

June 9, 2016

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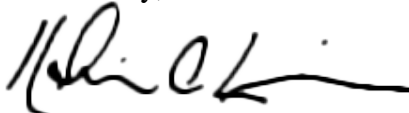
De'Carlon Seewood
City Manager
City of Ferguson
110 Church Street
Ferguson, MO 63135

Re: Independent Monitor for the Ferguson Police Department

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

Please find enclosed a proposal in response to the Request for Applications ("RFA") dated May 12, 2016 for an Independent Monitor in connection with the Consent Decree regarding the City of Ferguson.

Sincerely,



Katherine A. Lemire

Independent Monitor Proposal

June 9, 2016

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I. Executive Summary

As set forth below, we have assembled a monitorship team ("Monitorship Team") comprised of subject matter experts and members of the St. Louis community with complementary skills and experience. Katherine A. Lemire will serve as the named Independent Monitor ("Monitor").

The Monitorship Team's work will adhere closely to the goals and guidelines set forth in the Consent Decree signed between the U.S. Department of Justice ("DOJ") and the City of Ferguson ("Ferguson" or the "City") dated March 17, 2016. (DOJ and the City are referred to collectively in the Proposal as the "Parties.")

The Monitorship Team described in this Proposal provides the requisite expertise to achieve the goals of the Consent Decree. Collectively, we are former federal prosecutors, community members, and law enforcement personnel. We are well-versed in federal and local laws and policing practices. In sum, the Monitorship Team presented in this Proposal will be able to expertly and efficiently ensure that the objectives of the Consent Decree have a lasting and measureable effect.

II. Personnel and Methodology

A. Team Members and Background

Provided below is a summary of relevant backgrounds of the proposed Monitoring Team. Our core team is comprised of seasoned professionals with backgrounds in law enforcement, civil rights investigations, and integrity monitoring, who possess the requisite experience to oversee and assist the City in its efforts to achieve sustainable compliance with the Consent Decree.

In addition to these core team members, Lemire LLC has personnel who may provide analytical and operational support, as needed. Furthermore, we understand that team members may need to be withdrawn or added, depending on the scope of services, and we are open to suggestions of team makeup and organization from the DOJ and the City of Ferguson. For additional qualifications and relevant experience, refer to the résumés of all team members in Exhibit A.

Katherine Lemire: A St. Louis native, Ms. Lemire grew up in the St. Louis metropolitan area, fewer than 15 miles from Ferguson, in Maryland Heights. A former federal prosecutor, Ms. Lemire has an extensive background in law enforcement practices and monitoring engagements. Ms. Lemire served as an Assistant United States Attorney in the U.S. Attorney's Office for the Southern District of New York, where she investigated and prosecuted public corruption, gang violence, and a multitude of other crimes. Before joining the U.S. Attorney's Office, Ms. Lemire served as an Assistant District Attorney in the New York County (Manhattan) District Attorney's Office.

In addition, Ms. Lemire served as Counsel to the Police Commissioner at the New York City Police Department ("NYPD"). In that position, she managed a broad portfolio of operational, legal, and managerial matters for an agency comprised of more than 53,000 employees. Her work at the NYPD included overseeing management initiatives, including an evaluation and overhaul of many of the NYPD's programs and processes.

Ms. Lemire is the founder and President Lemire LLC, a compliance and risk consulting firm, providing investigative support for various industries in the public and private sectors. Lemire LLC is currently engaged on multiple monitorships and compliance reviews as ordered by courts and regulators. The firm is comprised of a team of experts – including former federal and local law enforcement investigators, forensic accountants, attorneys, and analysts – with specific experience in serving government and private sector clients. Lemire LLC has been engaged by businesses, government agencies, and nonprofit organizations in investigating complex matters and conducting due diligence.

Natashia Tidwell: Ms. Tidwell has more than two decades of experience as a police officer, federal prosecutor, consultant and academic. She currently serves as Counsel at Collora LLP, a boutique litigation law firm, where she represents businesses and individuals in connection with white collar and criminal and civil litigation matters. Ms. Tidwell's practice focuses specifically on internal investigations, monitorships, and compliance. In advisory roles for two local police departments, she applies her knowledge of law enforcement practices, including the internal affairs process and policy development and review.

Ms. Tidwell's expertise in policing began with her long and distinguished career in the Cambridge, Massachusetts Police Department ("CPD"), where her assignments included supervisory roles in the Patrol, Internal Affairs, and Training Divisions. Ms. Tidwell joined the burgeoning community policing movement as the first school resource officer in the city's only public high school. As an SRO, Ms. Tidwell prioritized the improvement of police/youth interactions and the development of collaborative relationships with community-based youth service agencies. She worked closely with the local district attorney's and probation offices on intervention strategies designed to curb juvenile delinquency. Upon her promotion to sergeant, Ms. Tidwell was assigned as a detective in the Internal Affairs Division. Ms. Tidwell managed a caseload that included the investigation of a fatal police-involved shooting and allegations of excessive force. In that role, she interviewed countless sworn officers and assisted in the development and implementation of the CPD's progressive discipline and early intervention policies. In addition to her investigative and development roles in the Internal Affairs Division, Ms. Tidwell conducted periodic audits to ensure compliance with existing rules for the use and reporting of deadly and non-lethal force. After several years in Internal Affairs, Ms. Tidwell rose to become the first female Lieutenant in the history of the CPD, and served as the Director of the CPD's Police Academy, where she coordinated the department's training curriculum and participated in the review and re-drafting of numerous policies and procedures.

Following her time at the CPD, Ms. Tidwell became a federal prosecutor in Washington, D.C. As a member of the Public Integrity Section of the Criminal Division of the DOJ, she prosecuted matters of public corruption around the country, including law enforcement

corruption and perjury. Since leaving government service for her current position, Ms. Tidwell has focused her research, writing, and speaking engagements on questions of police procedure and community policing, and has served in various advisory roles for the Boston and Cambridge Police Departments. Ms. Tidwell also serves on the City of Boston's Community Ombudsman Oversight Panel, which reviews internal affairs investigations and issues recommendations to the police department for improvements in the investigatory process, as well as refinements and clarifications to use of force reporting requirements.

William Powell: Chief Powell has more than 30 years of law enforcement experience, culminating in the role of Chief of Police for the City of Aurora, Illinois. Notably, Chief Powell was the first African-American promoted to the role of Chief, and was also the first African-American promoted to the ranks of Sergeant, Lieutenant, and Commander for the Aurora Police Department. Chief Powell is a veteran of the U.S. Air Force.

During Chief Powell's career with the Aurora Police Department, the community grew from a population of 90,000 to more than 200,000, and the population underwent a dramatic shift in its racial make-up, over time developing into a minority community. Chief Powell gained expertise in virtually all policing disciplines over the course of his career, including patrol, community policing, gangs, narcotics, and internal affairs.

While serving as Chief of Police and in other supervisory roles in Aurora, Chief Powell built strong ties between the Aurora community and the Aurora Police Department. The community police model he bolstered while serving as Chief of Police, including emphasis on police/youth interaction, civilian oversight, and problem-oriented policing, continues to be utilized today. During his tenure, the Aurora Police Department expanded its community policing staff, and the entire Department was trained in community policing. Chief Powell has also trained officers from another police department; for several years he led a course at the College of DuPage Police Academy addressing racial profiling and bias-free policing.

Chief Powell presently serves as the Vice President of the Northern Illinois chapter of the National Organization of Black Law Enforcement Executives (NOBLE).

Elfonzo Hayes: Mr. Hayes, a former uniformed member of the Metropolitan Police Department of the City of St. Louis, brings more than 25 years of local law enforcement experience to the Monitorship Team. At the Department, Mr. Hayes served in multiple roles, including as a Field Training Officer. In that role, Mr. Hayes trained hundreds of police recruits on the application of Missouri state and federal laws, as well as use of force, de-escalation techniques, and problem-oriented policing. Mr. Hayes also served in the Department's Internal Affairs Division, where he investigated police officer misconduct. Mr. Hayes also devoted time to community affairs matters, accompanying the Chief of Police at community meetings, and serving as a mentor for at-risk youth at a local high school.

Felicia Pulliam: A St. Louis native, Ms. Pulliam lived in Ferguson until recently and is otherwise a lifelong resident of Normandy, adjacent to Ferguson. Ms. Pulliam currently serves as the Director of Policy & Community Engagement at FOCUS St. Louis, a nonprofit organization with a mission of preparing diverse leaders to work in the St. Louis region through

experience-based leadership training, civic issue education, and public engagement initiatives. In this role, Ms. Pulliam oversees FOCUS's civic engagement and outreach efforts, and also serves as director for the FOCUS Impact Fellows program, which offers a group of diverse emerging and experienced leaders the opportunity to work together to address specific issues in the St. Louis region, such as poverty and job scarcity in distressed neighborhoods, while also building leadership skills in change management and institutional transformation.

Prior to joining FOCUS, Ms. Pulliam worked as Director of Development to an independent consultant for many area non-profit organizations and local governments. Ms. Pulliam earned her law degree from Tulane Law School. Ms. Pulliam is an adjunct professor in the criminal justice program at St. Louis Community College, where she taught Criminal Law, Juvenile Justice, Criminal Investigations, and Law and Procedure.

Notably, Ms. Pulliam served on the Ferguson Commission, a group of community leaders appointed to engage with stakeholders, including community organizations and leaders, and experts to address the underlying causes that led to the unrest in the wake of Michael Brown's death. The Ferguson Commission held multiple open meetings and published a report which addressed many of the issues also addressed by the Consent Decree, including relations between citizens and the police, municipal courts, economic inequity, child well-being and education and racial equity. The Commission met with more than 100 experts and 3,000 community members, providing Ms. Pulliam and the Commission with in-depth understanding of the issues affecting Ferguson.

Don Stemen: Dr. Stemen is an Associate Professor and Chairperson in the Department of Criminal Justice and Criminology at Loyola University in Chicago, Illinois. Dr. Stemen received his PhD in Law and Society from New York University. Dr. Stemen previously served as the Director of Research on Sentencing and Corrections at the Vera Institute of Justice, where he worked with government at local, state, and federal levels to examine policies related to racial disparity in prosecutorial outcomes, organizational and cultural change in departments of correction, and substance abuse treatment.

Dr. Stemen's current research focuses on prosecutorial decision-making and plea bargaining, exploring legal and contextual factors affecting prosecutorial outcomes. His research has been supported through grants from the National Institute of Justice, the National Institute of Corrections, the Bureau of Justice Assistance, the Open Society Foundation, and the Illinois Criminal Justice Information Authority.

Lemire LLC: A certified woman-owned business enterprise ("WBE"),¹ Lemire LLC is currently engaged on multiple monitorships. The firm is comprised of a team of experts – including former federal and local law enforcement investigators, forensic accountants, attorneys, and analysts – with specific experience in serving government and private sector clients. Lemire LLC has been engaged by businesses, government agencies, and nonprofit organizations in investigating complex matters and conducting due diligence. Recent engagements of Lemire LLC include:

¹ Lemire LLC is certified as WBE (woman-owned business enterprise) by federal, state, and local government agencies.

- the monitorship of the District Council of New York City (the "Carpenters Union") pursuant to a Consent Decree and as ordered by the Hon. Richard M. Berman, United States District Court, Southern District of New York;
- the monitorship of Credit Suisse AG, providing forensic accounting and other investigative support in the course of a two-year monitorship ordered by the New York State Department of Financial Services;
- the monitorship of a large waste-hauling company, with annual revenues in excess of \$100 million, ordered by the New York City Business Integrity Commission; and
- the investigation and evaluation of potential vendors for the New York City Department of Education in connection with New York City's "Universal Pre-K" initiative, researching and reporting on businesses seeking substantial roles in the extension of full-day pre-kindergarten seats to over 70,000 children.

B. Internal Organization and Areas of Responsibility

The internal organization of the team is set forth below. In sum, Ms. Lemire will serve as the named Monitor, and will be ultimately responsible for the progress of the monitorship. The Monitorship Team will be organized such that all members will have designated areas of responsibility, and will report directly to Ms. Lemire. Ms. Tidwell will serve as the Deputy Monitor, assisting Ms. Lemire in the management and operation of the monitorship. Given their extensive law enforcement backgrounds, Ms. Tidwell, Mr. Powell, and Mr. Hayes will oversee police training and policy reviews. Ms. Pulliam will spearhead community engagement efforts and provide additional assistance on legal matters. Dr. Stemen will oversee statistical analysis and data collection.

Katherine Lemire: Ms. Lemire will serve as the named Monitor, and will be heavily engaged on all aspects of the monitorship. Ms. Lemire will manage the team, coordinate each aspect of the team's work, oversee the implementation of monitoring tasks, and ultimately be responsible for ensuring the City's compliance with the Consent Decree. Ms. Lemire will work closely with the assigned Consent Decree Coordinator in reviewing, auditing, and implementing monitoring activities and tasks. (Consent Decree ¶ 454.)

In the initial phase of the monitorship, Ms. Lemire will meet with the Parties and community stakeholders to understand concerns and obtain information needed to facilitate compliance with the Consent Decree. Within 90 days of assuming the role of Monitor, Ms. Lemire will develop a comprehensive monitoring plan, and submit the plan to the parties for review and approval. (Consent Decree ¶ 424.)

Within 120 days of assuming the duties of Monitor, Ms. Lemire will review and recommend any changes to the outcome measures detailed in the Consent Decree. (Consent Decree ¶ 434.) Ms. Lemire will oversee the Monitoring Team's analysis of outcome assessments, which will include analyzing the results of community surveys, a variety of community engagement measurements, bias-free policing measurements, as well as additional measurements detailed in the Consent Decree. (Consent Decree ¶ 435.)

Furthermore, Ms. Lemire will meet with stakeholders, including representatives from the City, the U.S. Department of Justice, and the Ferguson community, and will oversee the drafting of all reports and policy reviews relating to the monitorship. Ms. Lemire will ensure the filing of public reports with the Court every six months. (Consent Decree ¶ 438.) Finally, Ms. Lemire will ensure that any appropriate technical assistance required for the monitorship is sought and obtained, and will make certain that training designed and implemented in connection with the monitorship is completed in an efficient and effective manner.

Natashia Tidwell: Ms. Tidwell will serve the role of Deputy Monitor, and will work closely with Ms. Lemire on all major tasks related to the monitorship. Due to her success conducting compliance audits in the Internal Affairs Division of the CPD, Ms. Tidwell will play a vital role in reviewing the FPD's existing policies and procedures, providing input on new policies that the FPD prepares under the Consent Decree. Ms. Tidwell then will work with the FPD and the Monitorship Team to implement the new policies and ensure that they are clearly understood and compliant with all applicable laws.

Ms. Tidwell's collective experience will provide crucial support across subject areas to include training, community outreach, civilian oversight, and outcome assessments. Additionally, Ms. Tidwell will work with the Monitorship Team to draft reports of findings and recommendations.

William Powell: Given his extensive law enforcement background, Chief Powell will focus on policy review, investigative reviews, and training assessments. As set forth in the Consent Decree, the training will entail reviewing the City's existing programs, providing recommendations proposed under the Consent Decree, ensuring that new material is taught effectively upon implementation, and assessing whether the new programs and policies result in constitutional policing. Chief Powell, in consultation with FPD's Training Coordinator and the Training Committee, will review all training curricula and lesson plans for consistency, quality, and compliance with applicable laws.

In addition to training, Chief Powell will conduct incident reviews and analyze use of force incident reports; field reports, including stop, search, and arrest reports; and internal investigation files. Chief Powell will assess all aspects of investigations within the FPD, including processes and final results; and will provide technical assistance specific to policing.

Elfonzo Hayes: Given his extensive career in law enforcement, his vast experience in police training, and his familiarity with the St. Louis area, Mr. Hayes is adequately prepared to assist with a number of monitoring tasks. Primarily, Mr. Hayes will work in conjunction with Chief Powell to provide training assessments and review all training curricula and lesson plans for compliance with applicable laws. Because Mr. Hayes is well-acquainted with federal law governing law enforcement activity, he will be able to provide guidance on policies affecting internal investigations and assess investigations within Ferguson. Furthermore, Mr. Hayes will be able to assess all aspects of investigations within the FPD, including processes and final results. A resident of the St. Louis area, Mr. Hayes will be available to conduct on-site visits and unannounced assessments of the FPD. (Consent Decree ¶ 442.)

Felicia Pulliam: Ms. Pulliam will spearhead the Monitorship Team's community engagement interactions, and will work towards developing trust between the community and the City. Ms. Pulliam will lead the Monitorship Team's efforts in engaging Ferguson's diverse communities and maintaining relations with other stakeholders in Ferguson. She will work to ensure effective and timely communication regarding the status of the City's implementation of, and compliance with, the Consent Decree. (Consent Decree ¶ 440.)

Along with Ms. Lemire, Ms. Pulliam will participate in regular meetings with the Chief of Police, Counsel for the City, the City's Compliance Coordinator, and DOJ, regarding the City's progress in complying with the Consent Decree, as well as any obstacles to the Consent Decree's implementation. (Consent Decree ¶ 440.) Ms. Pulliam will meet with other stakeholders, including the Civilian Review Board ("CRB"), Neighborhood Police Steering Committee ("NPSC"), and the Ferguson City Council to explain the Monitor's reports, inform the public of the Consent Decree's implementation process, and hear community perspectives on police interactions.

Furthermore, Ms. Pulliam will observe and lead community and subgroup meetings and engage in informal conversation with Ferguson residents, FPD officers, court staff, and DOJ representatives. (Consent Decree ¶ 430.)

Ms. Pulliam will also support other aspects of the monitorship as needed, including drafting and reviewing reports, reviewing policies and investigations, and analyzing outcome assessments, including community surveys. Finally, Ms. Pulliam will assist in coordinating with the City to ensure results of surveys and outcome assessments are posted on the City's website and publicly distributed. (Consent Decree ¶ 432.)

Don Stemen: Dr. Stemen will oversee all work related to data collection and statistical analysis. Specifically, Dr. Stemen will examine data maintained and collected by FPD and the City, including officer reports and internal investigation files. Because the work of the Monitor will depend on access to data, Dr. Stemen will work closely with the Monitor to obtain data and records necessary to conduct reliable outcome assessments, reviews, and audits. (Consent Decree ¶ 455.)

Mr. Stemen will develop and conduct annual surveys, including developing a baseline of measures on public satisfaction with policing, and will design, conduct, and analyze baseline and subsequent annual surveys of Ferguson residents and law enforcement personnel, as set forth in the Consent Decree. (Consent Decree ¶ 430.)

Lemire LLC: The firm's analysts and investigators may provide additional support and complete tasks not otherwise assigned to members of the Monitorship Team. The firm's analysts may provide assistance in organizing data maintained by the City and the FPD to be used in qualitative assessments, as well as assist with data analysis, which will enable the Monitorship Team to quickly analyze critical information and implement the changes mandated by the Consent Decree.

C. Other Commitments

As further explained below, each member of the Monitorship Team is able to dedicate sufficient time to the monitorship. Team members were selected to join this team in part due to their willingness and ability to commit to this engagement.

Ms. Lemire will ensure that her work in connection with this monitorship receives paramount attention. As President of Lemire LLC, Ms. Lemire is able to re-distribute work within the firm to ensure that she has sufficient time and resources to devote to the monitorship. Ms. Tidwell is presently employed as Counsel for Collora LLP, and work on the monitorship would function as a portion of her portfolio of work at Collora. The present employment obligations for Ms. Pulliam, Chief Powell, Mr. Hayes, and Dr. Stemen provide sufficient flexibility to allow for work on the monitorship.

III. Qualifications

Set forth below are the Monitorship Team's qualifications as delineated in the RFA. The Monitorship Team's breadth of experience as monitors, community leaders, former federal prosecutors, and former law enforcement personnel renders the team well-equipped to address the specific requirements outlined in the Consent Decree.

1. Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders

As demonstrated above, the Monitorship Team has extensive experience organizing and successfully implementing high-stakes monitorships. The proposed monitor, Katherine A. Lemire, in her capacity as President of Lemire LLC, has served on several monitorships, all of which have involved monitoring the performance of other organizations.

Presently, Ms. Lemire and Lemire LLC are engaged on the federal monitorship of the District Council of New York City (the "Carpenters Union") as ordered by the Hon. Richard M. Berman, United States District Court, Southern District of New York. The Carpenters Union is the largest construction union in New York City, with more than 20,000 members. The monitorship was ordered pursuant to a Consent Decree in the aftermath of indictments of the union's leaders. Ms. Lemire and Lemire LLC serve a substantial role in the monitorship, including compliance reviews, a review of internal disciplinary processes, investigation of corruption allegations and responding to corruption "hotline" calls, evaluation of hiring practices, a review of the functioning of the union's inspector general, and reviews of financial audits.

Ms. Lemire and Lemire LLC are also engaged on the monitorship of Credit Suisse AG, providing forensic accounting and other investigative support in the course of a two-year monitorship imposed by the New York State Department of Financial Services. The firm's work on this monitorship has included drafting work plans and discovery requests, advising on the design and architecture of the bank account review process, interviewing witnesses, evaluating

the effectiveness of previous internal investigations, tax compliance reviews, supervising a team of retired IRS agents and other investigators tasked with reviewing bank account records, and strategizing in connection with the overall goals of the monitorship.

Lastly, Ms. Lemire and Lemire LLC have been engaged on the monitorship of a large waste-hauling company with annual revenues in excess of \$100 million, as ordered by the New York City Business Integrity Commission. Lemire LLC has performed the vast majority of the work on this monitorship, which includes conducting a forensic accounting review, reviewing the firm's compliance with applicable local laws, and assessing the firm's potential ties to organized crime. In the course of the monitorship, Lemire LLC has completed the following work: conducting due diligence on the firm's principles and related businesses, reviewing documents filed with regulators, examining outside vendor contracts, interviewing employees and executives of the firm, downloading and analyzing thousands of emails, reviewing the firm's accounting records, reviewing wiretap recordings, and assisting in the drafting of periodic reports filed with the New York City Business Integrity Commission.

Ms. Tidwell has provided expert consulting services to a hospital's private security force following a critical incident that resulted in a patient's death. Ms. Tidwell's work included a review of the security force's policies, procedures, and records related to training, discipline, and use of force. Following an on-site visit that included interviews of key employees and extensive record review, Ms. Tidwell was the principal author of a report detailing the team's findings and recommendations for improved performance in several areas, including leadership, staffing, culture, and management.

Ms. Tidwell also served as a detective in the Internal Affairs Division of the CPD in which she managed a caseload that included the investigation of a fatal police-involved shooting and allegations of excessive force. While navigating constitutional safeguards and collective bargaining agreements, Ms. Tidwell interviewed countless sworn officers and assisted in the development and implementation of the Department's progressive discipline and early intervention policies. In addition to her investigative and development roles in the Internal Affairs Division, Ms. Tidwell conducted periodic audits to ensure compliance with existing rules for the use and reporting of deadly and non-lethal force.

As a Commander and as Chief of Police of the Aurora Police Department, Chief Powell continually evaluated the performance of the Department.

As noted above, Ms. Pulliam served on the Ferguson Commission, a group of community leaders appointed to engage with stakeholders, including community organizations and leaders, and experts to address the underlying causes that led to the unrest in the wake of Michael Brown's death. The Ferguson Commission held multiple open meetings and published a report which addressed many of the issues also addressed by the Consent Decree, including relations between citizens and the police, municipal courts, economic inequity, child well-being and education and racial equity. The Commission met with more than 100 experts and 3,000 community members, providing Ms. Pulliam and the Commission with in-depth understanding of the issues affecting Ferguson.

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

Beyond its monitoring experience, the proposed Monitoring Team has extensive experience in these policing and related practices. Our team members are well-versed in law enforcement practices, including use of force, search and seizure practices, bias-free and community policing, and crisis intervention.

As a former federal and local prosecutor for more than a decade, Ms. Lemire is well-versed in the rules governing search and seizure. Whether reviewing cases for possible grand jury presentation or litigating at trial, Ms. Lemire dealt on a regular basis with search and seizure practices, as well as the constitutionality of police conduct.

As a member of the Police Commissioner's executive staff, Ms. Lemire regularly participated in meetings addressing police misconduct and police-involved shootings. In this respect, Ms. Lemire routinely advised the Police Commissioner with regard to legal standards and investigations in the aftermath of these occurrences. Ms. Lemire also accompanied and advised the Police Commissioner in the course of meetings with New York City's Civilian Complaint Review Board and the Commission to Combat Police Corruption.

With regard to bias-free policing, Ms. Lemire served as the Police Commissioner's representative on the NYPD LGBT (lesbian/gay/bi-sexual/transgender) Task Force. In this regard, she frequently met with representatives of the LGBT community and worked with the community to address potential bias by police officers and appropriate standards of interaction between the police and members of the community. As for First Amendment speech and protest-related rights, Ms. Lemire met with the Police Commissioner and members of the media in connection with police treatment of members of the media in the course of the "Occupy Wall Street" protests in 2012 and 2013. Ms. Lemire advised the Police Commissioner not only with regard to rights of the media in recording protests, but also rights of protesters in the course of the Occupy Wall Street events.

During Ms. Lemire's tenure at the NYPD, she reviewed, revised, and oversaw the implementation of a variety of trainings, including those addressing constitutionality of street-level interactions between the police and civilians, preservation of documents for discovery purposes, court testimony and perjury, and treatment of transgender arrestees. In particular, Ms. Lemire spent a substantial period of time drafting and supervising training focused on rectifying street-level interactions between the NYPD and civilians on public housing property. This training, which addressed the proper legal basis for stopping, questioning, and arresting civilians,

was administered to thousands of police officers.² Ms. Lemire also drafted sensitivity training for police officers interacting with victims of sex crimes and domestic violence.

A substantial portion of Ms. Tidwell's career has focused on law enforcement practices as a uniformed member of a police department, a federal prosecutor, an academician, and now as an attorney in private practice. As a uniformed member of the Cambridge Police Department, Ms. Tidwell learned and applied principles of constitutional policing and search and seizure practices. Likewise, she has first-hand experience of the principles governing community policing, which she applied as a police officer and supervisor in the Department. At the Cambridge Police Department, Ms. Tidwell served as a member of the Community Relations Section, serving as the first school resource officer in Cambridge's public high school. In that role, Ms. Tidwell coordinated activities and workshops for the city's youth and assisted the security staff in maintaining a safe environment for students, teachers, and visitors to the school. Recently, Ms. Tidwell had the opportunity to draw on that experience when she was asked to co-author a comprehensive set of policies to guide the conduct of the Cleveland Division of Police officer and supervisors in their interactions with youth, including interviews, use of force, and arrests. The policies, near completion, combine best practices, model policies, and developmental and trauma-informed approaches to police-youth interactions.

At the Cambridge Police Department, upon Ms. Tidwell's promotion to the rank of Sergeant, she supervised officers, conducted use of force investigations, and served as the commander overseeing critical incidents. As a Sergeant-Detective in Internal Affairs, Ms. Tidwell investigated countless citizen complaints, interviewed uniformed officers and civilian witnesses, and submitted comprehensive reports. She also conducted periodic audits of use of force reporting and worked closely with the city's Police Review and Advisory Board, an entity aimed at fostering police-community relations and allowing for civilian review of police practices and investigations. Her work in Internal Affairs also included the collection and review of motor vehicle citation data for reporting in compliance with Massachusetts law seeking to curb racial profiling.

As a Lieutenant, Ms. Tidwell headed the Training Division where she developed the in-service training curriculum that included bias-free policing, search and seizure practices, and use of force training.

In 2011, Ms. Tidwell was appointed by the Mayor of Boston to the Community Ombudsman Oversight Panel, a three-member civilian oversight body tasked with reviewing Boston Police Department internal investigations cases appealed by civilians. In this capacity, Ms. Tidwell makes written findings of deficiencies in individual investigations and drafts recommendations for policy and procedure changes. In 2015, Ms. Tidwell was reappointed to the position, and is the principal drafter of a report to the Mayor evaluating the current oversight system and issuing recommendations for improvement. She is also an active member of the National Association of Civilian Oversight of Law Enforcement ("NACOLE").

² The training was referenced in a *New York Times* article dated September 25, 2012: <http://www.nytimes.com/2012/09/26/nyregion/in-the-bronx-resistance-to-prosecuting-stop-and-frisk-arrests.html>

A career law enforcement officer, Chief Powell has acquired extensive training in the areas of use of force, de-escalation tactics and crisis intervention, search and seizure practices, and bias-free and community policing. As the Chief of Police and in previous supervisory roles, Chief Powell was ultimately responsible for the investigation of citizen complaints involving police misconduct. Earlier in his career, as a Sergeant, Chief Powell was responsible for overseeing problem-oriented police projects utilizing the Scanning Analysis Response Assessment ("SARA") model.

Chief Powell also has substantial experience in connection with police-youth interactions. Early in his career, Chief Powell served as a youth supervisor for the Illinois Department of Corrections, and later as a police officer worked within the Aurora Police Department's gangs unit.

With regard to bias-free policing, Chief Powell recently taught a course for several years addressing racial profiling at the College of DuPage Suburban Law Enforcement Academy.

Mr. Hayes has extensive law enforcement experience, having served as an officer with the St. Louis Metropolitan Police Department. In this role, Mr. Hayes has executed search warrants, identified and collected evidence, interviewed witnesses, investigated criminal incidents, presented cases to attorneys, and developed solutions based on problem-oriented and community-oriented policing concepts and guidelines.

Furthermore, as a Detective with the St. Louis Metropolitan Police Department, Mr. Hayes has conducted and trained detectives, police academy recruits, police department personnel, and school safety officers on numerous topics, including security threat identification, evidence collection and preservation, intelligence identification, rule of law, and the application of state and federal laws and procedures. Mr. Hayes has provided high-level presentations and briefings to senior law enforcement personnel, and has presented intelligence on gang-related investigations to multiple divisions and bureaus.

Ms. Pulliam, a law school graduate, is familiar with legal principles governing law enforcement practices, including constitutional issues. Ms. Pulliam is an adjunct professor at St. Louis Community College in the criminal justice program. Courses she has taught include Criminal Law, Criminal Law and Procedure, Juvenile Justice, and Criminal Investigations.

3. Court practices, including bias-free practices; implementation of amnesty programs; transparency in court operations; judicial and prosecutorial independence; community service programs; and fee scheduling

Elan Parra, a Managing Director at Lemire LLC, will serve as resource on court operations, with a concentration on court processes and work flow. Mr. Parra previously managed for City Hall the New York City Office of Court Capital Portfolio, overseeing \$1 billion in court renovation and building projects. In this role, Mr. Parra evaluated municipal court work-flow from arrest to arraignment. Areas of Mr. Parra's focus included arrest to arraignment time; speedy trial provisions; assignment of court-appointed counsel; conditions and accessibility of pre-arraignment and post-arraignment holding facilities, including facilities for

emotionally disturbed persons, and juvenile arrestees; record retention; and multiple other aspects of case processing. Mr. Parra analyzed court data and made policy recommendations to reduce volume and increase expediency in courtrooms designated for the adjudication of summonses. With regard to low-level offenses, Mr. Parra evaluated options and recommended alternatives to reduce the number of appearances required by defendants. Alternatives considered by Mr. Parra included automated call-in and text messaging systems, and an overall reduction in the number of low-level offenses requiring in-person court appearances.

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

As a federal and local prosecutor, Ms. Lemire assessed legal sufficiency and compliance with constitutional and federal law, and local laws for more than a decade as a prosecutor.

Likewise, as a prosecutor in federal courts throughout the United States, Ms. Tidwell assessed investigations for legal and constitutional sufficiency from intake through the grand jury process and at trial. Furthermore, in her role as Training Director of the Cambridge Police Department, Ms. Tidwell provided sworn personnel with monthly legal updates detailing critical areas of Fourth and Fifth Amendment law, including those discrete areas in which the Massachusetts courts diverged from federal law by providing additional rights to criminal suspects and defendants. As an Associate Professor at New England Law Boston, Ms. Tidwell taught courses in Criminal Procedure and Evidence.

Ms. Pulliam, a law school graduate, is familiar with Missouri State and federal law governing criminal justice issues. Moreover, as set forth above, Ms. Pulliam is an adjunct professor at St. Louis Community College in the criminal justice program.

5. Familiarity and understanding of local issues and conditions

As a member of the Ferguson Commission, Ms. Pulliam was tasked with, among other things, conducting a thorough study of the social and economic conditions that impede progress, equality, and safety in the St. Louis region. Within this Commission, Ms. Pulliam Co-Chaired the Economic Inequity and Opportunity Working Group, which sought to enable pathways for residents to have equal access to economic opportunity by addressing critical needs through community stability and systemic policy. Ms. Pulliam's work with the Commission has included the development of the *Forward Through Ferguson* report, which is an in-depth study of the underlying issues brought to light by recent events in Ferguson, as well as an analysis of the social, political, economic, educational, historical, and racial factors that contributed to the climate in which those events occurred. As noted above, the Commission met with more than 100 experts and 3,000 community members, providing Ms. Pulliam and the Commission with in-depth understanding of the issues affecting Ferguson.

Ms. Lemire lived in St. Louis for several decades, and members of her immediate family continue to reside in St. Louis. In this respect, Ms. Lemire visits St. Louis multiples times annually, and has a familiarity and understanding of local issues and conditions in St. Louis.

Having served as a police officer and detective with the St. Louis Metropolitan Police Department, Mr. Hayes has first-hand knowledge of the local issues and conditions affecting the area. Furthermore, Mr. Hayes has provided training and high-level briefings to law enforcement personnel and prosecutors in surrounding jurisdictions on crime trends and statistics in the St. Louis area.

6. Familiarity with federal and Missouri local laws, including civil rights laws and policies and rules governing police and municipal court practices

The Monitoring Team is well-versed in federal and state laws governing police practices. As a former federal prosecutor, Ms. Lemire is familiar with federal law, including laws governing civil rights and police practices. Having served as a local and federal prosecutor, Ms. Lemire litigated in local and federal court on a regular basis. As a local prosecutor, Ms. Lemire practiced criminal law in municipal court in New York City, and has first-hand experience with many aspects of municipal court addressed in the Consent Decree, including administration of warrants and fines, as well as license suspensions and adjudication of traffic violations.

As a trial attorney in the Public Integrity Section of the U.S. Department of Justice, Ms. Tidwell's caseload included the investigation and prosecution of police perjury and civil rights violations. As a law professor, in addition to the classes detailed above, Ms. Tidwell developed and taught Crime and Policing in Urban Communities, a seminar course which explored issues of constitutional policing.

Having served as a police officer and detective with the St. Louis Metropolitan Police Department, Mr. Hayes is well-versed in Missouri local laws, in particular rules governing police practices. Furthermore, Mr. Hayes has been selected to conduct trainings for detectives and police academy recruits on federal and local laws and related procedures.

Through her work on the Ferguson Commission, as detailed above, Ms. Pulliam has an in-depth understanding of laws and policies governing police and municipal court practices in Ferguson. As a law school graduate and an adjunct law professor in St. Louis, Ms. Pulliam is familiar with local laws governing police practices.

7. Evaluating, deploying, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization

While serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire evaluated, deployed and implemented process for supervisors to oversee training at the NYPD. As set forth in the response to Question 2 above, during Ms. Lemire's tenure at the NYPD, she reviewed, revised, and oversaw the implementation of a variety of trainings, typically implemented by supervisors, whose performance Ms. Lemire monitored. These trainings included the constitutionality of street-level interactions between the police and civilians, preservation of documents for discovery purposes, court testimony and perjury, treatment of transgender arrestees, and sensitivity training for police officers interacting with victims of sex crimes and domestic violence.

As provided more fully elsewhere in this proposal, in her role as Training Director of the Cambridge Police Department, Ms. Tidwell developed the curriculum for training of police supervisors.

As a Detective with the St. Louis Metropolitan Police Department, Mr. Hayes has implemented and overseen a number of training programs. Mr. Hayes trained thousands of police department recruits and personnel on police procedures.

As the Chief of Police for the Aurora Police Department, Chief Powell held his command staff and supervisors accountable for their responsibilities, and continuously ensured that supervisors were aware of the latest techniques to better evaluate staff. Chief Powell also led training within the Aurora Police Department and at the College of DuPage Suburban Law Enforcement Academy.

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

While serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a far-reaching re-engineering project, addressing operations and infrastructure, including staffing, information technology, crime auditing and accountability (CompStat), and counterterrorism programs. The project was conducted in conjunction with McKinsey & Co. and involved the evaluation, development and implementation of process for supervisors and managers to oversee accountability in a large organization, the NYPD. In the course of this project, Ms. Lemire was regularly involved in evaluating implemented organizational changes and related reforms, including through the use of interviews, surveys, focus groups, and data reviews to assess the progress of instituted changes.

As Chief of Police of the Aurora Police Department, Chief Powell spearheaded a process similar to CompStat, which included the bi-weekly compilation of crime statistics and crime trends in Aurora. Results were then analyzed and processes were implemented to combat the issues discovered.

9. Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and community members interested in policing issues

Ms. Lemire served as the Police Commissioner's lead representative in working with New York City advocates representing the interests of domestic violence and sexual assault victims, and with members of the LGBT community. Ms. Lemire also attended briefings by the New York City Civilian Complaint Review Board and the Commission to Combat Police Corruption, met with and briefed the Mayor on policing issues, and worked with a multitude of government agencies, including the District Attorneys and their staffs.

While assigned to the Internal Affairs Unit of the Cambridge Police Department, Ms. Tidwell worked closely and met frequently with the city's Police Review and Advisory Board to coordinate investigations and bring matters to resolution. As a two-time Mayoral appointee to

Boston's Community Ombudsman Oversight Panel, described more fully above, Ms. Tidwell developed strong working relationships with city attorneys and police officials to whom she submits regular reports detailing results of her review of internal affairs investigations. Ms. Tidwell's work with the panel also involves community outreach. She is regularly called upon to serve as a panelist for community forums and other stakeholder meetings.

As the Chief of Police of a city with a population of more than 170,000, Chief Powell worked with multiple government agencies, elected officials, civilian oversight bodies, collective bargaining units, and community members interested in policing issues. Chief Powell convened a civilian oversight committee that met monthly to discuss policing issues.

10. Effectively engaging with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing

Ms. Tidwell's experience with community engagement began early in her law enforcement career when she was among the first in the Cambridge Police Department to implement the community engagement role of school resource officer. Since entering academia, Ms. Tidwell also has written and spoken on the relationship between police departments and diverse communities. In drafting a report evaluating civilian oversight of local law enforcement in Boston and recommending changes to the existing structure, Ms. Tidwell met regularly with community activists, clergy, and other key stakeholders to solicit input and feedback from the community about civilian complaint intake and investigation. She is also a member of the Social Justice Task Force, a group comprised of clergy, local activists, attorneys, and others tasked with reviewing Boston police policies, including use of force, training, recruitment, and the community complaint process. Most recently, the Task Force undertook the review of the Boston Police Department's body-camera pilot program and hosted a series of community meetings to promote transparency in the program's implementation.

As a member of the Ferguson Commission, Ms. Pulliam engaged with diverse community stakeholders to explore the underlying causes for recent events in Ferguson.

Ms. Lemire's work at the NYPD included engaging with diverse community stakeholders. Ms. Lemire chaired a working group focused on addressing police treatment of transgender persons. The working group included representatives from the transgender and the LGBT communities in New York City. While serving as Counsel to the Police Commissioner, Ms. Lemire oversaw the NYPD's "U-Visa" program, assisting crime victims seeking visas to establish their legal status in the United States. The majority of these immigrants were from Central and South America. Ms. Lemire also served as the Police Commissioner's representative in working with New York City advocates representing the interests of domestic violence and sexual assault victims.

As the Chief of Police of Aurora, a diverse community, Chief Powell routinely engaged diverse community stakeholders to promote civic participation, strategic partnerships, and community policing. As the Chief of Police, Chief Powell deemed community policing and maintenance of positive community relations to be his most important duties.

11. Creation and evaluation of meaningful civilian oversight mechanisms

Ms. Tidwell, an academic consultant and police expert, for the past five years has served on the City of Boston's Community Ombudsman Oversight Panel. As an Ombudsman, she has reviewed dozens of internal affairs investigations and issued recommendations to the Boston Police Department for improvements in the investigatory process, as well as refinements and clarifications of the use of force reporting requirements. In addition, Ms. Tidwell was the principal author of a report detailing the history of civilian oversight in Boston along with an evaluation of the existing mechanism and recommendations for change. As a member of NACOLE, she has attended trainings and reviewed materials published by oversight agencies throughout the country.

Chief Powell spearheaded a civilian oversight committee which met once per month to discuss issues community members witnessed in their neighborhoods, and to review police complaints and disciplinary actions taken in prior months. Furthermore, in 2005, the Aurora Police Department underwent a year-long mediation project involving members of the community and community organizations. As a result of this project, Chief Powell became responsible for organizing a community oversight committee, and assisted in the training of members of the Urban League and from a Hispanic community organization regarding how to address complaints from the public on police misconduct.

As Counsel to the Police Commissioner, Ms. Lemire attended all scheduled briefings with the New York City Civilian Complaint Review Board and the Commission to Combat Police Corruption.

12. Language skills and experience working with limited English proficient persons and communities, in particular communities whose primary language is Spanish

Ms. Lemire has experience engaging effectively with diverse community stakeholders and community members. In addition to Ms. Lemire's work at the NYPD described above, as a prosecutor at the Office of the New York County (Manhattan) District Attorney, her caseload included all manner of violent crime. As such, Ms. Lemire had regular contact with witnesses and victims of New York City's diverse communities, and worked closely with individuals from a multitude of ethnic backgrounds in the course of this work. In addition, she was a member of the domestic violence and sex crimes units and in these capacities worked particularly closely with diverse victims and their families, as well as social workers and other professionals involved in caring for victims of domestic violence and sex crimes. In these capacities, Ms. Lemire worked particularly closely with individuals with limited English, including Spanish-speakers.

In addition to Ms. Lemire, several of Lemire LLC's full-time staff members speak Spanish fluently and have utilized their Spanish language skills in professional settings. Elan Parra, described in response to Qualification 3 above, conducted investigative interviews in Spanish while working as a local prosecutor in New York City.

13. Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation

While at the NYPD, Ms. Lemire worked with the Kings County (Brooklyn) District Attorney's Office in launching a program which implemented mediation of police complaints and neighborhood mediation. This program sought to divert minor disputes away from the court system through alternative resolution.

Chief Powell is a proponent of mediation of police complaints, and has spoken publicly on this subject.

14. Development of effective quality improvement practices

While serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a project which sought to develop quality improvement practices. The project, a far-reaching re-engineering project, addressed operations and infrastructure, including staffing, information technology, crime auditing and accountability (CompStat), and counterterrorism programs. The project was conducted in conjunction with McKinsey & Co. and involved the evaluation, development, and implementation of, process for supervisors and managers to oversee accountability in the NYPD.

As Police Academy Director in the Cambridge Police Department, Ms. Tidwell coordinated departmental training and participated in the review and re-drafting of numerous policies and procedures. As a member of Boston's Community Ombudsman Oversight Panel, Ms. Tidwell makes external recommendations to the Boston Police Department and to the Mayor, including ensuring that officers receive proper training in appropriate response to civilian recordings of police activity. Most recently, the panel recommended to the Mayor that he establish a police review board specifically tasked with investigating allegations of misconduct against police officers.

Mr. Powell, in his capacity as Chief of Police, implemented mandatory training led by world-renowned scholar, author, and soldier Lt. Col. Dave Grossman for all Aurora officers. The training focused on attacking community-related issues at the root, including implementing tactics to address school violence, understanding the effects of violent media and video games on youth violence, and confronting physical and psychological challenges in police work. This training helped bolster Mr. Powell's efforts to strengthen community policing tactics.

The Ferguson Commission, of which Ms. Pulliam was a member, resulted in the creation of Forward Through Ferguson, an entity designed to spur the foundation needed to make lasting positive change in the St. Louis region. Forward Through Ferguson will employ the guiding principles of the Ferguson Commission to strive to create a path towards racial equity and empower the community with knowledge and tools to drive change at the policy level.

15. Use of technology and information systems – including data collection and management, and analytic tools – to support and enhance law enforcement and court practices

Ms. Lemire served on the NYPD Police Commissioner's Information Technology Committee, which oversaw the implementation of key information technology initiatives. These initiatives included the centralization and increased accessibility of crime data for use by officers in the field. The committee also addressed the implementation of new databases and other information technology systems aimed at upgrading and replacing antiquated legacy systems.

Also, as referenced above, while serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a re-engineering project, addressing operations and infrastructure, including staffing, information technology, crime auditing and accountability (CompStat), and counterterrorism programs. The project was conducted in conjunction with McKinsey & Co. and involved the evaluation, development and implementation of process for supervisors and managers to oversee accountability in the NYPD.

While serving as Chief of Police of the Aurora Police Department, Chief Powell utilized a real-time crime analysis program to collect data and create crime maps which were made available to all police officers. Statistics included type of crime, location, and time of day. Furthermore, as Chief of Police, Chief Powell pushed for increasing technology, including numerous red light cameras, to be placed at city intersections throughout Aurora.

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

As described elsewhere in this proposal, Ms. Lemire oversaw the drafting and implementation of numerous trainings delivered to thousands of uniformed members of the NYPD.

As described extensively above, Ms. Tidwell oversaw training at the Cambridge Police Department. In addition, as an appointee to Boston's Community Ombudsman Oversight Panel, Ms. Tidwell submits annual policy and training recommendations to the Boston Police Department. The group also liaises with the Boston Police Department's police academy to help better utilize civilian complaints as case studies in police training.

In his role as a detective and police officer with the St. Louis Metropolitan Police Department, Mr. Hayes has conducted numerous training sessions for officers, detectives, school personnel, and community members. Mr. Hayes also served as a Field Training Officer, training 200 police academy recruits on the application of state and federal laws governing police work, including evidence collection, use of deadly force, and report writing.

In addition, Chief Powell and the Aurora Police Department were continuously looked upon for assistance and on-the-job training from smaller departments, especially in the area of gangs and drugs.

17. Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices

During Ms. Lemire's tenure at the NYPD, she reviewed, revised, and oversaw the implementation of a variety of policy and procedure changes and related trainings, including those addressing constitutionality of street-level interactions between the police and civilians, preservation of documents for discovery purposes, court testimony and perjury, and treatment of transgender arrestees. Ms. Lemire spent a substantial period of time drafting and supervising training focused on rectifying street-level interactions between the NYPD and civilians on public housing property. This training, which addressed the proper legal basis for stopping, questioning, and arresting civilians, was administered to thousands of police officers. Ms. Lemire also drafted sensitivity training for police officers interacting with victims of sex crimes and domestic violence.

In her role as Training Director of the Cambridge Police Department, Ms. Tidwell developed the Department's training program and participated in the Department's accreditation efforts by reviewing and revising existing policies and procedures to meet with national best practices. Since 2012, as a member of the Cambridge Police Advisory Board, Ms. Tidwell has reviewed and drafted policies prior to implementation and provided advisory services to the Department's Police Commissioner based on national best practices. Currently, Ms. Tidwell is conducting a review of the Cleveland Police Department's policies and procedures, and is working to develop a set of comprehensive policies for police-youth interactions.

As a Commander of the Aurora Police Department, Chief Powell was tasked with flagging outdated policies and procedures, and was subsequently responsible for rewriting and updating these policies. Chief Powell then presented these revisions to the command staff for approval and implementation.

18. Institutional transformation and change management

As a member of the Ferguson Commission, Ms. Pulliam was tasked with examining racial inequality in Ferguson. The Commission developed regional priorities to target racism at its roots, including economic inequality and opportunity, education and childcare, law enforcement and community relations, and court practices and governance. At the conclusion of its study, the Ferguson Commission published a report entitled *Forward Through Ferguson: A Path Toward Racial Equity* that provides detailed Calls to Action and outlines a path forward.

One result of the *Forward Through Ferguson* report was the development of stronger ties with FOCUS St. Louis, a leadership organization that fosters cooperation between diverse leaders and the St. Louis community. As the Director of Policy and Community Engagement of FOCUS St. Louis, Ms. Pulliam supervises FOCUS's civic engagement and community outreach efforts and directs the FOCUS Impact Fellows program. In these roles, Ms. Pulliam provides specific training and experience in change management and problem-solving.

In the 1990's, Chief Powell was one of the leading officers to embrace the community policing model in the Aurora Police Department, bolstering its efforts as Chief of Police. As

Chief of Police, Chief Powell worked directly with the community to develop strategic methods to decrease shootings, homicides, and overall crime, and to indict over 100 gang members on numerous charges.

As referenced above, while serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a re-engineering project, addressing operations and infrastructure, including staffing, information technology, crime auditing and accountability (CompStat), and counterterrorism programs. The project was conducted in conjunction with McKinsey & Co. and involved the evaluation, development and implementation of process for supervisors and managers to oversee accountability in the NYPD.

19. Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony

The Monitorship Team is comprised of attorneys, law enforcement officers, and community activists, who have served as trial lawyers and expert witnesses, and who have collectively made hundreds of appearances in federal and state courts.

Ms. Lemire has been a practicing attorney for nearly 20 years, and has appeared in state and federal courts as the lead prosecutor on numerous matters.

Ms. Tidwell has been a practicing attorney since 2003 and has appeared in state and federal courts as both a prosecutor and defense counsel. She also testified in court on numerous occasions as a police witness.

As Chief of Police, Chief Powell has appeared in arbitration hearings as they relate to police union issues and has appeared and testified hundreds of times for minor traffic cases to major cases involving homicides and narcotics. Furthermore, Chief Powell has served as an expert witness in multiple gang cases.

Mr. Hayes has testified in court on numerous occasions as a witness.

20. Writing complex reports for dissemination to diverse sets of stakeholders

Each member of our proposed Monitorship Team is adept at report writing, having written sensitive reports for multiple monitorships, internal investigations, and academic publications. Our team understands that our reports will be addressed to multiple stakeholders, as well as made available to the public, and we will ensure that our reports are comprehensively drafted and fully developed.

In the course of multiple monitorships and internal investigations for clients, Ms. Lemire regularly drafts reports, summarizing oversight mechanisms and advising clients regarding the implementation and testing of compliance programs, procedures, and internal operations.

Ms. Tidwell also has extensive writing experience as a federal prosecutor, academician, and attorney in private practice. Her writings include reports intended for dissemination to a

diverse set of stakeholders. For example, each year, the (Boston) Community Ombudsman Oversight Panel submits a report to the city government detailing its activities for the year. These reports are publicly accessible, posted on the panel's website, and are intended to build the community's trust in the workings of the Boston Police Department. Ms. Tidwell is the principal drafter of these reports.

Chief Powell regularly drafted complex reports for investigative cases, and also has vast experience communicating with community stakeholders and city council members. Specifically, Chief Powell was involved in building an almost 200,000 square foot police station in 2005 during the economic crisis, and wrote communications to stakeholders and city council members justifying over \$70 million needed for the Aurora Police Department to operate effectively.

Ms. Pulliam was appointed by Governor Jay Nixon to serve as a Co-Chair of the Economic Inequity and Opportunity Working Group of the Ferguson Commission. In this role, Ms. Pulliam was tasked with studying underlying social and economic conditions, and objectively analyzing the consequences of racism in the St. Louis region for inclusion in the *Forward Through Ferguson* report. This 198-page report details the roots and reality of racial inequality in the St. Louis region, and was written to address an audience of citizens, as well as policy makers, academicians, and politicians.

21. Statistical and data analysis

The recipient of multiple federally-funded and foundation-funded grants and contracts, Dr. Stemen has substantial experience in data collection and qualitative analysis in connection with criminal justice matters. Specifically, Dr. Stemen has researched and analyzed data on topics including community-based supervision and treatment, prosecutorial decision-making, program evaluation, capital punishment reforms, and alternative sentencing practices for drug and sex offenders.

For three years, Dr. Stemen served as the first Consulting Director of Research & Analytics for the organization Measures for Justice ("MFJ"). In this role, Dr. Stemen was responsible for developing the organization's research agenda and strengthening its collaboration with government and private entities.

Prior to joining Loyola in 2007, Dr. Stemen was the Director of Research for Sentencing and Corrections at the Vera Institute of Justice. Dr. Stemen's research and analysis included topics such as sentencing and corrections policies in the United States and the intersection between sentencing policies and imprisonment. Furthermore, Dr. Stemen has taught courses in research methods at both the graduate and undergraduate levels.

As described above, while serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a re-engineering project, addressing operations and infrastructure, including staffing, information technology, crime auditing (CompStat), and counterterrorism programs. The project utilized a wide variety of methods to gather data and conduct quantitative and qualitative assessments, including interviews, surveys and focus groups.

Furthermore, in the course of multiple monitorships, internal fraud investigations, and due diligence work conducted by Lemire LLC, Ms. Lemire has overseen projects which require extensive data management. Data managed by Lemire LLC includes, for example, accounting data retrieved in the course of a forensic accounting review, employee emails retrieved and reviewed in the course of regulatory monitorship, cyber forensic reviews completed during internal fraud investigations, and bank account data reviews conducted in the course of a bank monitorship.

22. Experience with municipal budgets

While working at City Hall in New York City, Mr. Parra, a Managing Director at Lemire LLC, worked in varied capacities on both capital and expense budgets. He oversaw a capital building portfolio which exceeded \$1 billion and was responsible for compiling and presenting project budgets to the City's budget office for funding. He regularly reviewed budgets to identify deficiencies in cash flow, confirm that encumbrances correctly reflected project schedules, and ensure that project budgets complied with projections. Mr. Parra has also analyzed the operating budgets of non-profit entities to recommend cost-saving measures in preparation for contract negotiations with the City.

As Chief of Police, Chief Powell was effectively able to manage a budget of approximately \$58 million per year, even when accounting for unpredictable periods of overtime or unforeseen budget cuts.

As Director of Development for FOCUS, Ms. Pulliam was tasked with creating and managing program budgets, as well as preparing quarterly progress reports. Furthermore, as an Independent Development Consultant for Create Community, Ms. Pulliam led the planning, implementation, and supervision of municipal restoration programs resulting in property acquisition and reutilization. In this role, Ms. Pulliam secured \$5.9 million for community improvement funding, \$303,000 for municipal services funding, and \$101,000 for education enhancement funding, as well as an additional \$2 million in donated property, equipment, materials, and supplies. In addition, while serving as the Development Coordinator for the City of Kinloch Municipal Restoration Program, Ms. Pulliam frequently consulted with the Mayor and Board of Alderman regarding the budget while working to assure that anticipated costs related to designing and implementing the municipal restoration plan were included in the budget.

23. Completing projects with anticipated deadlines and budget

Our team has extensive experience completing projects with anticipated deadlines and budgets. As the top executive in a compliance firm involved in three substantial, multi-year monitorships, Ms. Lemire is accustomed to completing projects within anticipated deadlines and budgets, and is attuned to the fiscal scrutiny to which monitorships are typically subjected.

Throughout her career as a police officer and as a practicing attorney, Ms. Tidwell has completed large and small projects within applicable deadlines and budgetary restraints.

In sum, leveraging this extensive base of knowledge and relevant experiences, the proposed Monitoring Team will enter into the FDP monitorship with immediate and significant advantages. The Team knows how to best allocate resources and staff for the most efficient execution of the monitor's duties.

IV. Prior Experience and References

The following is a list of current or recent (within the past 10 years) project experience for members of the Team relevant to the proposed monitoring duties and responsibilities.

Katherine Lemire

Contact person	David N. Kelley
Title	Partner, Cahill, Gordon & Reindel
Address	80 Pine Street, New York, NY 10005-1702
E-Mail address	dkelley@cahill.com
Telephone number	(212) 701-3050
Description of Work	Mr. Kelley served as the U.S. Attorney for the Southern District of New York during a portion of the time Ms. Lemire served as an Assistant United States Attorney in that District.

Contact person	Raymond W. Kelly
Title	Vice Chairman, K2 Intelligence
Address	845 Third Avenue, New York, NY 10022
Telephone number	(212) 694-7000
Description of Work	Mr. Kelly was the New York City Police Commissioner under whom Ms. Lemire served at the NYPD.

Contact person	Glen G. McGorty (named Monitor)
Title	Partner, Crowell & Moring
Address	590 Madison Avenue, 20th Floor, New York, NY 10022-2544
E-Mail address	gmcgorty@crowell.com
Telephone number	(212) 895-4246
Description of Work	Mr. McGorty serves as the Monitor of the District Council of New York City (the "Carpenters Union") as ordered by the Hon. Richard M. Berman, United States District Court, Southern District of New York; including policy and investigative reviews.

Contact person	Barbara S. Jones
Title	Partner, Bracewell LLP
Address	1251 Avenue of the Americas, New York, NY 10020-1100
E-Mail address	barbara.jones@bracewelllaw.com
Telephone number	(212) 508-6105
Description of Work	Ms. Jones serves as the Monitor in the monitorship of a large waste-hauling company with annual revenues in excess of \$100

million, ordered by the New York City Business Integrity Commission.

Natashia Tidwell

Contact person Lisa H. Thureau
Title Founder and Executive Director, Strategies for Youth
Address P.O. Box 390174, Cambridge, MA 02139
E-Mail address lht@strategiesforyouth.org
Telephone number (617) 714-3789
Description of Work Development of a comprehensive set of policies to guide the conduct of Cleveland Department of Police (CDP) officers and supervisors in their interactions with youth. Policies are currently under review in preparation for publication this summer.

Contact person Robert Stewart
Title Founder, Bobcat Training and Consulting
Address Tallahassee, FL
E-Mail address bob@bobcattraining.com
Telephone number (850) 321-6682
Description of Work Review and assess the policies, procedures, and performance of a 60-member private hospital security force and draft a report memorializing the consulting team's findings and recommendations for improved performance. Final report is privileged and confidential.

Contact person Lisa Maki
Title Former Senior Assistant Corporation Counsel
Address Boston, MA
E-Mail address laskehill@gmail.com
Telephone number (781) 492-2139
Description of Work Ms. Tidwell served on the City of Boston Community Ombudsman Oversight Panel, a civilian oversight body tasked with ensuring fairness and thoroughness in the internal affairs process. Principal drafter of annual reports submitted to police and municipal officials detailing the panel's work. Reports available at <http://www.cityofboston.gov/law/co-op/>.

William Powell

Contact person Mayor Tom Weisner
Title Mayor
Address 44 East Downer, Aurora, Illinois 60505
Telephone Number (630) 256-3010
Description of Work Mayor Weisner appointed Chief Powell to the role of Chief of Police. Mayor Weisner was also aware of Chief Powell's

performance while serving on the Command Staff prior to his promotion, and has knowledge of Chief Powell's history in the community both on and off-duty.

Contact person	John Barsanti
Title	Judge, 16 th Circuit of Illinois
Address	37W777 Illinois Route 38, St. Charles, Illinois
Telephone Number	(630) 232-3500
Description of Work	Mr. Barsanti, a judge in the 16 th Circuit of Illinois, prosecuted cases Chief Powell brought forward during his career as a detective.

Elfonzo Hayes

Contact person	Sergeant Bill Brush
Title	Sergeant, St. Louis Metropolitan Police Department
Telephone Number	(314) 583-3694
Description of Work	Sgt. Brush is able to comment on Mr. Hayes's performance in the St. Louis Metropolitan Police Department.

Contact person	John Wright, Supervisor
Company	DynCorp International
Telephone Number	(501) 825-2133
Description of Work	Mr. Wright is able to comment on Mr. Hayes's work at DynCorp International.

Felicia Pulliam

Contact person Marvin O. Teer, Jr.
Title Director of Community Engagement
Address State of Missouri, Department of Economic Development,
Wainwright State Office Building, 111 North Seventh Street, Suite
934, St. Louis, MO 63101
E-Mail address Marvin.Teer@ded.mo.gov
Telephone Number (573) 751-1630
Description of Work Mr. Teer has knowledge of Ms. Pulliam's work with the Ferguson
Commission as it relates to community engagement.

Contact person Ruby Curry
Title Interim President, St. Louis Community College at Florissant
Valley
Address 3400 Pershall Road, St. Louis, MO 63135-1408
E-Mail address rcurry@stlcc.edu
Telephone Number (314) 513-4200
Description of Work President Curry was the Dean while Ms. Pulliam taught in the
Criminal Justice Program at St. Louis Community College.

Contact person Bethany Johnson-Javois, MSW
Title President and CEO, St. Louis Integrated Health Network
Address 1520 Market Street, Suite 4034, St. Louis, MO 63103
E-Mail address bjohnson@stlouisihn.org
Telephone Number (314) 657-1566
Description of Work Ms. Johnson-Javois served as the Managing Director of the
Ferguson Commission and has knowledge of Ms. Pulliam's work
with the Commission.

Don Stemen

Contact person John Maki
Title Executive Director, Illinois Criminal Justice Information Authority
E-Mail address John.maki@Illinois.gov
Telephone Number (312) 793-8550
Description of Work Dr. Stemen researched the creation and implementation of risk
assessment tools in the Illinois Department of Corrections; and
evaluated the Cook County State's Attorney's deferred prosecution
program.

Contact person Amy Bach
Title President and Executive Director, Measures for Justice
E-Mail address Bach@measuresforjustice.org
Telephone Number (646) 337-8993

Description of Work	Dr. Stemen provides ongoing consulting work related to the creation and monitoring of performance measures for local criminal justice systems. This work involves obtaining, merging, and analyzing data from state, county, and municipal case management systems from law enforcement, courts, and departments of corrections.
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V. Conflicts of Interest or Bias

There are no conflicts of interest or bias among the members of the Monitorship Team. In an excess of caution, we provide the following information:

- Ms. Lemire is a former employee of the U.S. Department of Justice.
- Ms. Tidwell is a former employee of the U.S. Department of Justice.
- Ms. Pulliam is a former member of the City of Ferguson’s Neighborhood Police Steering Committee, and also served as a member of the Ferguson Commission.

We do not believe any of these prior employments or relationships create a potential conflict of interest or bias.

VI. Estimated Costs

A detailed estimate of costs, along with estimates of time to be allocated to each initiative described in this Proposal, is set forth in Exhibit B, attached.

Summary

The experience and subject matter expertise of the proposed Monitorship Team renders us uniquely qualified to fulfill the likely mandates of the Consent Decree. We offer a unique combination of subject matter expertise and monitorship experience, while also ensuring that the goals of the expected Consent Decree are accomplished in a cost-effective manner. We welcome the opportunity to discuss our qualifications with you.

EXHIBIT A

KATHERINE A. LEMIRE**EXPERIENCE**

Lemire LLC**2013 - present***President*

Oversee all aspects of operations and business development for multi-disciplinary investigations and consulting firm. Practice areas include monitorships, complex fraud investigations, investigative due diligence, background screenings, and sexual misconduct investigations. Current cases include:

- Monitorship of the Carpenters Union, as directed by a federal judge, in the aftermath of an indictment charging the union's leadership with racketeering, bribery, and related crimes
- Monitorship of Credit Suisse AG, providing forensic accounting and other investigative support in the course of a two-year monitorship ordered by New York State Department of Financial Services
- Compliance review of a large waste-hauling company for suspected organized crime involvement, providing operational and financial review ordered by the New York City Business Integrity Commission
- Investigation of complex nation-wide fraud scheme involving theft of client proceeds from prominent New York City law firm
- Screening of potential pre-kindergarten vendors for the New York City Department of Education in connection with New York City's "Universal Pre-K" initiative, researching and reporting on businesses seeking substantial roles in the extension of full-day pre-kindergarten seats to more than 70,000 children
- Investigation into sexual misconduct claims at a Caribbean orphanage providing residence and services to more than 2,000 children

NEW YORK CITY POLICE DEPARTMENT**2009 - 2013***Counsel to the Police Commissioner*

Managed a broad portfolio of operational, legal, and managerial matters for agency comprised of more than 53,000 employees. Served as principal advisor to the Police Commissioner, providing advice and counsel on a broad array of sensitive matters affecting the NYPD, while also overseeing management initiatives. Accomplishments included:

- Leading re-engineering project, in conjunction with McKinsey & Co., addressing NYPD operations and infrastructure, including staffing, information technology, CompStat, and counterterrorism
- Reviewed legality of arrests and detentions within public housing properties, and drafted corrective policies and training for more than 3,000 police officers
- Represented the Police Commissioner in meetings with community leaders and representatives, and civilian oversight organizations
- Drafting policies and supervising training governing a variety of issues, including search and seizure, evidence preservation, and witness sensitivity
- Overseeing extensive review of the NYPD's handling of domestic violence and sex crimes cases, resulting in significant operational changes, affecting more than 250,000 police responses annually
- Recruiting and hiring executive personnel, including multiple Deputy Commissioners

U.S. ATTORNEY'S OFFICE - SOUTHERN DISTRICT OF NEW YORK

2002 - 2009

Assistant United States Attorney

Investigated and prosecuted complex federal criminal cases. Supervised teams of investigators from federal, state, and city agencies. Litigated numerous jury trials, and argued multiple appeals before the United States Court of Appeals. Instructor for trial advocacy workshops. Caseload included:

- Successful public corruption investigations targeting federal, state, and local elected officials
- Identification and seizure of assets in racketeering, fraud, and money-laundering investigations
- Prosecution of high-level members of the U.S. military engaged in money-laundering, bribery, and procurement fraud in the United States and Iraq
- Prosecution of violent gangs engaged in murder, racketeering, and narcotics-trafficking
- Lead counsel in United States v. Norman Hsu, resulting in conviction of high-profile campaign contribution bundler engaged in nationwide Ponzi scheme

NEW YORK COUNTY DISTRICT ATTORNEY'S OFFICE

1997 - 2002

Assistant District Attorney

Investigated and prosecuted criminal cases from grand jury proceedings through trial. Substantial trial experience, including cases involving witness tampering, assault, robbery, rape, narcotics, bank fraud, and forgery. Member of Sex Crimes Unit.

EDUCATION

NORTHWESTERN UNIVERSITY SCHOOL OF LAW, J.D., June 1997

Dean's List

Northwestern Journal of International Law & Business

NEW YORK UNIVERSITY SCHOOL OF LAW, 1996-1997

BROWN UNIVERSITY, B.A. International Relations, June 1989

AWARDS AND QUALIFICATIONS

New York Federal Executive Board Award, presented by Attorney General Michael B. Mukasey
Certified Anti-Money Laundering Specialist, Association of Certified Anti-Money Laundering Specialists (ACAMS)

INTERESTS

Studied abroad in France, Germany, and Costa Rica
Fluent in French, basic conversational Spanish and German
Violinist

NATASHIA TIDWELL

SUMMARY

Highly accomplished and experienced former police officer and federal prosecutor with practical and academic expertise in criminal law and procedure.

LEGAL EXPERIENCE

Jan 2016 - Present **Counsel, Collora LLP, Boston, Massachusetts**

- Represent businesses and individuals in white collar criminal and civil litigation matters, federal and state securities matters, and government investigations.
- Conduct internal investigations, monitorships, compliance and due diligence reviews with specific focus on law enforcement and other municipal agencies.

May 2007 – August 2010 **Assistant United States Attorney, United States Attorney's Office, District of Massachusetts, Organized Crime Strike Force**

- Served as trial counsel in multi-defendant conspiracy, extortion, and narcotic trials.
- Supervised investigations of unlawful firearm possession, drug trafficking, racketeering, and traditional organized-crime-related activities through use of grand jury, cooperating witnesses, and electronic surveillance.
- Managed post-conviction asset forfeiture proceedings.

October 2003 – May 2007 **Trial Attorney, United States Department of Justice, Criminal Division, Public Integrity Section, Washington, D.C.**

- Appointed to the Department of Justice through the Attorney General's Honors Program.
- Prosecuted and managed investigations of serious misconduct by public officials.
- Served as trial counsel in federal wire-fraud, conspiracy, and bribery trials as well as more than 20 violent crime and narcotics cases as a Special Assistant United States Attorney in the District of Columbia Superior Court.
- Drafted legal briefs and appellate documents in criminal cases and civil immigration matters.

TEACHING EXPERIENCE

August 2010 – July 2015 **Associate Professor of Law, New England Law | Boston, Boston, Massachusetts**

- Teach doctrinal courses in Criminal Procedure, Evidence, and White Collar Crime.
- Developed criminal trial-advocacy course and upper level seminar exploring relationship between police and inner-city communities with particular focus on gangs, drug trafficking, and violent crime.
- Researched and published scholarship relating to community policing and procedural justice.

LAW ENFORCEMENT EXPERIENCE

February 2003 – October 2003	Police Lieutenant, <i>Cambridge Police Department, Cambridge, Massachusetts</i> <ul style="list-style-type: none">• Supervised staff and coordinated training curriculum and other activities for more than 250 sworn and unsworn police department employees as Academy Director.• Participated in review and re-drafting of departmental policies and procedures.
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January 2000 – February 2003	Sergeant-Detective <ul style="list-style-type: none">• Supervised and directed subordinates in the performance of various patrol duties.• Investigated citizen complaints of police abuse and criminal allegations of domestic violence, assault, and drunk driving against department employees.• Assisted in the development of police department's progressive discipline policy.• Made findings of fact and drafted reports in preparation for appointing authority's defense of disciplinary decisions in administrative hearings and court proceedings.
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May 1993 – January 2000	Patrol Officer <ul style="list-style-type: none">• Responded to incidents of sexual assault and other violent crimes and disorder.• Conducted preliminary and follow-up investigations of juvenile crime, facilitated workshops, and developed programming on juvenile-related issues of law as school resource officer in city's high school.
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OTHER PROFESSIONAL EXPERIENCE

July 2011 – present	Ombudsman, <i>Boston Police Community Ombudsman Oversight Panel, Boston, Massachusetts</i> <ul style="list-style-type: none">• Appointed by two Mayors to appellate panel tasked with ensuring that the police department's internal affairs process is administered comprehensively and fairly.• Review investigations of police misconduct and issue reports of factual findings.• Make periodic recommendations for improvement in investigatory practices and departmental policies and procedures.
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EDUCATION

May 2003	Juris Doctor, <i>summa cum laude</i> , New England School of Law, Boston, MA
May 1999	Bachelor of Arts, University of Massachusetts, Boston, MA

PUBLICATIONS

Fragmenting the Community: Immigration Enforcement and the Unintended Consequences of Local Police Non-Cooperation Policies, 88 St. John's L. Rev. 105 (2014).

PROFESSIONAL ASSOCIATIONS

Member, Commissioner's Advisory Group, Cambridge Police Department (2012 – present)

Member, Massachusetts Bar (2003 – present)

WILLIAM A. POWELL

EXPERIENCE

ELGIN COMMUNITY COLLEGE

2010 – Present

Security Officer

- Monitor safety and security on the college campus, including conducting emergency alerts and emergency reporting, escorting students and staff, and reporting criminal incident information

UNITED CENTER

2010 – 2013

Director of Parking Security

- Supervise parking and security for the United Center, the largest arena in the United States, home of the Chicago Bulls and the Chicago Blackhawks

CITY OF AURORA POLICE DEPARTMENT

1977 – 2008

Chief of Police

- Served as the first African-American Chief of Police, Commander, Lieutenant, and Sergeant in the City of Aurora Police Department, the second largest city in Illinois
- Oversaw the daily operations of over 400 officers and a department with an annual budget of \$54 million
- Implemented policies and plans for a community policing initiative which resulted in the decrease of shootings, homicides, and overall crime rates in the City of Aurora
- Testified as a police witness in numerous matters
- Developed and implemented the Directed Area Patrol Concept (DART) used to combat street-level drug sales in specific geographical areas of the city
- Liaised with numerous community groups in an effort to improve quality of life issues
- Rose the ranks through the following positions:
 - *Commander of Investigations*
 - *Lieutenant of Investigations*
 - *Area Two Patrol Lieutenant*
 - *Area Two Patrol Sergeant*
 - *Special Operations Sergeant*
 - *Narcotics Officer, Illinois State Police (special assignment)*
 - *Gang Officer*
 - *Narcotics Officer*
 - *Patrol Officer*

ILLINOIS DEPARTMENT OF CORRECTIONS

1974 – 1977

Youth Supervisor Two

- Conducted daily duties as a security staff member and a youth supervisor

UNITED STATES AIR FORCE

1970 – 1974

Staff Sergeant

- Recipient of 17 Commendations and numerous letters of appreciation
- Rose the ranks through the following positions:
 - *Air Freight Specialist*
 - *Passenger Service Specialist*

➤ *Air Force Reserve Recruiter*

EDUCATION

WAUBONSEE JUNIOR COLLEGE, Associates, 2001

AURORA UNIVERSITY MANAGEMENT SCHOOL, Diploma, 1999

MEMBERSHIPS AND AFFILIATIONS

City of Aurora Civil Service Commission, board member

Aurora Housing Authority, Chairman

National Organization of Black Law Enforcement Executives (NOBLE), Northern Illinois
Chapter, Vice President

International Association of Chiefs of Police, member

Illinois Association of Chiefs of Police, member

Kane County Chiefs of Police, members

ELFONZO J. HAYES

EXPERIENCE

DYNCORP INTERNATIONAL

2011 – 2015

Special Adviser

- Developed curriculum and managed and delivered counter-terrorism training at the Jordanian International Police Training Center for over 1,000 Palestinian National Security Forces, Presidential Guard, and the Palestinian Authority Special Police
- Established and implemented ongoing evaluations of the training, facilities, and logistics, and reported the results of the evaluation to the Mobile Training Team Leader, Deputy Mobile Training Team Leader, Deputy Program Manager, and INL Director-Jerusalem
- Conducted counter-terrorist or high-risk arrest operations, and provided presidential transportation to support security forces
- Guarded the Palestinian president and senior members of his office according to international rule of law, and protected critical facilities used by the president

Family Response Unit Mentor, Kabul, Afghanistan

- Mentored investigators serving in the Family Response Unit, a program created to address incidents of domestic violence and abuse, to receive, process, and report cases of child and spouse abuse, perform risk assessments, and intervene to prevent violence
- Interfaced with prosecutors pursuing cases against individuals involved in human rights abuse, sexual assault, child custody, abandonment, and other cases
- Served a key role in gaining Afghan participation for the joint development of performance measures to enable staff to measure, assess, and develop courses of action

Intelligence Analyst/Intelligence Officer Advisor

- Advised the Counter Terrorism and Organized Crime Agency of the Iraqi Criminal Justice System on intelligence analysis and operations in Baghdad security districts

ST. LOUIS METROPOLITAN POLICE DEPARTMENT

1990 – 2011

Detective, Intelligence Division

- Assisted federal agencies to identify risks and perform threat assessments on persons threatening public figures, law enforcement officers, and the public
- Served as a Field Training Officer, training hundreds of police academy recruits in:
 - Application of state and federal laws and procedures
 - Deadly force situations and de-escalation techniques
 - Homicide, rape, burglary, and domestic violence investigations, hazmat identification, and evidence collection
 - Report writing and court procedures and testimony
- Accompanied the Chief of Police to community meetings
- Served as a mentor for at-risk youth at a local high school
- Instructed 500 police department personnel on intelligence identification, security threat-group identification, and evidence collection and preservation
- Coached 1,000 members of the St. Louis public school system, including safety officers, on identifying security threat-groups, gathering information, and collecting evidence

- Selected to work with the United States Marshals Service on weapons charges and with the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) on weapons explosive investigations and charges

Police Officer

- Responded to calls for service and conducted preliminary investigations
- Executed search warrants, collected evidence, conducted surveillance, located and interviewed witnesses and suspects, and drafted reports for prosecution
- Presented cases to attorneys, including reports and charts, and testified in court

EDUCATION

AMERICAN MILITARY UNIVERSITY, M.A., National Security, Terrorism, 2012

JOHN JAY COLLEGE OF CRIMINAL JUSTICE, B.A., Criminal Justice: Police Science, 2001

HONORS AND AWARDS

Commendation Letter, Chief of Police, Missouri State Probation Parole, 2009

Commendation Letter, Chief of Police, Kansas City State Probation Parole, 2009

Commendation Letter, Chief of Police, FBI, Intelligence Seminar, 2009

Commendation Letter, Chief of Police, exceptional performance in a sensitive case, 2008

Commendation Letter, St. Louis Medical Examiner's Office, confidential investigation, 2008

Commendation Letter, St. Louis Circuit Attorney's Office, 2007

Outstanding Officer in the First District Award, 2005

Officer of the Month, First District Award, 2005

Commendation Letter, U.S. Attorney Richard A. Brown, 2001

FELICIA PULLIAM, J.D.



CIVIC ENGAGEMENT

COMMUNITY LEADERSHIP

PROJECT MANAGEMENT

INSTITUTIONAL DEVELOPMENT

Proven development professional with sustained track record of success in not for profit, business, education, and community development with a focus on organizational leadership, strategic planning, resource expansion, diversity, inclusion, and social justice with effective administration capabilities seeks an executive role where the ability to advance opportunities through organization transformation is required.

PROFESSIONAL SKILLS & STRENGTHS

Strategic Planning
Leadership
Analytical
Human Capital Management
Decisive

Innovative
Objective
Organizational Change
Flexibility
Revenue Enhancement

Process Reengineering
Methodology Development
Verbal & Written Communication
Entrepreneurial
Facilitation

KNOWLEDGE & EXPERTISE SUMMARY

- Respected, highly productive not-for-profit director, educator, administrator, and community/business development consultant
- 18+ years experience creating community across a diverse spectrum of interests and priorities
- Knowledge of and access to St. Louis business community, non-profit sector, and governmental frameworks
- Analytical problem solver who knows how to rapidly master and apply new information
- Calm and effective under pressure, comfortable managing uncertainty, implementing and adjusting to change
- Demonstrated successful written and oral presentation, grant prospecting and writing skills
- Top-level coaching, influencing, collaboration and advocacy
- Fundraising, event planning and execution

EDUCATION

Juris Doctor, Tulane University School of Law

National Jurisprudence Award – Contracts II

National Service Award – Court Appointed Special Advocate (CASA)

Vice President class '91 & Law Student Life Committee member

Bachelor of Arts, Xavier University of Louisiana

Political Science Sociology Chemistry

Incarnate Word Academy

PROFESSIONAL EXPERIENCE

FOCUS St. Louis®

Director, Policy and Community Engagement

Director, FOCUS Impact Fellows Program

Impact Fellows represents the most advanced FOCUS' training program, previous leadership training and/or experience is required. The inaugural class of FOCUS Impact Fellows is using the recently released Ferguson Commission report as a guidepost and framework for their work. FOCUS Impact Fellows, trained leaders with a passion for civic engagement, will commit their time and energy to further exploring a specific call to action, and developing and implementing a plan to bring it to life in our region.

Pulliam

Confidential

- Design curriculum
- Recruit inaugural cohort
- Direct training
- Facilitate experiential learning
- Supervise project development and implementation

Director of Development 2012 - 2016

- Responsible for developing, administering, and directing all fundraising and resource support functions including corporate, foundation, major gifts, planned, special events, and individual giving.
- Plan, implement and supervise all special events including: solicitation of co-chairs and committees, overall event supervision, logistics, contracts for services, corporate solicitation/sponsorships of both cash and in-kind services, create all event collateral with communications and marketing director.
- Volunteer supervision for special events, leadership training, community forums & committees
- Create and manage organization and program budgets and prepare quarterly progress reports.
- Provide training, instruction and supervision of support staff, interns and volunteers regarding participation in and support for development efforts.
- Designs and delivers custom leadership development services for FOCUS clients.

In first fiscal year of service, corporate and foundation giving increased by 19%, event sponsorships were up 15%, event ticket sales rose 21% with 2 consecutive sold out years for attendance, auction income improved by 12%, and raffle revenue enhanced by 16%. 2 year average event revenue increased overall by 29%.

Key note engagements – Conference Presentations (recent)

- Council for Support and Advancement of Education (CASE) & AADO conference - May 2016
- Wheaton College – January 2016
- Monsanto – December 2015
- Center for Budget & Policy Priorities – November 2015
- Building Resiliency Conference – November 2015
- Southern Illinois University Edwardsville – October 2015
- National Public Radio - October 2015
- Saint Louis University School of Law – October 2015
- St. Louis Police Department Citizen Academy – September 2015
- Bank of America – August 2015

CREATE COMMUNITY 1996-2012

Independent Development Consultant in 3 primary geographic areas focused on economic and residential revitalization.

City of Kinloch
Hamilton Heights Neighborhood Organization, Inc.
Wellston Community Support Association

Led planning, implementation and supervision of municipal restoration programs resulting in expansive property acquisition and reutilization. Secured \$5.9 million community improvement funding, \$303,000 municipal services funding and \$101,000 education enhancement funding with additional \$2 million in donated property, equipment, materials, supplies. Created 3 community based nonprofit organizations to build consensus and prioritize redevelopment vision and move missions into local and regional efforts.

- Acquired and managed renovation and reoccupation of two multi-family rental complexes resulting in 80+ units of rental housing and 15 owner occupied homes.
- Acquired venues for and facilitated development of 6 new entrepreneurial small businesses.
- Negotiated and supervised NorthPark economic development initiative as founding commissioner.

- **Recruited and managed 4,000+ volunteers in 35+ service projects** to build capacity and implement community improvement projects in economically distressed neighborhoods.
- Department of Justice COPS – wrote 2 successful regional proposals both selected in national competition to fund community based policing for 6 years.
- National Park Service UPARR – wrote successful proposals selected to receive federal grant in national competition to build community park. Recruited, managed and leveraged 300+ volunteers over 30 days to complete project.
- Experience identifying and securing Corporate, Foundation, Institutional Public and Private investment.

INTERFAITH PARTNERSHIP/FAITH BEYOND WALLS 2008-2010

Development Director St. Louis, MO

Created and executed regional engagement program representing stakeholder base inclusive of 31 faith traditions aligned with the cultural, ethnic, socio economic, and language expressions of the globally representative constituency. Designed and directed comprehensive development program following organizational merger including capacity building, project supervision, staff training and branding/marketing to facilitate service provision throughout a deeply diverse community. Event planning.

IP/FBW recognized with several regional honors and awards during tenure: FOCUS St. Louis – *What's Right With the Region!*; World of Difference – Distinguished Community Service; JINNA – Galvanizing & Connecting Grassroots Organizations

- . Redesigned sponsorship program for broad inclusion resulting in highest donation yield for annual interfaith banquet
- . Expanded corporate and foundation funding network & collaboration to support diversity initiatives
- . Distinguished organization and increased visibility leading to recognition and awards
- . Amplified and supported strategic sustainable community partnerships regionally
- . Program development, budgeting and evaluation to increase impact

ST. LOUIS COMMUNITY COLLEGE 1998-2012

Adjunct Professor - Forest Park, 1998

Adjunct Professor – Florissant Valley, 2004-2012

Educator for STLCC students in the Criminal Justice program teaching Criminal Law, Criminal Law and Procedure, Juvenile Justice, and Criminal Investigations. Welcomed and recognized STLCC contributor to student success and STLCC outcomes through an enhanced teaching style and future focus. Student Government Association (SGA) liaison, identifying and nurturing student leadership. Support function for student organizations encouraging and sponsoring initiatives to reflect growing diversity of learning community. Campus and community events.

COMMISSIONS & COMMUNITY SERVICE

- **Ferguson Commission – Co-chair, Economic Inequity and Opportunity**
Appointed by Governor Jay Nixon to the independent, empowered 16-member body commission to help chart a new path toward healing and positive change for the residents of the St. Louis region in response to the civil unrest deemed a State of Emergency following death of unarmed black teenager. The Commission charged to study the underlying social and economic conditions and make recommendations to make this region stronger, more equitable and, inclusive. Co-chaired research, public convening, expert testimony, and strategies to enhance economic mobility in the 15 county bi-state St. Louis metropolitan region.

Related Civic Engagement: ONE Ferguson – Co-founder
Come Together Ferguson Fund –Greater St. Louis Community Foundation
City of Ferguson – Neighborhood Policing Steering Committee

- **World Affairs Council – International Visitors Panel**
 - Pakistani Journalists – June 2016
 - European Conference – March 2016
 - Indonesia – December 2015
 - Pakistan – May 2015
- Forward Through Ferguson – Co-chair organizing board December 2015 to present
- Prosperity Connection, Board of Directors – 2016
- Incarnate Word Academy - 2016

Prosperity Connection was established in 2010 with the help of St. Louis Community Credit Union. It is a 501 (c)3 whose mission is to strengthen the St. Louis region by providing financial education, affordable financial services, resources and support for low to moderate income populations to earn economic independence.
- Board of Directors - Association of Fundraising Professionals St. Louis Regional Chapter
Chair, Mentoring Committee - 2014 - 2016
- Mary Institute & St. Louis Country Day School (MICDS)
MICDS Diversity Hiring Task Force – 2015
Trustee 2007 – June 2014
Head of School Search Advisory Committee
Assistant Head of School Search Committee
All School Diversity Council
Parent Association - Vice President, School Services and Chair Upper School Faculty Appreciation
Chair, Parent Network Upper School
African American Support Committee, Chair 2009 and Co-chair 2010
Pathfinders Summer Institute Co-founder 2006 & Chair
- Women’s Group on Race Relations
- Ambassador, St. Louis Mosaic Project
- YWCA
Committee on Administration, Chair 44th (2014) and 45th (2015) annual fashion show luncheon
Leader Lunch Steering Committee 2006-2007
- Lambert Joint Cooperative Development Commission/St. Louis County Economic Council 2004 – 2012
- FOCUS St. Louis 35th Anniversary Host Committee 2010
Executive Committee 2005 – 2006
- Leadership St. Louis 2004 – 2005
- AmeriCorps VISTA Supervisor 2004 – 2008
National Conference of Black Mayors

INTEREST: Leadership Development, Community Building and Education. Prefer new challenges.

Curriculum Vitae Don Stemen

Department of Criminal Justice and Criminology
Loyola University Chicago, LT 918
820 North Michigan Avenue
Chicago, Illinois 60611

Office Phone: 312.915.7570
Fax: 312.915.7650
Email: dstemen@luc.edu

EDUCATION

- 2007 PhD, Law and Society
New York University, New York, NY
Dissertation: *Policies of Imprisonment: Sentencing and Corrections Policy Innovation in the United States, 1970-2002*. (Chair: Jo Dixon).
- 1997 MA, Criminal Justice
University of Illinois at Chicago, Chicago, IL
Thesis: *Hate Crime: Media Images of an Emergent Crime Problem*.
- 1993 BS, Mathematics
University of Illinois at Chicago, Chicago, IL

PROFESSIONAL EXPERIENCE

- 2014-Present Chairperson, Department of Criminal Justice and Criminology,
Loyola University Chicago, Chicago, IL
- 2013-2014 Assistant Chairperson, Department of Criminal Justice and
Criminology, Loyola University Chicago, Chicago, IL
- 2013-present Associate Professor, Department of Criminal Justice and
Criminology, Loyola University Chicago, Chicago, IL
- 2013-present Research Fellow, Robina Institute of Criminal Law and Criminal
Justice, University of Minnesota School of Law, Minneapolis, MN
- 2007 – 2013 Assistant Professor, Department of Criminal Justice and
Criminology, Loyola University Chicago, Chicago, IL
- 2006 – 2007 Director of Research for Sentencing and Corrections
Vera Institute of Justice, New York, NY
- 2001 – 2006 Senior Research Associate, Vera Institute of Justice, New York,
NY

AREAS OF RESEARCH INTEREST

Criminal justice policy innovation and diffusion
 Community-based supervision and treatment
 Prosecutorial decision making
 Program evaluation

FELLOWSHIPS AND AWARDS

Henry Mitchell MacCracken Fellowship, New York University (1997-2002)
 Engberg Fellowship, New York University (1997)
 Phi Beta Kappa (1993)

PUBLICATIONS

Refereed articles

- 2015 Goldschmidt, Jona and **Don Stemen**. Patterns and trends in Federal pro se defense 1996-2011: An exploratory study. *The Federal Courts Law Review* 8(3): 81-110.
- 2015 **Stemen, Don** and Andres F. Rengifo. The focal concerns of sentencing and mandatory sentencing laws: Circumvention in the context of mandatory probation and treatment. *Journal of Crime and Justice* 38: 183-203 (first published online February 20, 2014).
- 2015 Rengifo, Andres F. and **Don Stemen**. The unintended effects of penal reform: Racial threat, determinate sentencing and incarceration in the United States (1978-2004). *Crime and Delinquency* 61: 719-741 (first published online May 25, 2012).
- 2013 **Stemen, Don** and Bruce Frederick. Rules, resources, and relationships: Contextual constraints on prosecutorial decision making. *31 Quinnipiac University Law Review* 1.
- 2013 Rengifo, Andres F. and **Don Stemen**. The impact of drug treatment on recidivism: Do mandatory programs make a difference? Evidence from Kansas' Senate Bill 123. *Crime and Delinquency* 59: 930-950 (first published online January 22, 2010).
- 2012 **Stemen, Don** and Andres F. Rengifo. Charting the evolution of structure and determinacy in state sentencing and corrections policies, 1970-2010. *Justice Research and Policy*, 14 (2): 1-46.
- 2012 Heimer, Karen, Kecia R. Johnson, Joseph B. Lang, Andres F. Rengifo, and **Don Stemen**. Race and women's imprisonment: Poverty, African American presence, and social welfare. *Journal of Quantitative Criminology* 28(2): 219-244.

- 2011 **Stemen, Don** and Andres F. Rengifo. Reconciling the multiple objectives of drug diversion programs: Evidence from Kansas' Senate Bill 123. *Evaluation Review* 35(6): 642-672.
- 2011 **Stemen, Don** and Andres F. Rengifo. Policies and imprisonment: The impact of structured sentencing and determinate sentencing on state incarceration rates, 1978-2004. *Justice Quarterly* 28(1): 174-201.
- 2010 Rengifo, Andres F., and **Don Stemen**, Brendan Dooley, Ethan Amidon, and Amanda Gendon. Cents and sensibility: A case study of corrections reform in Kansas and Michigan. *Journal of Criminal Justice* 38(4): 419-426.
- 2009 **Stemen, Don** and Andres F. Rengifo. Mandating treatment for drug possessors: The impact of Senate Bill 123 on the criminal justice system in Kansas. *Journal of Criminal Justice* 37(3): 296-304.
- 2007 **Stemen, Don**. Reconsidering incarceration: New directions for reducing crime. *Federal Sentencing Reporter* 19(4): 221-233. (cited by U.S. Court of Appeals for the Fourth Circuit in *U.S. v. Gregg* (435 Fed. Appx 209, June 17, 2011)).
- 2005 **Stemen, Don** and Daniel F. Wilhelm. Finding the jury: State legislative responses to *Blakely v. Washington*. *Federal Sentencing Reporter* 18(1): 7-11. (Cited by the U.S. Supreme Court in *Cunningham v. California* (549 U.S. 270, January 22, 2007)).
- 2004 Wool, Jon and **Don Stemen**. Aggravated sentencing: *Blakely v. Washington*. *Federal Sentencing Reporter* 17(1): 60-68. (Cited by the Supreme Court of Colorado in *Lopez v. State* (113 P.3d 713, May 23, 2005)).
- 2004 Wool, Jon and **Don Stemen**. Changing fortunes or changing attitudes: Sentencing and corrections reforms in 2003. *Federal Sentencing Reporter* 16(4): 294-306.
- 2003 Sorensen, Jon, Robert Hope, and **Don Stemen**. Racial disproportionality in state prison admissions: Can regional variation be explained by differential arrest rates? *Journal of Criminal Justice* 31(1):73-84.
- 2002 Sorenson, Jon and **Don Stemen**. The effects of state sentencing policies on incarceration rates. *Crime and Delinquency* 48(3): 456-475.

Technical reports (selected)

- 2012 **Stemen, Don** and Bruce Frederick. *The Anatomy of Discretion: An Analysis of Prosecutorial Decision-making*. Final Report submitted to the National Institute of Justice (grant # 2009-IJ-CX-0040).

- 2011 Rengifo, Andres F. and **Don Stemen**. *Context and Impact of Organizational Changes in State Corrections Agencies: A Study of Local Discourses and Practices in Kansas and Michigan*. Final report to the National Institute of Corrections (grant # 09PEI32GKA7).
- 2010 **Stemen, Don** and Andres F. Rengifo. *Alternative Sentencing Policies for Drug Offenders: Evaluating the Effectiveness of Kansas Senate Bill 123*. Final Report submitted to the National Institute of Justice (grant # 2006-IJ-CX-0032; reobligated as 2006-IJ-CX-4032).
- 2006 **Stemen, Don** and Andres F. Rengifo. *Mandating Treatment: A Process Evaluation of SB 123 in Kansas*, Topeka, KS: Kansas Sentencing Commission.
- 2005 **Stemen, Don** and Andres F. Rengifo. *Of Fragmentation and Ferment: The Impact of State Sentencing Policies on Incarceration Rates, 1975-2002*. Final report to the National Institute of Justice (grant # 2002-IJ-CX-0027)
- 2004 **Stemen, Don**. *The Kansas Sentencing Guidelines: An Evaluation of the Proportionality of Sentences*. Topeka, KS: Kansas Sentencing Commission.

Professional publications

- 2013 **Stemen, Don**. *Cook County Justice Advisory Council Research Bulletin: An Examination of Felony Case Processing in the Circuit Court of Cook County, 2000-2012*. Cook County Justice Advisory Council.
- 2013 **Stemen, Don** and John Maki. *Reforming Illinois' Prison System from the Inside-Out: A Blueprint for the Implementation of Risk Assets Needs Assessment and System Change in the Illinois Department of Corrections*. John Howard Association of Illinois.
- 2013 Olson, David, and **Don Stemen**. *Prison Sentence Lengths and Time Served Among Prison Releasees in Illinois*. Research Briefing, Illinois Sentencing Policy Advisory Council.
- 2012 Olson, David, and **Don Stemen**. *Drivers of the Illinois Sentenced Population: Probation Analysis*. Research Briefing, Illinois Sentencing Policy Advisory Council.
- 2012 Olson, David, **Don Stemen**, and Kathy Saltmarsh. *A Retrospective Examination of Felony Sentencing in Illinois*. Research Briefing, Illinois Sentencing Policy Advisory Council.
- 2012 Olson, David, and **Don Stemen**. *The Impact of Mandatory Supervised Release (MSR) Returns on Illinois' Prison System*. Research Briefing, Illinois Sentencing

Policy Advisory Council.

- 2011 Olson, David, **Don Stemen**, and Kathy Saltmarsh. *A Retrospective Examination of Felony Sentencing in Illinois*. Research Bulletin, Illinois Sentencing Policy Advisory Council.
- 2011 Shubik-Richards, Claire and **Don Stemen**. *Philadelphia's less crowded, less costly jails: Taking stock of a year of change and the challenges that remain*. Philadelphia, PA: The Pew Charitable Trusts.
- 2010 Shubik-Richards, Claire and **Don Stemen**. *Philadelphia's crowded, costly jails: The search for safe solutions*. Philadelphia, PA: The Pew Charitable Trusts.
- 2009 McKenzie, Wayne, **Don Stemen**, and Derek Coursen. *Prosecution and racial justice: Using data to advance fairness in criminal prosecution*. New York, NY: Vera Institute of Justice.
- 2006 **Stemen, Don** and Daniel F. Wilhelm. Supreme court decision focuses states' attention on sentencing regimes. *State News: Council of State Governments* 48(6): 20-36.
- 2005 Kelly, Patrick and **Don Stemen**. *Probation reform: Is zero tolerance a viable option?* New York, NY: Vera Institute of Justice.

Works under review/in progress

- Stemen, Don**. Structured sentences or structured sentencing? What we mean when we talk about structure (and determinacy) in sentencing. (under review).
- Stemen, Don**. The politics of sentencing reform: Sentencing and corrections policy innovation in the United States, 1975-2002. (under review).
- Stemen, Don**. Justice, fairness, and consistency: Prosecutors' perspectives on decision making.
- Stemen, Don**. Variation in the screening, charging, and plea bargaining strategies of prosecutors.
- Stemen, Don** and Gipsy Escobar. Punishment and pragmatism: Prosecutors' attitudes about the goals of prosecution.
- Stemen, Don** and Andres F. Rengifo. The "newest" penology: Understanding the philosophical and organizational goals of penal reforms under the new penology.
- Stemen, Don** and Andres F. Rengifo. Citizenship and just desserts: An examination of sentencing discounts for Hispanic defendants.

RESEARCH GRANTS AND CONTRACTS

- 2016-2017 Co-Principal Investigator (with David Olson, Co-Principal Investigator). *Felony Sentencing and Prison Utilization Research, Evaluation, and Strategic Planning Efforts in Illinois*. Illinois Criminal Justice Information Authority, (\$49,811).
- 2013-2014 Co-Principal Investigator (with Christine George, Co-Principal Investigator, and John Orwat, Co-Principal Investigator). *Evaluation of the Cook County State's Attorney's Office Deferred Prosecution Program*. Illinois Criminal Justice Information Authority. (\$60,000).
- 2013 Principal Investigator. *An Examination of Felony Case Processing in the Circuit Court of Cook County, 2000-2012*. Cook County Justice Advisory Council. (\$5,000).
- 2013 Principal Investigator. *Implementing the Measures for Justice: A Milwaukee Pilot*. Measures for Justice. (\$20,000).
- 2009-2012 Principal Investigator (with Bruce Frederick, Co-Principal Investigator). *The Anatomy of Discretion: An Analysis of Prosecutorial Decision-making*. National Institute of Justice (2009-IJ-CX-0040). (\$393,564).
- 2011 Principal Investigator. *An Analysis of the Philadelphia Prison Population – One Year Later*. Philadelphia Research Initiative: Pew Charitable Trusts. (\$10,000).
- 2010 Principal Investigator. *An Analysis of the Philadelphia Prison Population*. Philadelphia Research Initiative: Pew Charitable Trusts. (\$10,000).
- 2009-2010 Co-Principal Investigator (with Andres F. Rengifo, Co-Principal Investigator). *Context and Impact of Organizational Changes in State Corrections Agencies: A Study of Local Discourses and Practices in Kansas and Michigan*. National Institute of Corrections (09PPEI32GKA7). (\$114,919).
- 2008-2009 Co-Principal Investigator (with David Olson, Co-Principal Investigator, and Robert Lombardo, Co-Principal Investigator). *The Implementation and Impact of Capital Punishment Reforms in Illinois*. Illinois Capital Punishment Reform Committee. (\$75,000).
- 2007 Principal Investigator. *Evaluation of the New York State Parole Stability Scale*. New York State Division of Parole. (\$120,000).

- 2006-2010 Principal Investigator (with Andres F. Rengifo, Co-Principal Investigator). *Alternative Sentencing Policies for Drug Offenders: Evaluating the Effectiveness of Kansas Senate Bill 123*. National Institute of Justice (2006-IJ-CX-0032; reobligated as 2006-IJ-CX-4032). (\$273,897).
- 2006-2007 Principal Investigator. *Sex Offender Sentencing Practices in the United States*. Bureau of Justice Assistance (2006-WP-BX-K329; 2006-MU-BX-K018). (\$175,000).
- 2005-2006 Principal Investigator. *Analyzing Drug Sentencing Data in the State of Nebraska*. Nebraska Community Corrections Council. (\$70,000).
- 2005-2006 Principal Investigator. *Evaluating Data Collection and Maintenance Capacities in the State of Nebraska*. Nebraska Crime Commission. (\$70,000).
- 2005-2006 Principal Investigator. *The Misplaced Emphasis on Crime and Incarceration: New Directions for Policy*. Open Society Institute. (\$42,000).
- 2004 Principal Investigator. *The Kansas Sentencing Guidelines: An Evaluation of the Proportionality of Sentences*. Kansas Sentencing Commission. (\$25,000).
- 2002-2004 Principal Investigator (with James Wilson, Co-Principal Investigator). *Of Fragmentation and Ferment: Sentencing and Corrections Reforms and Prison Populations, 1975-2002*. National Institute of Justice (2002-IJ-CX-0027). (\$268,000).

INVITED PRESENTATIONS

- 2016 Sentencing Policy and Custodial Considerations. Invited presentation at the Emerging Adults and the Criminal Justice System: Charting the Course for Policy and Practice Conference, Chicago, Illinois: February 19, 2016.
- 2015 Plea Bargaining in Wisconsin: Prosecutor Effects on Charge Reductions and Sentencing Outcomes, with Gipsy Escobar and Amy Bach. Invited presentation to the 2012 Albany NSF-RCN Symposium on Understanding Guilty Pleas. University at Albany, State University of New York, Albany, NY June 2-3, 2015.
- 2015 Criminal Sentencing and the Correctional Population, with David E. Olson. Invited presentation to the Illinois House Judiciary/Criminal Law Committee Subject Matter Hearing, Chicago, IL: February 11, 2015.
- 2014 Measures for Justice. Invited presentation to the Quattrone Center for the Fair Administration of Justice. University of Pennsylvania Law School, Philadelphia,

PA: March 4, 2014.

- 2014 Measures for Justice. Invited presentation to the Radcliffe Institute for Advanced Study. Harvard University, Cambridge, MA: February 28, 2014.
- 2013 The Meaning and Extent of Mass Incarceration in the United States. Invited presentation to the Schwietzer Symposium: Mass Incarceration as a Public Health Issue, Chicago, IL: October 2013.
- 2013 An Examination of Felony Case Processing in the Circuit Court of Cook County, 2000-2012. Invited presentation to the STAR Public Safety Council, Cook County Board President's Office. Chicago, IL: October 2013.
- 2013 Prosecutorial Decision Making: The Anatomy of Discretion, with Bruce Frederick. Invited presentation to the Battered Women's Justice Project. Minneapolis, MN, April 2013.
- 2013 The Unintended Effects of Penal Reform: Racial Threat, Determinate Sentencing and Incarceration in the United States (1978-2004). (with Andres F. Rengifo). Invited presentation to the Vera Institute of Justice, New York, NY, December 2012.
- 2012 Major Findings from the Analyses of Felony Probation Sentences & Prison Sentence Lengths/Time Served Analyses. (with David Olson, Sema Taheri and Michelle Mioduszewski). Presented to the Illinois Sentencing Policy Advisory Council, Chicago, September, 2012.
- 2012 Implementing Statewide Mandatory Probation/Treatment Laws for Drug Offenders: Evidence from Kansas' Senate Bill 123. National Association of Sentencing Commission Annual Conference, Chicago, IL, August 2012.
- 2012 Parole Violators in Illinois: The Impact of Mandatory Supervised Release (MSR) Violators & Time Served on IDOC's Population. (with David Olson). Presented to the Illinois Sentencing Policy Advisory Council, Chicago, April 2012.
- 2010 Race and Prosecution: Understanding Prosecutorial Decision-Making in Two County District Attorney Offices. National Institute of Justice Research Conference, Washington, DC, June 2010.
- 2009 Negotiating the Multiple Objectives of Policies for Drug Offenders: Kansas Experience with Mandatory Treatment. (with Andres F. Rengifo). BJS/JRSA Annual Meeting, Saint Louis, MO, October 2009.
- 2009 Kansas Senate Bill 123. Criminal Justice Processes and Offender Performance. (with Andres F. Rengifo). National Institute of Justice Research Conference, Washington, DC, June 2009.

- 2008 Race and Prosecutorial Decision-Making in Milwaukee, Wisconsin. (with Wayne McKenzie). National Black Prosecutors Association, Ft. Lauderdale, FL, July 2008.
- 2005 Policies and Imprisonment: State Sentencing Policies and Incarceration Rates National Association of State Sentencing Commissions Annual Meeting, Washington, DC, August 2005.
- 2005 Of Fragmentation and Ferment: The Impact of State Sentencing Reforms on Prison Populations. (with Andres F. Rengifo). National Institute of Justice Research in Progress Seminar, Washington, DC, March 2005.
- 2004 *Blakely v. Washington*: Practical Implications for State Sentencing Systems, Bureau of Justice Statistics/Justice Research and Statistics Association Annual Conference, Seattle, WA, October 2004.
- 2004 Determinate Sentencing, Sentencing Guidelines, and State Incarceration Rates, 1970-2002. National Association of State Sentencing Commissions Annual Meeting, Santa Fe, NM, August 2004.
- 2003 The Impact of State Budget Crises on State Sentencing and Corrections Policies. The Drug Policy Alliance 2003 Biennial Conference, East Rutherford, NJ, November 2003.

PAPER PRESENTATIONS

- 2015 Prison Length of Stay and Recidivism: Some New Considerations. (with David Olson). Annual Meetings of the American Society of Criminology Annual Meeting. Washington DC, November 2015.
- 2015 The Effects of Prosecutorial Charging Decisions on Case Outcomes. (with Gispy Escobar). Annual Meetings of the American Society of Criminology Annual Meeting. Washington DC, November 2015.
- 2014 Plea Bargaining in Wisconsin: Prosecutor Effects on Charge Reductions and Sentencing Outcomes. Annual Meetings of the American Society of Criminology Annual Meeting. San Francisco, CA, November 2014.
- 2014 The Center for Excellence in Homicide & Sex Assault Investigations: Preliminary Findings from Law Enforcement Surveys. Annual Meetings of the American Society of Criminology Annual Meeting. San Francisco, CA, November 2014.
- 2013 The Philosophical and Organizational Goals of Sentencing and Corrections Reform. Annual Meetings of the American Society of Criminology Annual Meeting. Atlanta, GA, November 2013.

- 2013 The Demise of Public Housing Projects and its Effect on Gang Activity in Chicago. (with Gipsy Escobar). Annual Meetings of the American Society of Criminology Annual Meeting. Atlanta, GA, November 2013.
- 2012 Variation in the Screening, Charging, and Plea Bargaining Strategies of Prosecutors. Annual Meetings of the American Society of Criminology Annual Meeting. Chicago, IL, November 2012.
- 2011 Contextual Constraints on Prosecutorial Discretion: The Effects of Policies, Resources, and Relationships on Prosecutors' Decisions. (with Bruce Frederick). Annual Meetings of the American Society of Criminology. Washington, DC, November 2011.
- 2011 Balancing Strength of Evidence and Contextual Constraints: A Multi-Method Study of Factors Affecting Prosecutors' Decisions. (with Bruce Frederick). Annual Meetings of the American Society of Criminology. Washington, DC, November 2011.
- 2011 Understanding Community Context in the Sentencing of Murderers. (with David Olson and Gipsy Escobar). Annual Meetings of the American Society of Criminology. Washington, DC, November 2011.
- 2011 Citizenship and Just Desserts: An Examination of Sentencing Discounts for Hispanic Defendants. Annual Meetings of the Law and Society Association. San Francisco, CA, June 2011.
- 2010 Prosecutorial Decision-Making: A Multi-Site Study of the Factors Affecting Prosecutors' Decisions. Annual Meetings of the American Society of Criminology. San Francisco, CA, November 2010.
- 2010 Correctional Bureaucracies and Prison Reform: Documenting Strategies of Adaptation, Resistance, and Support. (with Ethan Amidon and Andres Rengifo). Annual Meetings of the American Society of Criminology. San Francisco, CA, November 2010.
- 2009 Mandating Treatment: The Impact of Mandatory Community-Based Drug Treatment in Kansas. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Philadelphia, PA, November 2009.
- 2008 Policies of Imprisonment: Sentencing and Corrections Policy Innovation in the United States, 1970-2002. Annual Meetings of the American Society of Criminology. Saint Louis, MO, November 2008.
- 2008 Race and Trends in Women's Imprisonment: The Consequences of Welfare, Drug Penalties, and Economic Hardship. (with Kecia Johnson, Karen Heimer, Andres

- F. Rengifo, and Joseph B. Lang). Annual Meetings of the American Society of Criminology. Saint Louis, MO, November 2008.
- 2005 Examining the Decision-Making Practices of Line Prosecutors in Two Counties. Annual Meetings of the American Society of Criminology. Los Angeles, CA, November 2005.
- 2005 Mandating Treatment: An Implementation Evaluation of Kansas' Mandatory Community-Based Drug Treatment Program. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Los Angeles, CA, November 2005.
- 2004 Incarceration Rates and Social Forces: A State-Level Analysis, 1975-2002. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Toronto, Canada, November 2005.
- 2004 Of Fragmentation and Ferment: Studying the Effects of State Sentencing Policy on Incarceration. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Toronto, Canada, November 2005.
- 2003 Judicial Discretion and Sentencing Guidelines Systems: Beyond the Voluntary/Presumptive Dichotomy. Annual Meetings of the American Society of Criminology. Denver, CO, November 2003.
- 2003 Of Fragmentation and Ferment: State Sentencing and Corrections Reforms, 1975-2002. (with James A. Wilson). Annual Meetings of the American Society of Criminology. Denver, CO, November 2003.
- 2001 The Effect of State Sentencing Policies on Incarceration Rates. (with Jon Sorenson). Academy of Criminal Justice Sciences Annual Meeting. Washington, DC, April 2001.

TEACHING EXPERIENCE

- Undergraduate:
- Introduction to the Criminal Justice System
 - Sentencing Policy in the United States
 - Research Methods
 - Criminal Justice Capstone
 - Criminal Courts
 - Mass Incarceration
- Graduate:
- Politics and Policy in the Criminal Justice System
 - Research Methods
 - Program Evaluation
 - Sentencing Policy in the United States

ACADEMIC SERVICE

National Service

Editorial Board – *Criminology, Criminal Justice, Law and Society*

Manuscript Reviewer, *Journal of Criminal Justice, Crime and Delinquency, Justice Research and Policy, Criminology, Justice Quarterly, Law and Society Review, Criminal Justice Policy Review*.

Proposal Reviewer, National Institute of Justice (2010-present).

Proposal Reviewer, National Science Foundation Law and Society Section (2013).

Member, American Society of Criminology, Program Committee Area Chair, Prisons and Jails (2011).

Departmental Service

Department Chairperson (2014-present)

Assistant Department Chairperson (2013-2014)

Chair, Full time tenure track search committee (2013)

Chair, Full time tenure track search committee (2012)

Member, Full time tenure track search committee (2011)

Member, Undergraduate curriculum committee (2011-present)

Member, Comprehensive Exam Revision Committee (2011)

Member, Graduate Admissions Committee (2011-present)

Member, Department Chairperson search committee (2010)

Department Webmaster (2008-present)

Organizer - Crime, Law and Policy Workshop, 2008-2009

University Service

Loyola University Chicago Institutional Review Board (2008-present)

University Senate (2015-present)

Faculty Council (2015-present)

External Boards

Strategic Planning Advisory Group, John Howard Association of Illinois

Research Advisory Group, Measures for Justice, 2011-present

Research Advisory Group, Illinois Disproportional Justice Impact Study Commission, 2009

PROFESSIONAL MEMBERSHIPS

Law and Society Association

American Society of Criminology

EXHIBIT B

Cost Proposal: Year 1 of 5

	Community Engagement & Reporting				Policy Reviews				Outcome Measurements & Investigation Reviews				Technical Assistance				Training Assessments				Total Hours/Year	12-Month Total
	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost		
Direct Labor*	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total		
Monitor (Lemire)	38	57	95	19,000	36	54	90	18,000	36	54	90	18,000	7	11	18	3,600	28	42	70	14,000	363	
Deputy Monitor (Tidwell)	42	28	70	14,000	42	28	70	14,000	42	28	70	14,000	11	7	18	3,600	27	18	45	9,000	273	
Community Liaison (Pulliam)	-	90	90	18,000	-	20	20	4,000	-	90	90	18,000	-	-	-	-	-	45	45	9,000	245	
Law Enforcement (Powell)	10	25	35	7,000	10	25	35	7,000	10	25	35	7,000	2	6	8	1,600	26	64	90	18,000	203	
Law Enforcement (Hayes)	-	35	35	7,000	-	35	35	7,000	-	35	35	7,000	-	35	10	2,000	-	35	100	20,000	215	
Analysts (Lemire LLC)	10	-	10	2,000	10	-	10	2,000	15	-	15	3,000	-	-	-	-	10	-	10	2,000	45	
Attorney (Lemire LLC)	5	-	5	1,000	10	-	10	2,000	10	-	10	2,000	-	-	-	-	5	-	5	1,000	30	
Statistics Expert (Steman)	18	7	25	5,000	4	1	5	1,000	101	39	140	28,000	13	5	18	3,600	4	1	5	1,000	193	
Total Labor	124	241	365	73,000	113	162	275	55,000	215	270	485	97,000	33	64	72	14,400	100	205	370	74,000	1,567	315,764
Travel																						17,030
TOTAL ANNUAL ESTIMATED COSTS																					\$ 332,794.00	

Blended Hourly Rate for all Team Members \$200

* Allocation of all hours are estimates and may change as the Monitorship Team commences work.

** We intend to reduce all administrative costs

Cost Proposal: Year 2 of 5

	Community Engagement & Reporting				Policy Reviews				Outcome Measurements & Investigation Reviews				Technical Assistance				Training Assessments				Total Hours/Year	12-Month Total
	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost		
Direct Labor*	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total		
Monitor (Lemire)	37	33	70	14,000	40	35	75	15,000	40	35	75	15,000	8	7	15	3,000	37	33	70	14,000	270	
Deputy Monitor (Tidwell)	25	20	45	9,000	28	23	50	10,000	30	25	55	11,000	8	7	15	3,000	25	20	45	9,000	188	
Community Liaison (Pulliam)	-	70	70	14,000	-	5	5	1,000	-	75.00	75	15,000	-	-	-	-	-	45	45	9,000	190	
Law Enforcement (Powell)	4	11	15	3,000	6	14	20	4,000	7	18	25	5,000	1	4	5	1,000	22	58	80	16,000	131	
Law Enforcement (Hayes)	-	20	20	4,000	-	30	30	6,000	-	30.00	30	6,000	-	10	10	2,000	-	100	100	20,000	160	
Analysts (Lemire LLC)	8	-	8	1,600	3	-	3	600	10	-	10	2,000	-	-	-	-	10	-	10	2,000	31	
Attorney (Lemire LLC)	5	-	5	1,000	2	-	2	400	5	-	5	1,000	-	-	-	-	5	-	5	1,000	17	
Statistics Expert (Steman)	12	3	15	3,000	4	1	5	1,000	92	28	120	24,000	12	3	15	3,000	4	1	5	1,000	159	
Total Labor	91	157	248	49,600	82	108	190	38,000	184	211	395	79,000	29	31	60	12,000	103	257	360	72,000	1,145	252,610
Travel																						10,065
TOTAL ANNUAL ESTIMATED COSTS																						\$ 262,675.00

Blended Hourly Rate for all Team Members \$200

* Allocation of all hours are estimates and may change as the Monitorship Team commences work.

** We intend to reduce all administrative costs

Cost Proposal: Year 3 of 5

	Community Engagement & Reporting				Policy Reviews				Outcome Measurements & Investigation Reviews				Technical Assistance				Training Assessments				Total Hours/Year	12-Month Total
	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost		
	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total		
Direct Labor*																						
Monitor (Lemire)	37	23	60	12,000	43	27	70	14,000	46	29	75	15,000	4	2	6	1,200	40	25	65	13,000	276	
Deputy Monitor (Tidwell)	25	15	40	8,000	31	19	50	10,000	34	21	55	11,000	4	2	6	1,200	25	15	40	8,000	191	
Community Liaison (Pulliam)	-	60	60	12,000	-	20	20	4,000	-	80	80	16,000	-	-	-	-	-	40	40	8,000	200	
Law Enforcement (Powell)	7	13	20	4,000	11	19	30	6,000	7	13	20	4,000	1	2	3	600	26	44	70	14,000	143	
Law Enforcement (Hayes)	-	20	20	4,000	-	30	30	6,000	-	30	30	6,000	-	3	3	600	-	90	90	18,000	173	
Analysts (Lemire LLC)	3	-	3	600	10	-	10	2,000	10	-	10	2,000	-	-	-	-	5	-	5	1,000	28	
Attorney (Lemire LLC)	2	-	2	400	5	-	5	1,000	5	-	5	1,000	-	-	-	-	5	-	5	1,000	17	
Statistics Expert (Steman)	12	3	15	3,000	4	1	5	1,000	101	29	130	26,000	5	1	6	1,200	5	2	7	1,400	163	
Total Labor	86	134	220	44,000	104	116	220	44,000	204	201	405	81,000	13	11	24	4,800	106	216	322	64,400		240,142
Travel																						10,065
TOTAL ANNUAL ESTIMATED COSTS																					\$ 250,207.00	

Blended Hourly Rate for all Team Members \$200

* Allocation of all hours are estimates and may change as the Monitorship Team commences work.

** We intend to reduce all administrative costs

Cost Proposal: Year 4 of 5

	Community Engagement & Reporting				Policy Reviews				Outcome Measurements & Investigation Reviews				Technical Assistance				Training Assessments				Total Hours/Year	12-Month Total
	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost		
Direct Labor*	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total		
Monitor (Lemire)	38	17	55	11,000	42	18	60	12,000	38	17	55	11,000	3	2	5	1,000	42	18	60	12,000	235	
Deputy Monitor (Tidwell)	24	6	30	6,000	39	11	50	10,000	35	10	45	9,000	4	1	5	1,000	32	8	40	8,000	170	
Community Liaison (Pulliam)	-	55	55	11,000	-	10	10	2,000	-	70	70	14,000	-	-	-	-	-	40	40	8,000	175	
Law Enforcement (Powell)	9	6	15	3,000	15	10	25	5,000	15	10	25	5,000	1	1	2	400	42	28	70	14,000	137	
Law Enforcement (Hayes)	-	15	15	3,000	-	35	35	7,000	-	25	25	5,000	-	3	3	600	-	90	90	18,000	168	
Analysts (Lemire LLC)	4	-	4	800	3	-	3	600	3	-	3	600	-	-	-	-	6	-	6	1,200	16	
Attorney (Lemire LLC)	4	-	4	800	2	-	2	400	2	-	2	400	-	-	-	-	6	-	6	1,200	14	
Statistics Expert (Steman)	9	1	10	2,000	4	1	5	1,000	85	15	100	20,000	4	1	5	1,000	2		2	400	122	
Total Labor	87	101	188	37,600	105	85	190	38,000	179	146	325	65,000	13	7	20	4,000	130	184	314	62,800		209,098
Travel																						5,875
TOTAL ANNUAL ESTIMATED COSTS																					\$ 214,973.00	

Blended Hourly Rate for all Team Members \$200

* Allocation of all hours are estimates and may change as the Monitorship Team commences work.

** We intend to reduce all administrative costs

Cost Proposal: Year 5 of 5

	Community Engagement & Reporting				Policy Reviews				Outcome Measurements & Investigation Reviews				Technical Assistance				Training Assessments				Total Hours/Year	12-Month Total
	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost	Hours			Cost		
Direct Labor*	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total	Off-Site	On-Site	Total	Total		
Monitor (Lemire)	43	17	60	12,000	50	20	70	14,000	42	16	58	11,600	4	1	5	1,000	34	14	48	9,600	241	
Deputy Monitor (Tidwell)	31	9	40	8,000	47	13	60	12,000	31	9	40	8,000	4	1	5	1,000	16	4	20	4,000	165	
Community Liaison (Pulliam)	-	65	65	13,000	-	10	10	2,000	-	40	40	8,000	-	-	-	-	-	20	20	4,000	135	
Law Enforcement (Powell)	8	7	15	3,000	13	12	25	5,000	13	12	25	5,000	2	1	3	600	23	22	45	9,000	113	
Law Ennforcement (Hayes)	-	15	15	3,000	-	35	35	7,000	-	30	30	6,000	-	2	2	400	-	55	55	11,000	137	
Analysts (Lemire LLC)	3	-	3	600	3	-	3	600	5	-	5	1,000	-	-	-	-	5	-	5	1,000	16	
Attorney (Lemire LLC)	2	-	2	400	2	-	2	400	5	-	5	1,000	-	-	-	-	5	-	5	1,000	14	
Statistics Expert (Steman)	4	1	5	1,000	-	-	-	-	54	16	70	14,000	4	1	5	1,000	-	-	-	-	80	
Total Labor	91	114	205	41,000	115	90	205	41,000	150	123	273	54,600	13	7	20	4,000	84	114	198	39,600	901	181,592
Travel																						5,875
TOTAL ANNUAL ESTIMATED COSTS																					\$ 187,467.00	

Blended Hourly Rate for all Team Members \$200

* Allocation of all hours are estimates and may change as the Monitorship Team commences work.

** We intend to reduce all administrative costs

Expense Summary

Estimated Expenses Per Trip	
Lemire	\$545.00
Tidwell	\$955.00
Powell	\$595.00
Pulliam	\$0.00
Hayes	\$0.00
Steman	\$595.00

Annual Estimated Expenses	
Year 1	\$17,030.00
Year 2	\$10,065.00
Year 3	\$10,065.00
Year 4	\$5,875.00
Year 5	\$5,875.00
Total	\$48,910.00

Cost Proposal: Summary

Year 1	332,794.00
Year 2	262,675.00
Year 3	250,207.00
Year 4	214,973.00
Year 5	<u>187,467.00</u>
TOTAL	<u><u>\$ 1,248,116.00</u></u>
CAP ON FEES	<u><u>\$ 1,250,000.00</u></u>