., Jones, G., Amendola, K.L., and Cave, B. (2012). The Dallas AVL experiment: Evaluating the use of automated vehicle locator technologies in policing. Washington, DC: Police Foundation.

Gill, C., with Lum, C., Cave, B., Dario, L., Telep, C., Vitter, Z. and Weisburd, D. (2012). Evidence-based assessment of the City of Seattle's crime prevention programs. Seattle, WA: City of Seattle Office of City Auditor.
<http://www.seattle.gov/audit/2012.htm#crimeprevention>

Hibdon, J., Lum, C., Gill, C., Cave, B., Chahal, J., and Vovak, H. (2012). TSA's Comprehensive Strategy to Security at U.S. airports: An analysis of security related incidents at airports. Washington, DC: Department of Homeland Security. NOT FOR PUBLIC DISSEMINATION.

Lum, C., Gill, C., Cave, B., Hibdon, J., and Weisburd, D. (2011). TSA's Comprehensive Strategy to Security at U.S. Airports: Assessing the evidence-base of the "Playbook". Phase I Final Report. Department of Homeland Security. NOT FOR PUBLIC DISSEMINATION (see Lum et al. above for publicly available chapter).

Lum, C., Merola, L., Hibdon, J., and Cave, B. (October, 2010). License plate recognition technologies for law enforcement: An outcome and legitimacy evaluation. SPAWAR, National Institute of Justice: Washington, DC.

Cave, B (2010). Police perceptions of crime places and beat space. Research report for Fairfax County Police Department.

PRESENTATIONS

Cave, B., Weisburd, D.L., Haviland, A., Lawton, B., and Ready, J. (2015). Mean streets and mental illness. Presented at the American Society of Criminology Conference: Washington, DC.

Cave, B. (2014). The ecology of policing places: The influence of street segment context on police behavior. Presented at the American Society of Criminology Conference: San Francisco, CA

Weisburd, D., Ready, J., Lawton, B., Cave, B., Nelson, M., and Haviland, A. (2014). Is living in a hot spot for crime or drugs related to collective efficacy, legitimacy, victimization, deviance, and health problems?: Findings from a survey of street segments in Baltimore, MD. Presented at the American Society of Criminology Conference: San Francisco, CA

Ready, J., Weisburd, D., Lawton, B., Haviland, A., Cave, B., and Nelson, M. (2014). Systematic social and physical observations at crime hot spots in Baltimore, MD: Methodology and baseline findings. Presented at the American Society of Criminology Conference: San Francisco, CA

Lawton, B., Weisburd, D., Ready, J., Cave, B., Nelson, M., and Haviland, A. (2014). Response and nonresponse: Contrasting survey response rates across different types of crime hot spots. Presented at the American Society of Criminology Conference: San Francisco, CA.

Nelson, M., Weisburd, D., Ready, J., Lawton, B., Cave, B., and Haviland, A. (2014). Trials and tribulations of using official data for sampling at micro-geographic units of analysis. Presented at the American Society of Criminology Conference: San Francisco, CA.

Cave, B. (2014). Preliminary findings on police legitimacy from Baltimore Health and Safety Study. Presented at the SIPR – GMU Research Symposium: Tulliallan, Scotland.

Cave, B (2013) The spatial distribution of high crime and disorder places in Seattle, Washington. Presented at the American Society of Criminology Conference: Atlanta, GA

Cave, B., Telep, C., and Grieco, J. (2012). Rigorous evaluation research among U.S. police departments: Special cases or a representative sample? Presented at the American Society of Criminology Conference: Chicago, IL

Cave, B. (2011). Counterinsurgency and Criminology. Presented at the American Society of Criminology Conference: Washington, DC.

Cave, B. (2010). The effect of jurisdictional boundaries on police behavior and perceptions of crime in places. Presented at the American Society of Criminology Conference: San Francisco, CA.

Cave, B. (2010). The effect of jurisdictional boundaries on police behavior and perceptions of crime in places. Presented at the 2010 Stockholm Criminology Conference: Stockholm, Sweden.

CURRENT PROJECTS

Co-Principal Investigator with Charlotte Gill (PI, George Mason University). *Risk awareness, De-escalation, and Referral (RADAR): A subject-specific information sharing approach to increase public safety in first responder crisis management.* Bureau of Justice Statistics.

Research partner. *The Major Cities Chiefs Association/ Police Foundation Officer-Involved Shooting Database.* The Police Foundation.

Research partner. *The Hayward Attendance Project.* City of Hayward

Principal Investigator. *The effect of a public ridesharing service on crime: A micro-geographic perspective.* Lyft Inc./ The Police Foundation

PRACTITIONER TOOLS DEVELOPED

License Plate Recognition Technology Web Portal
With Cynthia Lum, Linda Merola, and Julie Hibdon
See: <http://cebcp.org/lpr/>

STATISTICAL AND CODING SKILLS

Software programs and coding languages:
ArcGIS, Python, SAS, SPSS, Stata, SQL

Training:

Meta-analysis workshop. Michael Borenstein/ Biostat, completed April 2016.

Longitudinal data analysis using SAS. Statistical Horizons Course, completed April 2016.

Introduction to geoprocessing scripts using Python. ESRI instructor led training course, completed August 21, 2014.

HONORS, AWARDS, AND ACHIEVEMENTS

George Mason University

Presidential Fellowship
Dean's Challenge Award
Criminology, Law, and Society student training award
George Mason University Team Excellence Award (for the Center for Evidence-Based Crime Policy)

Norwich University (graduate)

Distinguished Norwich University Scholar
Alumni Scholarship

Norwich University (Undergraduate)

Norwich University Academic Scholarship
General I.D. White Scholarship, David & Dixie Hollis Scholarship
Community Service Scholarship
W.E. Sweester Scholarship
Navy/ Marine Corps ROTC Scholarship
Colby Military Writer's Symposium Scholarship

Professional:

Global War on Terrorism Service Medal
Iraq Campaign Medal (2)
Sea Service Deployment Ribbon (2)
National Defense Service Medal
Navy and Marine Corps Achievement Medal

PROFESSIONAL ASSOCIATIONS

2014 – Present

Member, Division of Policing, American Society of Criminology

2009 – Present

Member, American Society of Criminology

Howard Rahtz

Cincinnati, OH

E-Mail: howkat@cinci.rr.com

Experience

2005-2007 Cincinnati Police Department Captain, Central Vice Control Section

- Implemented major reorganization to accomplish efficiencies in vice enforcement.
- Created new unit to focus on Mid-Level Traffickers.
- Increased seizures of drugs, money and assets from traffickers.
- Customized prostitution enforcement to increase focus on Johns.
- Instituted collaborative effort for treatment of prostitution offenders.
- Shifted focus of drug enforcement from arrests to longer-term strategic efforts.

1999-2005 Cincinnati Police Department Police Academy Commander

- Provided leadership for the Recruit Training Program for over 300 Cincinnati Police Recruits.
- Implemented remedial Firearms Training cutting the state firearms qualifications failure rate to close to zero.
- Increased the recruit applicant pool after historic lows in 2002.
- Increased citizen involvement in the recruit selection and training process.
- Developed the Mental Health Response Team Program.
- Implemented specialized Citizen Police Academy programs for mental health workers, clergy, and youth groups.
- Provided Use of Force Training for Collaborative Agreement Members
- Provided training for Citizens on Patrol Program
- Provide specialized in-service training on use of force investigations
- Member of the Shooting Review Board
- Implemented Personal Safety for Women Program.
- Implemented Police Athletic League golf program in coordination with inner-city church.

SWAT Negotiations Team Coordinator (On Call Team)

- Responsible for selection, training, and deployment of SWAT Negotiators and Technicians.
- Coordination with Tactical Team for successful resolution of hostage and barricade situations.
- Deployed 20-25 times each year.

1995-1997 Community Oriented Policing Coordinator

- Supervision and training of Neighborhood Liaison Officers
- Supervised community engagement efforts with Neighborhood Advisory Committees
- Implemented Police Sub-station
- Implemented Problem-solving Teams – BEAT Action Teams (BAT)
- Implemented fund-raising program for a local high school after well-publicized use of force incident involving a school student
- Organized baseball camp for inner city children
- Neighborhood based problem solving effort reduced robberies by over 50%

Other Professional Experience:

University of Cincinnati Police Academy (2005-Present)

Great Oaks Police Academy (2003-Present)

- State certified instructor in Defensive Tactics and Physical Fitness. Teaching responsibilities include Crime Prevention, Use of Force, Community Policing and others.

Education

- Northwestern University, School of Police Staff and Command (Certificate)
- Police Executive Leadership College (Ohio Police Foundation)
- M.A., University of Cincinnati, Rehabilitation Counseling

Publications

Race, Riots and The Police, Lynn Rienner Press, 2016.

Understanding Police Use of Force, Criminal Justice Press, 2003.

Community Oriented Policing: A Guidebook for Beat Cops and Supervisors, Criminal Justice Press, 2001.

Drugs, Crime and Violence: From Trafficking to Treatment, Hamilton Books, 2012.

“Teaching the Public about Use of Force,” *Law and Order*, Vol. 53, #4, pp. 47, 49-51, April, 2005.

“All is Now Quiet in College Hill.” *Problem Solving Quarterly*, Police

Executive Research Foundation. Vol. 10, No. 3, Fall, 1997.

Awards

Contribution to Law Enforcement. Presented by Hamilton County Police Association, 1998.

Urban J. Wallbilig Award. Presented by Mental Health Consumer Network, 2002.

ANDREA J. CABRAL, ESQ.
Email: cabralmiddle@aol.com

PROFILE

A nationally recognized senior leader with a reputation for achieving reform and culture change in normally intransigent settings.

Evidence-based decision-maker who wins over stakeholders, creates and implements plans successfully and embeds the results in the system so that they are sustainable and scalable.

Comfortable overseeing budgets ranging from \$122 million to \$1 billion. Attorney with 28 years' experience in public policy, litigation, law enforcement, criminal justice and public safety.

PROFESSIONAL STRENGTHS

- Visionary Leadership, Critical Thinking and Strategic Planning
 - Executive Management
 - Systems Reform (with an emphasis on policy)
 - Program Creation and Development
 - Public Speaking
 - Legal Education and Training
-

EXPERIENCE

WGBH – Public Radio and Television

2015-Present

Contributor

Provide weekly insight and commentary on local, state and federal law enforcement topics, the criminal justice system and politics.

Commonwealth of Massachusetts

Executive Office of Public Safety:

2013-2015

Cabinet Secretary

Appointed by Governor Deval Patrick to head the Executive Office of Public Safety and Security, which is comprised of 14 high-profile public safety agencies including the Department of Homeland Security, Massachusetts State Police, the State Department of Correction, the Massachusetts Emergency Management Agency (MEMA), the State Parole Board, the Sex Offender Registry Board, and the Massachusetts National Guard.

Key Results:

- Created a comprehensive, evidence-based inmate re-entry system for the Massachusetts Department of Correction;
- Oversaw the Commonwealth's response to the 2013 Marathon Bombing; and
- Oversaw the Commonwealth's emergency management response to the Ebola outbreak.

Suffolk County Sheriff's Office:

2002-2013

Suffolk County Sheriff

First female Sheriff in Massachusetts' history, appointed in 2002 to take over the largest county correctional system in the state following a Governor's Commission report on corruption, mismanagement and allegations of physical and sexual inmate abuse. Elected in 2004 and re-elected in 2010.

Key Results:

Reformed the Suffolk County correctional system and corrections culture by:

- eliminating patronage and creating a transparent, merit-based system of hiring, employee training, discipline and promotions;
- creating a comprehensive inmate rehabilitation system for male and female inmates, featuring sustainable evidence-based programs, improved substance abuse treatment, family re-unification and regular measurement of program outcomes; and
- re-building trust between the Sheriff's Office and Suffolk County's communities through external public safety, community restitution and youth education programs

Suffolk County District Attorney's Office:

1993-2002

District Court Chief and Felony Unit Chief

Key Results:

- Created Suffolk County's first Superior Court Domestic Violence Felony Unit and its first comprehensive District-to-Superior Court training and prosecution model;
- Co-created a statewide coalition of prosecutors and implemented a statewide model for prosecuting domestic violence and domestic violence-related cases in the Commonwealth; and
- Wrote the Commonwealth's first legal education manual on domestic violence prosecution.

Office of the Attorney General:

1991 - 1993

Assistant Attorney General

Key Results:

- Assigned to the Civil Rights Division. Investigated and prosecuted cases of police misconduct in departments throughout the Commonwealth.
- Sought and enforced injunctions for violations of individual civil rights.
- Assigned to the Torts Division. Represented the Commonwealth in civil litigation.

Middlesex County District Attorney's Office:

1987 - 1991

Assistant District Attorney

PUBLICATIONS***Obtaining, Enforcing and Defending 209A Restraining Orders in Massachusetts*** (Author)

Massachusetts Continuing Legal Education, Inc. (MCLE)

Creating Courtroom Accessibility (Article co-author) in the book
Same-Sex Domestic Violence: Strategies for Change by Sandra Lundy, PhD
and Beth Levanthal

BOARDS and ASSOCIATIONS

Mass. Lawyer's Weekly Board of Editors	2015 - Present
Rappaport Center for Law and Public Policy Advisory Board	2015 - Present
Office of Justice Programs Science Advisory Board (Appointed by U.S. Attorney General Eric Holder)	2010 - 2015
Mass Mentoring Partnership Governing Board	2007 - Present
Massachusetts Sheriffs' Association	2002 - 2013
President:	2008 – 2009
Vice President:	2006 – 2008
Dimock Community Health Center Board	2011 – 2013
Fenway Community Health Center Board	2012 - 2014
Boston History and Innovation Collaborative Board	2007 – 2010
Boston Fifth Century Trustees	2006 – 2010

FELLOWSHIPS

Eisenhower Fellow	Australia, 2007
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NOTABLE RECOGNITION

BOSTON Magazine Power List
BOSTON Magazine: 25 Most Powerful Women in Boston
New England Women's Leadership (NEWLA) Courage Award

Massachusetts Lawyer's Weekly Lawyer of the Year Award
Massachusetts Lawyer's Weekly Woman of Justice Award
Massachusetts Women's Political Caucus Abigail Adams Award
Mass Mentoring Partnership Champions of Mentoring Award

EDUCATION

Boston College
Suffolk University Law School

B.A. Degree
Juris Doctor



BEN GORBAN

Policy Analyst

Police Foundation

(202) 833-1460; bgorban@policefoundation.org

CAREER BRIEF

Ben Gorban is a Policy Analyst with over eight years of experience supporting law-enforcement related projects, including the provision of technical assistance and policy analysis support on projects related to community policing and the role of social media in law enforcement. His areas of expertise include research, resource development, and information dissemination.

PROFESSIONAL BACKGROUND

April 2016 – Present

Policy Analyst

Police Foundation; Washington, DC

Provide research, policy analysis, and data collection support to Police Foundation research, training and technical assistance, and operational assessment projects. Support proposal development and fundraising efforts.

July 2010 – April 2016

Acting Manager

International Association of Chiefs of Police (IACP); Washington, DC

State Associations of Chiefs of Police: Served as the dedicated point of contact for the Division of State Associations of Chiefs of Police (SACOP). Facilitated communication between SACOP and IACP, planned the annual conference and midyear meeting, and managed the budget for the division.

IACP Center for Social Media: Oversaw IACP's training, technical assistance, and resources related to law enforcement use of various social media platforms; researched issues and emerging trends related to law enforcement; maintained the IACP Center for Social Media website and blog. Also served as subject matter experts for news media on law enforcement use of social media.

The Role of Community Policing in Countering Violent Extremism: Developed key principles, awareness briefs, roll-call training videos, and social media posts to raise awareness of law enforcement regarding the role of community policing in homeland security. Also began the development of online training for all levels of law enforcement regarding indicators of violent extremism, different extremist groups and individuals, and key principles of community policing and countering violent extremism.

Grant Writing and Sponsorships: Wrote and directly contributed to IACP grants awarded by the U.S. Department of Justice, U.S. Department of Homeland Security, and U.S. Department of Transportation (responsible for \$2.9 million). Fostered new partnerships with sponsors resulting in additional funding (responsible for \$10,000).

August 2009 – April 2010

Full Time Technical Assistant Specialist

American University; Washington, DC

Worked at the Justice Programs Office assisting in development and delivery of a curriculum on caseload management improvement programs including Differentiated Case Management (DCM) and Case Management Conferences (CMCs) for state and local courts across the nation. Coordinated and attended site visits for technical assistance in association with the caseload management curriculum. Provided assistance to court systems on continuity of operations (COOP) and pandemic planning.

December 2006 – July 2008

Office Automation Clerk

US Department of Justice Washington, DC

Worked in the Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) researching, writing, and assisting in meeting planning and coordination. Developed PowerPoint presentations, speeches, talking points, and research papers on the following topics: prisoner reentry, rising crime rate, effects of the economy on various justice issues and agencies, pandemic influenza, and tribal justice issues.

January 2008 – May 2008

Research Assistant

Centre for Crime and Justice Studies; London, England

Researched different aspects of human trafficking and human trafficking policies internationally, with a specific focus on the United States and United Kingdom. Compared and contrasted the differing government and non-governmental organization responses, the role of the media in raising awareness, and the policy responses.

June 2007 – December 2007

Clerk

US Department of Justice; Washington, DC

Worked with the Civil Division, Consumer Litigation, and National Courts Branch, assisting in preparation of depositions, briefs, and other documents for federal courts. Coordinated videotaping of moot court proceedings for attorneys preparing for oral arguments. Organized and filed documents related to litigation.

EDUCATION

2011 Master of Science in Justice, Law and Society
Specialization in Justice and Public Policy

- American University
- 2009 Bachelor of Arts in Philosophy, College of Arts and Sciences
American University
- 2009 Bachelor of Arts in Justice, School of Public Affairs
American University

PUBLICATIONS

“Car Hacking – The Risks and Implications for Law Enforcement” Ben Gorban and Michael Wagers, PhD, The Police Chief 81 (February 2014): 60–61.

http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=3259&issue_id=22014

“Why Cybersecurity Should Be a Top Priority for Your Agency,” Technology Talk, The Police Chief 80 (December 2013): 88–89.

http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=3217&issue_id=122013

E. Potential Conflicts of Interest or Bias

Since its establishment 45 years ago, the Police Foundation has conducted law enforcement related research, technical assistance, and technology and data projects with funding from private foundations and various U.S. Department of Justice agencies, including the Bureau of Justice Assistance, National Institute of Justice, and the COPS office. Most of this funding supports related yet distinctively different types of work, focused on researching law enforcement operational, management, or investigative strategies, or the development and provision of technical assistance and information dissemination to support the implementation of effective law enforcement strategies in departments nationwide.

The Police Foundation currently has a grant to provide Collaborative Reform technical assistance to police departments identified by the US Department of Justice COPS Office. Under this grant, we have been providing Collaborative Reform technical assistance to the St. Louis County Police Department (SLCPD) since 2014, working closely with Chief Jon Belmar. We have completed our assessment of SLCPD and are now in the monitoring and technical assistance phase of this work, ensuring that the County continues to implement the agreed upon recommendations. A report on this project can be found at: <https://cops.usdoj.gov/RIC/Publications/cops-p316-pub.pdf>. Given that this work focuses exclusively on the St. Louis County Police Department, we believe it does not present a conflict of interest or present any bias regarding the Independent Monitor role in Ferguson, but enhances the Police Foundation's understanding of regional, cultural and local conditions that are unique to the St. Louis and Ferguson area.

Frank Straub was employed by the U.S. State Department, U.S. Naval Investigative Service, and the U.S. Department of Justice Office of the Inspector General in the 1980s and 1990s. This employment history of over 20 years ago does not present any conflict or bias with the presenting Ferguson Consent Decree. As Chief of Police in Spokane (WA) Straub worked with the U.S. Department of Justice to lead his department through the Collaborative Reform process. While this experience informs Straub's understanding of police department reform, it does not present a conflict or bias with regard to the presenting Ferguson Consent Decree. As an employee of the Police Foundation, Straub interacts with various U.S. DOJ Project Managers in capacities specific to ongoing Police Foundation projects unrelated to the presenting Ferguson Consent Decree. Straub is currently the plaintiff in a federal civil rights (42 USC 1983) suit filed against the City of Spokane, the Mayor, City Attorney, and City Administrator. This issue is unrelated to the presenting Ferguson Consent Decree.

Hassan Aden, while employed by the International Association of Chiefs of Police (IACP), interacted with various U.S. DOJ Directors and Project Managers in capacities specific to IACP projects unrelated to the presenting Ferguson Consent Decree. Aden serves on the Police Foundation Collaborative Reform technical assistance team assigned to SLCPD (as described above). Aden currently serves as Project Director for the Police Assessment Resource Center (PARC) Seattle Consent Decree monitoring team, led by Merrick J. Bobb, and in that capacity engages with U.S. Department of Justice attorneys and staff. Although similar work, engaging on both projects is not considered a conflict. Aden is related to Shelly Jackson, Deputy Chief (DOJ/CRT-Special Litigation Section), who is his aunt by marriage. This relationship does not impede his ability to perform the duties specified in the RFA for the

Ferguson Consent Decree. Aden and Jackson fully understand the boundaries of the familial relationship as they pertain to their respective work.

Breanne Cave was employed by the Department of Defense / United States Marine Corps as an active duty officer from 2005-2008, and as an officer in the Marine Corps Reserves from 2012-2015. She is currently a co-principal investigator on a Smart Policing Initiative project funded by the Bureau of Justice Assistance (BJA-2015-4066), which involves an examination of police and fire responses to individuals with mental illness and cognitive deficits in Shoreline (WA). These work experiences and projects are unrelated to the Ferguson Consent Decree and do not present a conflict or bias with regard to the Decree or this RFA.

Howard Rahtz was a U.S. Peace Corps volunteer in 1976 – 1978. Rahtz has written a book, *Race, Riots and The Police*, to be published by Rienner Press in July of 2016. The book reviews the history of race related riots going back to 1919 and the police role in these events. The book includes a number of suggested steps to improve the relationship between the police and the African American community. The events in Ferguson are reviewed in the book. All source material was taken from media reports as well as the two U.S. DOJ reports on Ferguson released in 2015. There was no contact with any individual in Ferguson as part of the book research.

Andrea Cabral is and has been named as the subject of lawsuits as a result of her official capacity as Suffolk County Sheriff, in association with the Suffolk County Sheriff's Department, and Massachusetts Secretary of Public Safety, the Suffolk County House of Correction, and the Commonwealth of Massachusetts.

Ben Gorban supports the provision of Collaborative Reform technical assistance to the St. Louis County Police Department (SLCPD). He was employed as Clerk for the U.S. Department of Justice from 2006 – 2008, assisting with administrative tasks that are unrelated to the presenting Ferguson Consent Decree. These roles do not present any potential conflicts or biases in regards to this RFA.

F. Estimated Costs

This section includes Pricing Assumptions and Police Foundation's Proposed Budget. The costs proposed here were derived upon careful consideration of the Scope of Work, as described in the referenced RFA.

Pricing Assumptions: The following represent assumptions used to develop the Proposed Budget.

- a. The Parties will provide adequate staff with decision making authority to support monitoring efforts.
- b. Police Foundation will have access to necessary information and personnel from all Parties to complete monitoring responsibilities.
- c. The proposed project will last up to five years in duration.

Designated Point of Contact (POC): For the purposes of this proposal and negotiations with the Police Foundation the designated point of contact is:

Blake Norton, Chief Operating Officer

Police Foundation

1201 Connecticut Avenue, NW

Suite 200

Washington, DC 20036

Phone: 202-833-1460

bnorton@policefoundation.org

Budget Overview and Notes

The Police Foundation proposes a budget that is reasonable and consistent with the requirements of the RFA. You will note that our budget allocates the vast majority of funding towards compensation for Monitoring Team Executives, followed by travel. The Police Foundation recognizes that in order to perform this work, significant administrative and support staff time will be required. Given the importance of this work, we will consider those costs as in-kind contributions toward this effort. These anticipated in-kind contributions are not included in the budget presented.

Onsite and offsite personnel time commitments are distinguished in the budget presented for each of the projected five years. Consultant onsite and offsite estimates are included for Year One. We anticipate onsite days will decrease over the course of the projected five years.

Proposed Budget

The cost for the proposed work is provided below.

Five Year Budget Overview	47
Task: Monitoring Plan Development and Updates.....	49
Task: Information and Data Gathering.....	51
Task: Report Writing	53
Task: Training Assessment	55
Task: Technical Assistance (Includes Data Analysis).....	57
Task: Policy Review	59

Police Foundation
Project Budget-Overview

Funder	City of Ferguson
Project:	Ferguson Monitoring
Projected Project Dates:	TBD-5 year plan

A. Personnel (including Fringe Benefits)						Year One		Year Two		Year Three		Year Four		Year Five		Total Expenses					
Name	FTE	FTE	FTE	FTE	FTE	Position/Title	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost					
Blake Norton - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Vice President/COO	0.00		0.00		0.00		0.00		0.00						
Off-site	0.0126	0.0084	0.0000	0.0000	0.0000		3.00		2.00		0.00		0.00		0.00						
Frank Straub - on-site	0.1548	0.1464	0.1255	0.1046	0.0209	Senior LE Project Manager	37.00		35.00		30.00		25.00		5.00						
Off-site	0.1925	0.1883	0.1339	0.0544	0.0795		46.00		45.00		32.00		13.00		19.00						
Hassan Aden - on-site	0.1130	0.0628	0.0628	0.0418	0.0000	Senior Advisor on Policing	27.00		15.00		15.00		10.00		0.00						
Off-site	0.1632	0.1130	0.0921	0.0586	0.0711		39.00		27.00		22.00		14.00		17.00						
Breanne Cave - on-site	0.0418	0.0209	0.0209	0.0209	0.0000	Senior Research Associate	10.00		5.00		5.00		5.00		0.00						
Off-site	0.1381	0.1883	0.1674	0.1339	0.0795		33.00		45.00		40.00		32.00		19.00						
Ben Gorban - on-site	0.0418	0.0628	0.0628	0.0628	0.0209	Policy Analyst	10.00		15.00		15.00		15.00		5.00						
Off-site	0.2008	0.1674	0.1255	0.1172	0.0628		48.00		40.00		30.00		28.00		15.00						
Brett Cowell - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Project Associate	0.00		0.00		0.00		0.00		0.00						
Off-site	0.0418	0.0209	0.0209	0.0209	0.0209		10.00		5.00		5.00		5.00		5.00						
Jane Dorsey - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Contract/Grant Manager	0.00		0.00		0.00		0.00		0.00						
Off-site	0.0052	0.0010	0.0010	0.0010	0.0010		1.25		0.25		0.25		0.25		0.25						
Lorena Sobhi - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Logistics	0.00		0.00		0.00		0.00		0.00						
Off-site	0.0105	0.0105	0.0073	0.0063	0.0010		2.50		2.50		1.75		1.50		0.25						
Personnel Total							266.75	\$ 184,241.27	236.75	\$ 167,645.18	196.00	\$ 139,880.55	148.75	\$ 104,131.69	85.50	\$ 62,516.61					
\$ 658,415.30																					
B. Travel (Staff/Personnel)																					
Name/Travel Description	Year One				Year Two				Year Three				Year Four				Year Five				
	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	
Frank Straub	Airfare (rate for roundtrip)	6.00	\$ 475.00	1.00	\$ 2,850.00	8.00	\$ 475.00	1.00	\$ 3,800.00	7.00	\$ 475.00	1.00	\$ 3,325.00	5.00	\$ 475.00	1.00	\$ 2,375.00	1.00	\$ 475.00	1.00	\$ 475.00
	Lodging (rate per night)	6.00	\$ 125.00	Var	\$ 3,000.00	8.00	\$ 125.00	Var	\$ 4,000.00	7.00	\$ 125.00	Var	\$ 3,500.00	5.00	\$ 125.00	Var	\$ 2,500.00	1.00	\$ 125.00	Var	\$ 500.00
	Meals (per diem, full days)	6.00	\$ 54.00	Var	\$ 972.00	8.00	\$ 54.00	Var	\$ 1,296.00	7.00	\$ 54.00	Var	\$ 1,134.00	5.00	\$ 54.00	Var	\$ 810.00	1.00	\$ 54.00	Var	\$ 162.00
	Meals (per diem, travel days)	6.00	\$ 40.50	Var	\$ 486.00	8.00	\$ 40.50	Var	\$ 648.00	7.00	\$ 40.50	Var	\$ 567.00	5.00	\$ 40.50	Var	\$ 405.00	1.00	\$ 40.50	Var	\$ 81.00
	Ground Transportation	6.00	\$ 50.00	Var	\$ 1,200.00	8.00	\$ 50.00	Var	\$ 1,600.00	7.00	\$ 50.00	Var	\$ 1,400.00	5.00	\$ 50.00	Var	\$ 1,000.00	1.00	\$ 50.00	Var	\$ 200.00
Hassan Aden	Airfare (rate for roundtrip)	5.00	\$ 475.00	1.00	\$ 2,375.00	3.00	\$ 475.00	1.00	\$ 1,425.00	3.00	\$ 475.00	1.00	\$ 1,425.00	2.00	\$ 475.00	1.00	\$ 950.00	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	5.00	\$ 125.00	Var	\$ 2,500.00	3.00	\$ 125.00	Var	\$ 1,500.00	3.00	\$ 125.00	Var	\$ 1,500.00	2.00	\$ 125.00	Var	\$ 1,000.00	0.00	\$ 125.00	Var	\$ -
	Meals (per diem, full days)	5.00	\$ 54.00	Var	\$ 810.00	3.00	\$ 54.00	Var	\$ 486.00	3.00	\$ 54.00	Var	\$ 486.00	2.00	\$ 54.00	Var	\$ 324.00	0.00	\$ 54.00	Var	\$ -
	Meals (per diem, travel days)	5.00	\$ 40.50	Var	\$ 405.00	3.00	\$ 40.50	Var	\$ 243.00	3.00	\$ 40.50	Var	\$ 243.00	2.00	\$ 40.50	Var	\$ 162.00	0.00	\$ 40.50	Var	\$ -
	Ground Transportation	5.00	\$ 50.00	Var	\$ 1,000.00	3.00	\$ 50.00	Var	\$ 600.00	3.00	\$ 50.00	Var	\$ 600.00	2.00	\$ 50.00	Var	\$ 400.00	0.00	\$ 50.00	Var	\$ -
Ben Gorban	Airfare (rate for roundtrip)	2.00	\$ 475.00	1.00	\$ 950.00	3.00	\$ 475.00	1.00	\$ 1,425.00	3.00	\$ 475.00	1.00	\$ 1,425.00	3.00	\$ 475.00	1.00	\$ 1,425.00	1.00	\$ 475.00	1.00	\$ 475.00
	Lodging (rate per night)	2.00	\$ 125.00	Var	\$ 1,000.00	3.00	\$ 125.00	Var	\$ 1,500.00	3.00	\$ 125.00	Var	\$ 1,500.00	3.00	\$ 125.00	Var	\$ 1,500.00	1.00	\$ 125.00	Var	\$ 500.00
	Meals (per diem, full days)	2.00	\$ 54.00	Var	\$ 324.00	3.00	\$ 54.00	Var	\$ 486.00	3.00	\$ 54.00	Var	\$ 486.00	3.00	\$ 54.00	Var	\$ 486.00	1.00	\$ 54.00	Var	\$ 162.00
	Meals (per diem, travel days)	2.00	\$ 40.50	Var	\$ 162.00	3.00	\$ 40.50	Var	\$ 243.00	3.00	\$ 40.50	Var	\$ 243.00	3.00	\$ 40.50	Var	\$ 243.00	1.00	\$ 40.50	Var	\$ 81.00
	Ground Transportation	2.00	\$ 50.00	Var	\$ 400.00	3.00	\$ 50.00	Var	\$ 600.00	3.00	\$ 50.00	Var	\$ 600.00	3.00	\$ 50.00	Var	\$ 600.00	1.00	\$ 50.00	Var	\$ 200.00
Breanne Cave	Airfare (rate for roundtrip)	2.00	\$ 475.00	1.00	\$ 950.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	2.00	\$ 125.00	Var	\$ 1,000.00	1.00	\$ 125.00	Var	\$ 500.00	1.00	\$ 125.00	Var	\$ 500.00	1.00	\$ 125.00	Var	\$ 500.00	0.00	\$ 125.00	Var	\$ -
	Meals (per diem, full days)	2.00	\$ 54.00	Var	\$ 324.00	1.00	\$ 54.00	Var	\$ 162.00	1.00	\$ 54.00	Var	\$ 162.00	1.00	\$ 54.00	Var	\$ 162.00	0.00	\$ 54.00	Var	\$ -
	Meals (per diem, travel days)	2.00	\$ 40.50	Var	\$ 162.00	1.00	\$ 40.50	Var	\$ 81.00	1.00	\$ 40.50	Var	\$ 81.00	1.00	\$ 40.50	Var	\$ 81.00	0.00	\$ 40.50	Var	\$ -
	Ground Transportation	2.00	\$ 50.00	Var	\$ 400.00	1.00	\$ 50.00	Var	\$ 200.00	1.00	\$ 50.00	Var	\$ 200.00	1.00	\$ 50.00	Var	\$ 200.00	0.00	\$ 50.00	Var	\$ -
Travel (Staff/Personnel) Total					\$ 21,270.00			\$ 21,270.00				\$ 19,852.00			\$ 15,598.00					\$ 2,836.00	
\$ 80,826.00																					
C. Equipment																					
Item	Year One			Year Two			Year Three			Year Four			Year Five								
	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost						
None			\$ -			\$ -			\$ -			\$ -			\$ -						
Equipment Total			\$ -			\$ -			\$ -			\$ -			\$ -						
\$ -																					
D. Consultants/Contracts - Fees and Expenses																					
Name	Year One			Year Two			Year Three			Year Four			Year Five								
	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost						
A Cabral	23.00	\$ 650.00	\$ 14,950.00	14.00	\$ 650.00	\$ 9,100.00	14.00	\$ 650.00	\$ 9,100.00	14.00	\$ 650.00	\$ 9,100.00	14.00	\$ 650.00	\$ 9,100.00						
H Rahtz	120.00	\$ 650.00	\$ 78,000.00	105.00	\$ 650.00	\$ 68,250.00	105.00	\$ 650.00	\$ 68,250.00	100.00	\$ 650.00	\$ 65,000.00	60.00	\$ 650.00	\$ 39,000.00						
Consultant Fee & Expense Total	0.00		\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -						
			\$ 92,950.00			\$ 77,350.00			\$ 77,350.00			\$ 74,100.00			\$ 43,550.00						
\$ 365,300.00																					
E. Consultant/Contractors Travel																					
Name/Position	Year One				Year Two				Year Three				Year Four				Year Five				
	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	
A Cabral	Airfare (rate for roundtrip)	3.00	\$ 475.00	1.00	\$ 1,425.00	2.00	\$ 475.00	1.00	\$ 950.00	2.00	\$ 475.00	1.00	\$ 950.00	2.00	\$ 475.00	1.00	\$ 950.00	1.00	\$ 475.00	1.00	\$ 475.00
Onsite approximately 50% of time in Year 1	Lodging (rate per night)	3.00	\$ 125.00	Var	\$ 1,125.00	2.00	\$ 125.00	Var	\$ 625.00	2.00	\$ 125.00	Var	\$ 625.00	2.00	\$ 125.00	Var	\$ 625.00	1.00	\$ 125.00	Var	\$ 125.00
	Meals (per diem, full days)	3.00	\$ 54.00	Var	\$ 324.00	2.00	\$ 54.00	Var	\$ 162.00	2.00	\$ 54.00	Var	\$ 162.00	2.00	\$ 54.00	Var	\$ 162.00	1.00	\$ 54.00	Var	\$ -
	Meals (per diem, travel days)	3.00	\$ 40.50	Var	\$ 243.00	2.00	\$ 40.50	Var	\$ 162.00	2.00	\$ 40.50	Var	\$ 162.00	2.00	\$ 40.50	Var	\$ 162.00	1.00	\$ 40.50	Var	\$ 81.00
	Ground Transportation	3.00	\$ 50.00	Var	\$ 450.00	2.00	\$ 50.00	Var	\$ 250.00	2.00	\$ 50.00	Var	\$ 250.00	2.00	\$ 50.00	Var	\$ 250.00	1.00	\$ 50.00	Var	\$ 50.00
H Rahtz	Airfare (rate for roundtrip)	7.00	\$ 475.00	1.00	\$ 3,325.00	9.00	\$ 475.00	1.00	\$ 4,275.00	9.00	\$ 475.00	1.00	\$ 4,275.00	9.00	\$ 475.00	1.00	\$ 4,275.00	5.00	\$ 475.00	1.00	\$ 2,375.00
Onsite approximately 60% of time in Year 1	Lodging (rate per night)	7.00	\$ 125.00	Var	\$ 7,875.00	9.00	\$ 125.00	Var	\$ 4,500.00	9.00	\$ 125.00	Var	\$ 4,500.00	9.00	\$ 125.00	Var	\$ 4,500.00	5.00	\$ 125.00	Var	\$ 2,500.00
	Meals (per diem, full days)	7.00	\$ 54.00	Var	\$ 3,024.00	9.00	\$ 54.00	Var	\$ 1,458.00	9.00	\$ 54.00	Var	\$ 1,458.00	9.00	\$ 54.00	Var	\$ 1,458.00	5.00	\$ 54.00	Var	\$ 810.00
	Meals (per diem, travel days)	7.00	\$ 40.50	Var	\$ 2,835.00	9.00	\$ 40.50	Var	\$ 1,827.00	9.00	\$ 40.50	Var	\$ 1,827.00	9.00	\$ 40.50	Var	\$ 1,827.00	5.00	\$ 40.50	Var	\$ 405.00
	Ground Transportation	7.00	\$ 50.00	Var	\$ 3,500.00	9.00	\$ 50.00	Var	\$ 4,500.00	9.00	\$ 50.00	Var	\$ 4,500.00	9.00	\$ 50.00	Var	\$ 4,500.00	5.00	\$ 50.00	Var	\$ 1,000.00
Consultant Travel Total				\$ 21,508.00				\$ 14,911.00				\$ 14,911.00				\$ 14,911.00				\$ 7,821.00	
\$ 74,062.00																					
F. Other Costs																					
Item	Year One			Year Two			Year Three			Year Four			Year Five								
	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost						
Phone (phone, internet)	1.1161	\$ 867.72	\$ 968.47	0.9906	\$ 880.74	\$ 872.44	0.8201	\$ 893.95	\$ 733.11	0.6224	\$ 907.36	\$ 564.72	0.3577	\$ 920.97	\$ 329.47						
Rent office space	1.1161	\$ 12,549.96	\$ 14,007.12	0.9906	\$ 12,549.96</																

Police Foundation
Project Budget-Overview

Funder	City of Ferguson
Project:	Ferguson Monitoring
Projected Project Dates:	TBD-5 year plan

Budget Summary		Category Total
Categories		
A. Personnel & Fringe Benefits	\$	658,415.30
B. Staff Travel	\$	80,826.00
C. Equipment	\$	-
D. Consultants/Contracts Fees & Expenses	\$	365,300.00
E. Consultants/Contracts Travel	\$	74,062.00
F. Other Costs	\$	52,948.16
G. Indirect Cost	\$	18,377.42
Total Project Cost	\$	1,249,928.87

Funder	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

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Police Foundation***Project Budget-Monitoring Plan Dev and Updates***

Funder	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

Budget Summary		Category Total
Categories		
A. Personnel & Fringe Benefits	\$	88,101.63
B. Staff Travel	\$	9,926.00
C. Equipment	\$	-
D. Consultants/Contracts Fees & Expenses	\$	235,300.00
E. Consultants/Contracts Travel	\$	60,384.00
F. Other Costs	\$	7,845.35
G. Indirect Cost	\$	5,152.13
Total Project Cost	\$	406,709.11

Police Foundation
Project Budget-Info Gathering

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

A. Personnel (Including Fringe Benefits)						Year One		Year Two		Year Three		Year Four		Year Five		Total Expenses	
Name	FTE	FTE	FTE	FTE	FTE	Position/Title	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	
Blake Norton - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Vice President/COO	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Frank Straub - on-site	0.0502	0.0209	0.0209	0.0209	0.0000	Senior LE Project Manager	12.00		5.00		5.00		5.00		5.00		
Off-site	0.0460	0.0000	0.0000	0.0000	0.0126		11.00		0.00		0.00		0.00		3.00		
Hassan Aden - on-site	0.0502	0.0209	0.0209	0.0209	0.0000	Senior Advisor on Policing	12.00		5.00		5.00		5.00		5.00		
Off-site	0.0460	0.0000	0.0000	0.0000	0.0126		11.00		0.00		0.00		0.00		3.00		
Breanne Cave - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior Research Associate	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0460	0.0209	0.0209	0.0209	0.0209		11.00		5.00		5.00		5.00		5.00		
Ben Gorban - on-site	0.0000	0.0209	0.0209	0.0209	0.0209	Policy Analyst	0.00		5.00		5.00		5.00		5.00		
Off-site	0.0628	0.0000	0.0000	0.0000	0.0000		15.00		0.00		0.00		0.00		0.00		
Brett Cowell - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Project Associate	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Jane Dorsey - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Contract/Grant Manager	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Lorena Sobhi - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Logistics	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0021	0.0021	0.0021	0.0021	0.0000		0.50		0.50		0.50		0.50		0.00		
Personnel Total								\$ 50,820.88		\$ 14,124.54		\$ 14,477.65		\$ 14,839.60		\$ 11,403.12	\$ 105,665.79
B. Travel (Staff/Personnel)						Year One		Year Two		Year Three		Year Four		Year Five			
Name/Travel Description	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	
Frank travel to Ferguson	2.00	\$ 475.00	1.00	\$ 950.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	\$ 2,375.00
Lodging (rate per night)	2.00	\$ 125.00	4.00	\$ 1,000.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	\$ 2,500.00
Meals (per diem, full days)	2.00	\$ 54.00	3.00	\$ 324.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	\$ 810.00
Meals (per diem, travel days)	2.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	\$ 405.00
Ground Transportation	2.00	\$ 50.00	4.00	\$ 400.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	\$ 1,000.00
Hassan travel to Ferguson	2.00	\$ 475.00	1.00	\$ 950.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	\$ 2,375.00
Lodging (rate per night)	2.00	\$ 125.00	4.00	\$ 1,000.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	\$ 2,500.00
Meals (per diem, full days)	2.00	\$ 54.00	3.00	\$ 324.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	\$ 810.00
Meals (per diem, travel days)	2.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	\$ 405.00
Ground Transportation	2.00	\$ 50.00	4.00	\$ 400.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	\$ 1,000.00
Ben Gorban	2.00	\$ 475.00	1.00	\$ 950.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	\$ 2,375.00
Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	\$ 2,000.00
Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	\$ 648.00
Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	\$ 324.00
Ground Transportation	0.00	\$ 50.00	4.00	\$ -	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	\$ 800.00
Travel (Staff/Personnel) Total								\$ 5,672.00		\$ 4,254.00		\$ 4,254.00		\$ 4,254.00		\$ 1,418.00	\$ 19,852.00
C. Equipment						Year One		Year Two		Year Three		Year Four		Year Five			
Item	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost		
			\$ -			\$ -			\$ -			\$ -			\$ -	\$ -	
			\$ -			\$ -			\$ -			\$ -			\$ -	\$ -	
Equipment Total			\$ -			\$ -			\$ -			\$ -			\$ -	\$ -	
D. Consultants/Contracts - Fees and Expenses						Year One		Year Two		Year Three		Year Four		Year Five			
Name	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost		
A Cabral - 8 onsite; 2 offsite	10.00	\$ 650.00	\$ 6,500.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	\$ 9,100.00	
H Rahtz	10.00	\$ 650.00	\$ 6,500.00	5.00	\$ 650.00	\$ 3,250.00	5.00	\$ 650.00	\$ 3,250.00	5.00	\$ 650.00	\$ 3,250.00	5.00	\$ 650.00	\$ 3,250.00	\$ 19,500.00	
Consultant Fee & Expense Total									\$ 3,900.00			\$ 3,900.00			\$ 3,900.00	\$ 28,600.00	
E. Consultant/Contractors Travel						Year One		Year Two		Year Three		Year Four		Year Five			
Name/Position	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	
A Cabral	1.00	\$ 475.00	1.00	\$ 475.00	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	\$ 475.00
Year 1: 4 onsite days (including travel)	1.00	\$ 125.00	3.00	\$ 375.00	0.00	\$ 229.00	4.00	\$ -	0.00	\$ 229.00	4.00	\$ -	0.00	\$ 229.00	4.00	\$ -	\$ 375.00
Meals (per diem, full days)	1.00	\$ 54.00	2.00	\$ 108.00	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	\$ 108.00
Meals (per diem, travel days)	1.00	\$ 40.50	2.00	\$ 81.00	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	\$ 81.00
Ground Transportation	1.00	\$ 50.00	3.00	\$ 150.00	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	\$ 150.00
H Rahtz	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	\$ 2,375.00
Year 1: 10 onsite days (including travel)	1.00	\$ 125.00	9.00	\$ 1,125.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	\$ 3,125.00
Meals (per diem, full days)	1.00	\$ 54.00	8.00	\$ 432.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	\$ 1,080.00
Meals (per diem, travel days)	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	\$ 405.00
Ground Transportation	1.00	\$ 50.00	9.00	\$ 450.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	\$ 1,250.00
Consultant Travel Total								\$ 3,752.00		\$ 1,418.00		\$ 1,418.00		\$ 1,418.00		\$ 1,418.00	\$ 9,424.00
F. Other Costs						Year One		Year Two		Year Three		Year Four		Year Five			
Item	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost		
Phone (phone, internet & computer online service)	0.3033	\$ 867.72	\$ 263.22	0.0858	\$ 880.74	\$ 75.54	0.0858	\$ 893.95	\$ 76.68	0.0858	\$ 907.36	\$ 77.83	0.0669	\$ 920.97	\$ 61.65	\$ 554.92	
Rent office space	0.3033	\$ 12,549.96	\$ 3,807.00	0.0858	\$ 12,549.96	\$ 1,076.46	0.0858	\$ 12,549.96	\$ 1,076.46	0.0858	\$ 12,549.96	\$ 1,076.46	0.0669	\$ 12,549.96	\$ 840.16	\$ 7,876.54	
Supplies	0.3033	\$ 112.20	\$ 34.04	0.0858	\$ 113.88	\$ 9.77	0.0858	\$ 115.59	\$ 9.91	0.0858	\$ 117.33	\$ 10.06	0.0669	\$ 119.08	\$ 7.97	\$ 71.75	
IRB Costs																\$ -	
Other Costs Total								\$ 4,104.25		\$ 1,161.77		\$ 1,163.05		\$ 1,164.35		\$ 909.79	\$ 8,503.22
0.3033 0.0858 0.0858 0.0858 0.0669																	
Total Direct Cost								\$ 77,349.13		\$ 24,858.31		\$ 25,212.71		\$ 25,575.95		\$ 19,048.91	\$ 172,045.01
Less Staff Costs								(50,820.88)		(14,124.54)		(14,477.65)		(14,839.60)		(11,403.12)	(105,665.79)
Less Consultant Travel								(3,752.00)		(1,418.00)		(1,418.00)		(1,418.00)		(9,424.00)	(9,424.00)
Less Contract amounts > \$25k								(6,500.00)		(3,250.00)		(3,900.00)		(3,900.00)		(3,900.00)	(21,450.00)
Net costs subject to Indirect Cost Rate								\$ 16,276.25		\$ 6,065.77		\$ 5,417.05		\$ 5,418.35		\$ 2,327.79	\$ 35,505.22
G. Indirect Cost								\$ 1,627.63		\$ 606.58		\$ 541.71		\$ 541.84			

Police Foundation

Project Budget-Info Gathering

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

Budget Summary		Category Total
Categories		
A. Personnel & Fringe Benefits	\$	105,665.79
B. Staff Travel	\$	19,852.00
C. Equipment	\$	-
D. Consultants/Contracts Fees & Expenses	\$	28,600.00
E. Consultants/Contracts Travel	\$	9,424.00
F. Other Costs	\$	8,503.22
G. Indirect Cost	\$	3,550.52
Total Project Cost	\$	175,595.53

Police Foundation
Project Budget-Report Writing

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

A. Personnel (including Fringe Benefits)	Name	Year 1	Year 2	Year 3	Year 4	Year 5	Position/Title	Year One		Year Two		Year Three		Year Four		Year Five		Total Expenses
		FTE	FTE	FTE	FTE	FTE		Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	
	Blake Norton - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Vice President/COO	0.00		0.00		0.00		0.00		0.00		
	Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
	Frank Straub - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior LE Project Manager	0.00		0.00		0.00		0.00		0.00		
	Off-site	0.0209	0.0209	0.0209	0.0167	0.0167		5.00		5.00		5.00		4.00		4.00		
	Hassan Aden - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior Advisor on Policing	0.00		0.00		0.00		0.00		0.00		
	Off-site	0.0209	0.0209	0.0209	0.0167	0.0167		5.00		5.00		5.00		4.00		4.00		
	Breanne Cave - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior Research Associate	0.00		0.00		0.00		0.00		0.00		
	Off-site	0.0209	0.0209	0.0209	0.0167	0.0167		5.00		5.00		5.00		4.00		4.00		
	Ben Gorban - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Policy Analyst	0.00		0.00		0.00		0.00		0.00		
	Off-site	0.0628	0.0418	0.0418	0.0335	0.0209		15.00		10.00		10.00		8.00		5.00		
	Brett Cowell - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Project Associate	0.00		0.00		0.00		0.00		0.00		
	Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
	Jane Dorsey - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Contract/Grant Manager	0.00		0.00		0.00		0.00		0.00		
	Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
	Lorena Sobhi - on-site	0.0010	0.0010	0.0010	0.0010	0.0010	Logistics	0.25		0.25		0.25		0.25		0.25		
	Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
	Personnel Total	0.0000	0.0000	0.0000	0.0000	0.0000		0.00	\$ 18,096.59	0.00	\$ 16,270.94	0.00	\$ 16,677.72	0.00	\$ 13,706.98	0.00	\$ 12,577.72	\$ 77,329.94

B. Travel (Staff/Personnel)	Name/Travel Description	Year One				Year Two				Year Three				Year Four				Year Five			
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost
Frank travel to Ferguson	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Hassan travel to Ferguson	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Ben Gorban	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 51.75	2.00	\$ -	0.00	\$ 54.00	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Breanne Cave	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	4.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Travel (Staff/Personnel) Total		\$ -				\$ -				\$ -				\$ -				\$ -			

C. Equipment	Item	Year One			Year Two			Year Three			Year Four			Year Five		
		Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost
				\$ -			\$ -			\$ -			\$ -			\$ -
				\$ -			\$ -			\$ -			\$ -			\$ -
Equipment Total		\$ -			\$ -			\$ -			\$ -			\$ -		

D. Consultants/Contracts - Fees and Expenses	Name	Year One			Year Two			Year Three			Year Four			Year Five		
		Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost
	A Cabral	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00
	H Rahtz	35.00	\$ 650.00	\$ 22,750.00	25.00	\$ 650.00	\$ 16,250.00	25.00	\$ 650.00	\$ 16,250.00	20.00	\$ 650.00	\$ 13,000.00	15.00	\$ 650.00	\$ 9,750.00
	Consultant Fee & Expense Total	\$ 23,400.00			\$ 16,900.00			\$ 16,900.00			\$ 13,650.00			\$ 10,400.00		

E. Consultant/Contractors Travel	Name/Position	Year One				Year Two				Year Three				Year Four				Year Five			
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost
	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	3.00	\$ -	0.00	\$ 125.00	3.00	\$ -	0.00	\$ 125.00	3.00	\$ -	0.00	\$ 125.00	3.00	\$ -	0.00	\$ 125.00	3.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	2.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -	0.00	\$ 54.00	1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	3.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	10.00	\$ -	0.00	\$ 125.00	10.00	\$ -	0.00	\$ 125.00	10.00	\$ -	0.00	\$ 125.00	10.00	\$ -	0.00	\$ 125.00	10.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	9.00	\$ -	0.00	\$ 54.00	9.00	\$ -	0.00	\$ 54.00	9.00	\$ -	0.00	\$ 54.00	9.00	\$ -	0.00	\$ 54.00	9.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	10.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Consultant Travel Total		\$ -				\$ -				\$ -				\$ -				\$ -			

F. Other Costs	Item	Year One			Year Two			Year Three			Year Four			Year Five	
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Police Foundation
Project Budget-Report Writing

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

Budget Summary		Category Total
Categories		
A. Personnel & Fringe Benefits	\$	77,329.94
B. Staff Travel	\$	-
C. Equipment	\$	-
D. Consultants/Contracts Fees & Expenses	\$	81,250.00
E. Consultants/Contracts Travel	\$	-
F. Other Costs	\$	6,706.99
G. Indirect Cost	\$	800.70
Total Project Cost	\$	166,087.63

Police Foundation
Project Budget-Training Assessment

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

A. Personnel (including Fringe Benefits)	Year 1	Year 2	Year 3	Year 4	Year 5	Position/Title	Year One		Year Two		Year Three		Year Four		Year Five		Total Expenses
							Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	
Blake Norton - on-site	FTE	FTE	FTE	FTE	FTE	Vice President/COO	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Frank Straub - on-site	0.0418	0.0418	0.0209	0.0209	0.0209	Senior LE Project Manager	10.00		10.00		5.00		5.00		5.00		
Off-site	0.0418	0.0418	0.0084	0.0084	0.0084		10.00		10.00		2.00		2.00		2.00		
Hassan Aden - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior Advisor on Policing	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0209	0.0209	0.0209	0.0167	0.0167		5.00		5.00		5.00		4.00		4.00		
Breanne Cave - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior Research Associate	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0209	0.0209	0.0209	0.0126	0.0084		5.00		5.00		5.00		3.00		2.00		
Ben Gorban - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Policy Analyst	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Brett Cowell - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Project Associate	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Jane Dorsey - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Contract/Grant Manager	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Lorena Sobhi - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Logistics	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0021	0.0010	0.0010	0.0010		0.00		0.50		0.25		0.25		0.25		
Personnel Total								\$ 24,134.80		\$ 25,018.55		\$ 13,799.13		\$ 11,916.06		\$ 11,475.65	\$ 86,344.19

B. Travel (Staff/Personnel)	Name/Travel Description	Year One				Year Two				Year Three				Year Four				Year Five				
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	
Frank travel to Ferguson	Airfare (rate for roundtrip)	1.00	\$ 475.00	1.00	\$ 475.00	2.00	\$ 475.00	1.00	\$ 950.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	\$ 2,850.00
	Lodging (rate per night)	1.00	\$ 125.00	4.00	\$ 500.00	2.00	\$ 125.00	4.00	\$ 1,000.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	\$ 3,000.00
	Meals (per diem, full days)	1.00	\$ 54.00	3.00	\$ 162.00	2.00	\$ 54.00	3.00	\$ 324.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	\$ 972.00
	Meals (per diem, travel days)	1.00	\$ 40.50	2.00	\$ 81.00	2.00	\$ 40.50	2.00	\$ 162.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	\$ 486.00
	Ground Transportation	1.00	\$ 50.00	4.00	\$ 200.00	2.00	\$ 50.00	4.00	\$ 400.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	\$ 1,200.00
Hassan travel to Ferguson	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	\$ -
Ben Gorban	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 51.75	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	\$ -
Breanne Cave	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	\$ -
Travel (Staff/Personnel) Total					\$ 1,418.00				\$ 2,836.00				\$ 1,418.00				\$ 1,418.00				\$ 1,418.00	\$ 8,508.00

C. Equipment	Item	Year One			Year Two			Year Three			Year Four			Year Five			
		Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	
				\$ -			\$ -			\$ -			\$ -			\$ -	\$ -
				\$ -			\$ -			\$ -			\$ -			\$ -	\$ -
Equipment Total				\$ -			\$ -			\$ -			\$ -			\$ -	\$ -

D. Consultants/Contracts - Fees and Expenses			Position/Title		Year One			Year Two			Year Three			Year Four			Year Five				
					Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost		
Name			1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	1.00	\$ 650.00	\$ 650.00	\$ 3,250.00
A Cabral	Court/ Corrections Expert			\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -	\$ -
H Rahtz					\$ 650.00	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Consultant Fee & Expense Total						\$ 650.00			\$ 650.00			\$ 650.00			\$ 650.00			\$ 650.00		\$ 3,250.00	

E. Consultant/Contractors Travel	Name/Position	Year One				Year Two				Year Three				Year Four				Year Five				
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	
	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	3.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	2.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	\$ -
	Ground Transportation	0.00	\$ 50.00	3.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	\$ -
	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	10.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	\$ -

Police Foundation
Project Budget-Training Assessment

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

Budget Summary		Category Total
Categories		
A. Personnel & Fringe Benefits	\$	86,344.19
B. Staff Travel	\$	8,508.00
C. Equipment	\$	-
D. Consultants/Contracts Fees & Expenses	\$	3,250.00
E. Consultants/Contracts Travel	\$	-
F. Other Costs	\$	5,968.26
G. Indirect Cost	\$	1,577.63
Total Project Cost	\$	105,648.07

Police Foundation
Project Budget-Technical Assistance

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

A. Personnel (including Fringe Benefits)	Year 1	Year 2	Year 3	Year 4	Year 5	Position/Title	Year One		Year Two		Year Three		Year Four		Year Five		Total Expenses
							Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	
Blake Norton - on-site	FTE	FTE	FTE	FTE	FTE		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Frank Straub - on-site	0.0209	0.0837	0.0837	0.0628	0.0000	Senior LE Project Manager	5.00		20.00		20.00		15.00				
Off-site	0.0000	0.0209	0.0209	0.0084	0.0209		0.00		5.00		5.00		2.00		5.00		
Hassan Aden - on-site	0.0209	0.0418	0.0418	0.0209	0.0000	Senior Advisor on Policing	5.00		10.00		10.00		5.00				
Off-site	0.0000	0.0084	0.0084	0.0084	0.0084		0.00		2.00		2.00		2.00		2.00		
Breanne Cave - on-site	0.0209	0.0209	0.0209	0.0209	0.0000	Senior Research Associate	5.00		5.00		5.00		5.00				
Off-site	0.0000	0.0628	0.0628	0.0628	0.0209		0.00		15.00		15.00		15.00		5.00		
Ben Gorban - on-site	0.0000	0.0418	0.0418	0.0418	0.0000	Policy Analyst	0.00		10.00		10.00		10.00				
Off-site	0.0000	0.0418	0.0418	0.0418	0.0209		0.00		10.00		10.00		10.00		5.00		
Brett Cowell - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Project Associate	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Jane Dorsey - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Contract/Grant Manager	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Lorena Sobhi - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Logistics	0.00		0.00		0.00		0.00		0.00		
Off-site	0.0000	0.0042	0.0042	0.0031	0.0000		0.00		1.00		1.00		0.75		0.00		
Personnel Total								\$ 11,284.00		\$ 54,332.26		\$ 55,690.56		\$ 45,617.68		\$ 12,487.32	\$ 179,411.82

B. Travel (Staff/Personnel)	Name/Travel Description	Year One				Year Two				Year Three				Year Four				Year Five			
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost
Frank travel to Ferguson	Airfare (rate for roundtrip)	1.00	\$ 475.00	1.00	\$ 475.00	5.00	\$ 475.00	1.00	\$ 2,375.00	5.00	\$ 475.00	1.00	\$ 2,375.00	3.00	\$ 475.00	1.00	\$ 1,425.00	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	1.00	\$ 125.00	4.00	\$ 500.00	5.00	\$ 125.00	4.00	\$ 2,500.00	5.00	\$ 125.00	4.00	\$ 2,500.00	3.00	\$ 125.00	4.00	\$ 1,500.00	0.00	\$ 125.00	4.00	\$ -
	Meals (per diem, full days)	1.00	\$ 54.00	3.00	\$ 162.00	5.00	\$ 54.00	3.00	\$ 810.00	5.00	\$ 54.00	3.00	\$ 810.00	3.00	\$ 54.00	3.00	\$ 486.00	0.00	\$ 54.00	3.00	\$ -
	Meals (per diem, travel days)	1.00	\$ 40.50	2.00	\$ 81.00	5.00	\$ 40.50	2.00	\$ 405.00	5.00	\$ 40.50	2.00	\$ 405.00	3.00	\$ 40.50	2.00	\$ 243.00	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	1.00	\$ 50.00	4.00	\$ 200.00	5.00	\$ 50.00	4.00	\$ 1,000.00	5.00	\$ 50.00	4.00	\$ 1,000.00	3.00	\$ 50.00	4.00	\$ 600.00	0.00	\$ 50.00	4.00	\$ -
Hassan travel to Ferguson	Airfare (rate for roundtrip)	1.00	\$ 475.00	1.00	\$ 475.00	2.00	\$ 475.00	1.00	\$ 950.00	2.00	\$ 475.00	1.00	\$ 950.00	1.00	\$ 475.00	1.00	\$ 475.00	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	1.00	\$ 125.00	4.00	\$ 500.00	2.00	\$ 125.00	4.00	\$ 1,000.00	2.00	\$ 125.00	4.00	\$ 1,000.00	1.00	\$ 125.00	4.00	\$ 500.00	0.00	\$ 125.00		\$ -
	Meals (per diem, full days)	1.00	\$ 54.00	3.00	\$ 162.00	2.00	\$ 54.00	3.00	\$ 324.00	2.00	\$ 54.00	3.00	\$ 324.00	1.00	\$ 54.00	3.00	\$ 162.00	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	1.00	\$ 40.50	2.00	\$ 81.00	2.00	\$ 40.50	2.00	\$ 162.00	2.00	\$ 40.50	2.00	\$ 162.00	1.00	\$ 40.50	2.00	\$ 81.00	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	1.00	\$ 50.00	4.00	\$ 200.00	2.00	\$ 50.00	4.00	\$ 400.00	2.00	\$ 50.00	4.00	\$ 400.00	1.00	\$ 50.00	4.00	\$ 200.00	0.00	\$ 50.00	0.00	\$ -
Ben Gorban	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	2.00	\$ 475.00	1.00	\$ 950.00	2.00	\$ 475.00	1.00	\$ 950.00	2.00	\$ 475.00	1.00	\$ 950.00	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	2.00	\$ 125.00	4.00	\$ 1,000.00	2.00	\$ 125.00	4.00	\$ 1,000.00	2.00	\$ 125.00	4.00	\$ 1,000.00	0.00	\$ 125.00		\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	2.00	\$ 54.00	3.00	\$ 324.00	2.00	\$ 54.00	3.00	\$ 324.00	2.00	\$ 54.00	3.00	\$ 324.00	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	2.00	\$ 40.50	2.00	\$ 162.00	2.00	\$ 40.50	2.00	\$ 162.00	2.00	\$ 40.50	2.00	\$ 162.00	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	2.00	\$ 50.00	4.00	\$ 400.00	2.00	\$ 50.00	4.00	\$ 400.00	2.00	\$ 50.00	4.00	\$ 400.00	0.00	\$ 50.00	0.00	\$ -
Breanne Cave	Airfare (rate for roundtrip)	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	0.00	\$ 125.00		\$ -
	Meals (per diem, full days)	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	0.00	\$ 50.00	0.00	\$ -
Travel (Staff/Personnel) Total					\$ 4,254.00				\$ 14,180.00				\$ 14,180.00				\$ 9,926.00				\$ 42,540.00

C. Equipment	Item	Year One			Year Two			Year Three			Year Four			Year Five		
		Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost
Equipment Total				\$ -			\$ -			\$ -			\$ -			\$ -
				\$ -			\$ -			\$ -			\$ -			\$ -
				\$ -			\$ -			\$ -			\$ -			\$ -
				\$ -			\$ -			\$ -			\$ -			\$ -

D. Consultants/Contracts - Fees and Expenses		Position/Title	Year One			Year Two			Year Three			Year Four			Year Five			
			Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	
Name																		
A Cabral	Court / Corrections Expert		1.00	\$ 650.00	\$ 650.00	5.00	\$ 650.00	\$ 3,250.00	5.00	\$ 650.00	\$ 3,250.00	5.00	\$ 650.00	\$ 3,250.00	1.00	\$ 650.00	\$ 650.00	\$ 11,050.00
				\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -	
					\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
Consultant Fee & Expense Total				\$ 650.00			\$ 3,250.00			\$ 3,250.00			\$ 3,250.00			\$ 650.00	\$ 11,050.00	

E. Consultant/Contractors Travel	Name/Position	Year One				Year Two				Year Three				Year Four				Year Five			
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost
A Cabral	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	1.00	\$ 475.00	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	3.00	\$ -	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	1.00	\$ 125.00	4.00	\$ 500.00	0.00	\$ 125.00		\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	2.00	\$ -	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	1.00	\$ 54.00	3.00	\$ 162.00	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	1.00	\$ 40.50	2.00	\$ 81.00	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	3.00	\$ -	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	1.00	\$ 50.00	4.00	\$ 200.00	0.00	\$ 50.00	0.00	\$ -
	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -		\$ 475.00	1.00	\$ -		\$ 475.00	1.00	\$ -		\$ 475.00	1.00	\$ -		\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	10.00	\$ -	0.00	\$ 229.00		\$ -	0.00	\$ 229.00		\$ -	0.00	\$ 229.00		\$ -	0.00	\$ 229.00		\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	9.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	10.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Consultant Travel Total					\$ -			\$ 1,418.00				\$ 1,418.00				\$ 1,418.00					\$ 4,254.00

F. Other

Police Foundation
Project Budget-Technical Assistance

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Projected Dates:	TBD-5 year plan

Budget Summary		Category Total
Categories		
A. Personnel & Fringe Benefits	\$	179,411.82
B. Staff Travel	\$	42,540.00
C. Equipment	\$	-
D. Consultants/Contracts Fees & Expenses	\$	11,050.00
E. Consultants/Contracts Travel	\$	4,254.00
F. Other Costs	\$	14,339.14
G. Indirect Cost	\$	6,077.91
Total Project Cost	\$	257,672.88

Police Foundation
Project Budget-Policy Review

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Project Dates:	TBD-5 year plan

A. Personnel (including Fringe Benefits)	Year 1	Year 2	Year 3	Year 4	Year 5	Position/Title	Year One		Year Two		Year Three		Year Four		Year Five		Total Expenses
							Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	Days	Total Cost	
Blake Norton - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Vice President/COO	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00		0.00		0.00		0.00		0.00		
Frank Straub - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior LE Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0335	0.0837	0.0837	0.0209	0.0209		8.00	20.00	10.00	20.00	10.00	5.00	5.00	5.00	5.00	5.00	
Hassan Aden - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior Advisor on Policing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0335	0.0418	0.0418	0.0167	0.0167		8.00	10.00	10.00	10.00	10.00	4.00	4.00	4.00	4.00	4.00	
Breanne Cave - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Senior Research Associate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0167	0.0418	0.0418	0.0209	0.0126		4.00	10.00	10.00	10.00	10.00	5.00	5.00	3.00	3.00	3.00	
Ben Gorban - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Policy Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0335	0.0418	0.0418	0.0418	0.0209		8.00	10.00	10.00	10.00	10.00	10.00	10.00	5.00	5.00	5.00	
Brett Cowell - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Project Associate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Jane Dorsey - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Contract/Grant Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Lorena Sobhi - on-site	0.0000	0.0000	0.0000	0.0000	0.0000	Logistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Off-site	0.0000	0.0000	0.0000	0.0000	0.0000		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Personnel Total								\$ 18,934.88		\$ 36,469.71		\$ 37,381.45		\$ 16,150.99		\$ 12,624.90	\$ 121,561.93

B. Travel (Staff/Personnel)	Name/Travel Description	Year One				Year Two				Year Three				Year Four				Year Five			
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost
Frank travel to Ferguson	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 229.00	4.00	\$ -	0.00	\$ 229.00	4.00	\$ -	0.00	\$ 229.00	4.00	\$ -	0.00	\$ 229.00	4.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 69.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 51.75	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Hassan travel to Ferguson	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 229.00	0.00	\$ -	0.00	\$ 229.00	0.00	\$ -	0.00	\$ 229.00	0.00	\$ -	0.00	\$ 229.00	0.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Ben Gorban	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Breanne Cave	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	4.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	4.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Travel (Staff/Personnel) Total					\$ -				\$ -				\$ -				\$ -				\$ -

C. Equipment	Item	Year One			Year Two			Year Three			Year Four			Year Five		
		Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost	Quantity	Cost Per	Total Cost
				\$ -			\$ -			\$ -			\$ -			\$ -
				\$ -			\$ -			\$ -			\$ -			\$ -
Equipment Total				\$ -			\$ -			\$ -			\$ -			\$ -

D. Consultants/Contracts - Fees and Expenses	Name	Position/Title	Year One			Year Two			Year Three			Year Four			Year Five		
			Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost	Days	Rate	Total Cost
	A Cabral	Court / Corrections Expert	2.00	\$ 650.00	\$ 1,300.00	2.00	\$ 650.00	\$ 1,300.00	2.00	\$ 650.00	\$ 1,300.00	2.00	\$ 650.00	\$ 1,300.00	1.00	\$ 650.00	\$ 650.00
	H Rahtz			\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -		\$ 650.00	\$ -
				\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Consultant Fee & Expense Total					\$ 1,300.00			\$ 1,300.00			\$ 1,300.00			\$ 1,300.00			\$ 650.00

E. Consultant/Contractors Travel	Name/Position	Year One				Year Two				Year Three				Year Four				Year Five			
		# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost	# of Trips	Rate	Number	Total Cost
	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	3.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	2.00	\$ -	0.00	\$ 69.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 51.75	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	3.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
	Airfare (rate for roundtrip)	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -	0.00	\$ 475.00	1.00	\$ -
	Lodging (rate per night)	0.00	\$ 125.00	10.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -	0.00	\$ 125.00	0.00	\$ -
	Meals (per diem, full days)	0.00	\$ 54.00	3.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -	0.00	\$ 54.00	-1.00	\$ -
	Meals (per diem, travel days)	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -	0.00	\$ 40.50	2.00	\$ -
	Ground Transportation	0.00	\$ 50.00	10.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -	0.00	\$ 50.00	0.00	\$ -
Consultant Travel Total					\$ -				\$ -				\$ -				\$ -				\$ -

F. Other Costs	Item	Year One			Year Two			Year Three			Year Four			Year Five			
		FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost	FTE	Rate	Total Cost	
	Phone (phone, internet & computer online service	0.1172	\$ 867.72	\$ 101.66	0.2092	\$ 880.74	\$ 184.25	0.2092	\$ 893.95	\$ 187.02	0.1004	\$ 907.36	\$ 91.12	0.0711	\$ 920.97	\$ 65.51	\$ 629.55
	Rent office space	0.1172	\$ 12,549.96	\$ 2,025.51	0.2092	\$ 12,549.96	\$ 2,625.51	0.2092	\$ 12,549.96	\$ 2,625.51	0.1004	\$ 12,549.96	\$ 1,260.25	0.0711	\$ 12,549.96	\$ 892.67	\$ 8,874.24
	Supplies	0.1172	\$ 112.20	\$ 13.14	0.2092	\$ 113.88	\$ 23.82	0.2092	\$ 115.59	\$ 24.18	0.1004	\$ 117.33	\$ 11.78	0.0711	\$ 119.08	\$ 8.47	\$ 81.40
	IRB Costs																\$ -
	Other Costs Total			\$ 1,585.09			\$ 2,833.59			\$ 2,836.72			\$ 1,363.14			\$ 966.65	\$ 9,585.20

Police Foundation
Project Budget-Policy Review

Funder:	City of Ferguson
Project:	Ferguson Monitoring
Project Dates:	TBD-5 year plan

Budget Summary		Category Total
Categories		
A. Personnel & Fringe Benefits	\$	121,561.93
B. Staff Travel	\$	-
C. Equipment	\$	-
D. Consultants/Contracts Fees & Expenses	\$	5,850.00
E. Consultants/Contracts Travel	\$	-
F. Other Costs	\$	9,585.20
G. Indirect Cost	\$	1,218.52
Total Project Cost	\$	138,215.64



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