Elite Performance Assessment Consultants, LLC

Request for Qualifications, Application for the New Orleans Police Department Court Monitor

City of New Orleans, Louisiana

Due: October 5, 2012

epac LLC ©

March 8, 13

Mr. Danny Cazenave
City of New Orleans
715 South Broad Street, Room 501
New Orleans, Louisiana 70119

Subject: New Orleans Police Department Consent Decree Monitor Proposal.

Dear Mr. Cazenave:

As President of Elite Performance Assessment Consultants, LLC, I am pleased to provide you with our response to the Request for Proposal to serve as the Court Monitor of the New Orleans Police Department. Per the announcement of the U.S. Department of Justice and the City of New Orleans, I am enclosing documentation outlining our qualifications and experience.

I will serve as the point of contact for the company and below you will find my contact information.

We look forward to hearing from the City of New Orleans soon, thank you.

Elite Performance Assessment Consultants, LLC
Randy Khatami
880 Hampshire Rd., Suite "X"
Thousand Oaks, CA 91362
Mobile: (805) 231-2836
E-mail: rkhatami@elitepacllc.com

Sincerely,

Randy Khatami, CFE, CFS, CLEA, CRMA
President

March 8, 13

Ms. Christy E. Lopez
United States Department of Justice
Civil Rights Division, Special Litigation Section
601 D Street NW
Washington, DC 20004

Subject: New Orleans Police Department Consent Decree Monitor Proposal

Dear Ms. Lopez:

As President of Elite Performance Assessment Consultants, LLC, I am pleased to provide you with our response to the Request for Proposal to serve as the Court Monitor of the New Orleans Police Department. Per the announcement of the U.S. Department of Justice and the City of New Orleans, I am enclosing documentation outlining our qualifications and experience.

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Elite Performance Assessment Consultants, LLC
Randy Khatami
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Sincerely,

Randy Khatami, CFE, CFS, CLEA, CRMA
President

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I. EXECUTIVE SUMMARY

Elite Performance Assessment Consultants, LLC (EPAC) is honored to submit its proposal to provide services as the Court Monitor, as required by the United States District Court for the Eastern District of Louisiana (court), United States v. City of New Orleans, et. al. (Parties). Elite Performance Assessment Consultants hereby proposes a team of professional law enforcement auditors, and consultants to be selected as the Court Monitor, pursuant to the Consent Decree (CD).

Elite Performance Assessment Consultants brings a wide array of law enforcement expertise in assessing and monitoring high-risk public safety operations. It has over 158 years of combined law enforcement and criminal justice experience. Elite Performance Assessment Consultants also brings extensive experience specific to civilian oversight, civil rights, police performance assessments using Generally Accepted Government Accountability Standards, conducting and reviewing administrative investigations, conflict resolution, communication and public outreach, academic research, and law enforcement and legal training.

The role of the Court Monitor is defined as stipulated within the CD.
To meet the requirements as set forth in Conditions of the CD:

A. An annual audit/inspection plan;

B. Methodologies for reviewing and evaluating the scope of work in accordance with the CD paragraphs;

C. Review of existing policies and procedures for New Orleans Police Department (NOPD) and the existing police oversight system(s);

D. Development of a close working relationship with all levels of the NOPD organizational structure;

E. Review training materials;

F. Review use of force and misconduct investigations;

G. Timely reporting of findings and recommendations to the Parties and the court as required by the CD.

II. PERSONNEL

Dawn Reynolds – Court Monitor

Ms. Reynolds is the Vice President of EPAC, a private company that works with public safety programs to limit risk and liability through systemic performance assessments of training programs, policies, and management practices. Ms. Reynolds is also a partner

with the private law firm of Brissenden and Reynolds in Salem, Oregon and has twenty years experience as an attorney in both the public and private sector, and is licensed in Oregon, Washington, federal district court, the Ninth Circuit Court of Appeals and the U. S. Supreme Court. In addition to her work as a public safety performance auditor (Eugene, Oregon), she has served as a prosecutor, a public defender, mediator, municipal court judge and judge pro tem, has taught Criminal Procedure, Mediation and Indian Law. Her private law practice includes administrative law, estate planning and criminal appeals. Prior to becoming an attorney she worked in public relations, development and long range planning in higher education.

Ms. Reynolds received her Bachelor of Arts in English Literature and Fine Arts from the University of Washington, graduating, *summa cum laude*. She received her Master of Arts, English Literature, also from the University of Washington, graduating with Honors. Ms. Reynolds received her Juris Doctor from the University of Idaho, College of Law (Honors). She is a Certified Instructor for the California Commission on Peace Officer Standards and Training (POST)/Institute of Criminal Investigation (ICI). She teaches Courtroom Preparation and Managing Risk & Liability. Ms. Reynolds holds a Certified Law Enforcement Auditors (CLEA) designation from the International Law Enforcement Auditors Association (ILEAA). She is active with the National Association for Civilian Oversight in Law Enforcement (NACOLE) where she is a board member. She has also served on several committees including the NACOLE Professional Standards, Strategic Planning and Newsletter committees.

Randall Khatami – Assistant Monitor/Project Director – Special Assessments

Mr. Khatami is the President of EPAC, and a consultant specializing in law enforcement auditing and internal investigations. He has 19 years of audit and investigative experience. Mr. Khatami was a fraud investigator for a large financial institution and spent ten years investigating internal and external fraud. His duties included investigating areas of possible fraudulent activity over all divisions of the company, including wholesale lending, correspondent lending, sub-prime lending, retail divisions, and employee related investigations.

Mr. Khatami has completed complex audits relating to the Los Angeles Police Department (LAPD) consent decree in the areas of search warrants, uses of force, arrest, booking and charging reports, complaint investigations, confidential informants, and Gang Enforcement Detail selection criteria. Mr. Khatami is a certified California POST/ICI instructor, wherein he instructs Capturing Fieldwork Data and Report Writing. As a member of the LAPD Basic Law Enforcement Performance Auditor Course (BLEPAC) instructor cadre, he provided instruction to the Detroit Police Department (DPD) and California Highway Patrol (CHP). He was also LAPD Audit Division (AD) 2007 Civilian of the Year Award recipient.

Mr. Khatami received his Bachelor of Science degree in Psychology from California Lutheran University. He is a Certified Fraud Examiner (CFE), a Certified Fraud

Specialist (CFS), Certification on Risk Management Assurance (CRMA) and a Certified Law Enforcement Auditor (CLEA). Mr. Khatami is a graduate of the Los Angeles County Sheriff's Department, Deputy Leadership Institute.

Christopher Figueroa – Project Director – Personnel and Training Assessments

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

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

Mr. Figueroa is a Certified Government Auditing Professional (CGAP), CFE, CFS, CRMA and CLEA. He is also a member of the instructional staff of the Association of Certified Fraud Specialists (ACFS) and is an advisory board member of the International Law Enforcement Auditor Association (ILEAA). He has lectured in the field of auditing for the ACFS and ILEAA.

Mr. Figueroa was the instructional designer of the first BLEPAC in the United States that is certified by California POST, and the Michigan Commission on Law Enforcement Standards (MCOLES). This course was presented by the LAPD, and iterations were presented to the DPD and CHP, wherein Mr. Figueroa was the course administrator. He was also responsible for the development of the same course presented to the San Jose Police Department by San Jose State University's Administration of Justice Bureau. Mr. Figueroa is also the instructional designer of the first Advanced Law Enforcement Auditor Course for Executives and Managers in the United States, certified by California POST.

He is a certified POST/ICI instructor and a graduate of the California POST Master Instructor Development Program (MIDP). Mr. Figueroa graduated from the Technology, Training Design and Development Course at the University of Southern California (USC). He has received numerous awards as a trainer and auditor. He received the 2000/2001 ICI Excellence in Instruction Award for Course Administration, the prestigious 2006 ICI Founders Award, the 2008 and 2009 ACFS National Distinguished Service Award, 2008/2009 MIDP Leading Towards Excellence Mentor Award, and the LAPD AD Lifetime Achievement Award.

Sergio Sais – Project Director – Operational Assessments

Mr. Sais is the Director of Auditing for EPAC, and a professional law enforcement auditor. He is a retired Police Sergeant II with the LAPD, Uniformed Support Division. Mr. Sais had over 20 years with the LAPD and was assigned to patrol, field training officer, administration, and as a field supervisor. He also specialized in incident command system training, command post operations, and major incident response. As a professional law enforcement auditor, Mr. Sais was responsible for conducting consent decree audits, which included use of force investigations, complaint investigations, search warrants, and gang enforcement detail selection. Additionally, he was responsible for coordinating and directing the LAPD's response to the Inspector General's and Independent Monitor's inquiries regarding these audits.

Mr. Sais has also provided auditing and consulting services to the Los Angeles Fire Department's Arson and Counter Terrorism Section (ACTS), where he conducted audits to determine the quality of ACTS's arson investigations. He also provided assistance in developing procedures for streamlining supervisory oversight of the investigations. Mr. Sais is a certified POST/ICI instructor, wherein he instructs Capturing Fieldwork Data, Audit Planning, Audit Work Plans, and Fieldwork Analysis for the LAPD BLEPAC. As a member of the LAPD BLEPAC instructor cadre, he provided instruction to the CHP.

Mr. Sais obtained his Bachelors Degree in Public Administration from USC, and a Master of Public Administration from California State University, Northridge. He is a CGAP, CFE, and CLEA. He was also LAPD, AD's 2006 Rookie Auditor of the Year Award recipient.

Christina Beamud – Project Director - Communications

Ms. Beamud was born and raised in New York City and attended the State University of New York at Albany. After graduating from Albany, she moved to Rochester, New York and joined the police department as one of the first five women hired as patrol officers in 1976. She worked patrol, investigations, and internal affairs before resigning to attend Northeastern University School of Law. After graduating, she was a prosecutor with the Middlesex District Attorney and specialized in Child Abuse investigations and prosecutions. In 1998, she became the Legal Advisor to the Cambridge Police Department where she represented the Police Commissioner in state and federal courts, trained police officers, participated in community policing and developed policy. In 2006, she became the first Police Auditor in Eugene, Oregon. She then moved to Atlanta where she was the first Executive Director of the Atlanta Citizen Review Board.

During her time as Legal Advisor, she participated in the statewide task force on racial profiling, the Cambridge Homeless Committee, and participated in the planning of numerous special operations activities, including the Democratic National Convention planning (2004). She has presented at the Georgia Bar Association concerning remedies for constitutional violations and is active with NACOLE.

Jayson Wechter – Project Consultant – Operational Assessments

Mr. Wechter has been a licensed Private Investigator in California for over 30 years and is a Certified Legal Investigator, a Certified Criminal Defense Investigator, a NACOLE Trained Practitioner and a Certified Force Science Analyst. While in private practice, Mr. Wechter specialized in civil and criminal investigations for attorneys and in workplace investigations for government agencies and corporations.

Mr. Wechter became involved with civilian oversight in 1982 when he campaigned for the creation of San Francisco's Office of Citizen Complaints (OCC) and began working at the OCC in 1983 as its first Senior Investigator. Mr. Wechter helped shape many of the OCC's early policies and procedures, creating its demonstration monitoring program and writing and implementing the agency's first policy recommendation adopted by the San Francisco Police Department.

Mr. Wechter left the OCC in 1984 to take another position with the City and County of San Francisco. Since returning to the OCC in 1998, Mr. Wechter has investigated multiple officer-involved shootings and in-custody deaths along with complaints concerning use of force, biased policing and unjustified searches and arrests. He also created a formal training program for new OCC investigators and wrote performance evaluation criteria for OCC investigators.

Mr. Wechter has been involved with NACOLE since 2003. Over the past eight years, he has made presentations at the annual NACOLE conference on Basic Investigative Skills for Civilian Oversight Practitioners, Investigating Use of Force Incidents, Basic Skills for Conducting and Reviewing Oversight Investigations, Assessing Credibility, Ethics in Policing and Civilian Oversight and Best Practices for Investigating Crowd Control Incidents. Mr. Wechter has been a member of the NACOLE Professional Standards Committee since its inception in 2006, and wrote the first draft of the NACOLE Code of Ethics. He also wrote NACOLE's qualification standards for civilian oversight investigators and Recommended Training for Board & Commission members.

Mr. Wechter has served on the NACOLE Board of Directors since 2007 and has chaired its Professional Standards, Newsletter and Website committees.
Mr. Wechter is the author of a 2004 report issued by the Police Professionalism Initiative of the University of Nebraska, "Investigating Citizen Complaints is Different: The Special Challenges of Investigating Citizen Complaints Against Police Officers."
Mr. Wechter has a Bachelor of Arts in anthropology with a minor in journalism from the State University of New York, Stony Brook.

David Murphy – Project Consultant – Special Assessments

Dr. Murphy is an associate professor in the Criminal Justice Department at Western Oregon University. He earned his Bachelor of Science degree in Criminal Justice from

Truman State University in Kirksville, Missouri. He received his Master of Arts degree in Criminal Justice and Doctor of Philosophy in Political Science from Washington State University. His current research agenda is focused on exploring how crime has shaped the course of American history. His other active research projects include an assessment of the benefits of undergraduate internship experiences and a study of the attitudes of death row inmates on the topic of organ donation.

Dr. Murphy regularly presents his research at national and regional conferences, including the annual meetings of the Academy of Criminal Justice Sciences and the American Society of Criminology. He has published in Justice Quarterly, Journal of Criminal Justice, Policing: An International Journal of Police Strategies and Management, Canadian Journal of Criminology and Criminal Justice and Justice Policy Journal. He has contributed chapters to Legal Issues in Criminal Justice (2007, edited by Craig Hemmens) and The Inmate Prison Experience (2003, edited by Mary Stohr). His first book, Making Police-Probation Partnerships Work (LFB Scholarly) was published in 2005.

Jeffry Phillips – Project Consultant – Personnel and Training Assessments

Mr. Phillips has served over 20 years with local and federal law enforcement agencies, serving as an audit manager with the LAPD Internal Audit and Inspection Division. He has managed various law enforcement consent decree audits, including but not limited to Gang Enforcement Selection Criteria, Confidential Informants, Complaint Investigations, and Command Accountability Performance Audits dealing with the LAPD Gang Enforcement units. Additionally, he has been tasked with performing special research projects for the Office of the Chief of Police. Mr. Phillips is a certified POST/Institute of Criminal Investigation (ICI) instructor, wherein he teaches Auditing Standards, Risk Assessment, Population & Sampling, Audit Interview Techniques, and Fieldwork Analysis for the LAPD, BLEPAC. As a member of the LAPD BLEPAC instructor cadre, he provided instruction to the DPD and CHP. Mr. Phillips was also a member of the instructor cadre who presented the BLEPAC to law enforcement auditors in Kosovo.

Mr. Phillips spent nearly 10 years working with the United States Department of Homeland Security (DHS), Immigration and Customs Service (ICE). As an accreditation manager for ICE, he was responsible for supervision, auditing, and inspections pertaining to all aspects of a detention setting, and was an Ethics and Report Writing instructor with ICE.

Mr. Phillips received his Bachelor of Science degree in Criminal Justice and his Master of Science degree in Public Administration, from California State University, Los Angeles. He is a CGAP and a CFE. Mr. Phillips is the Vice President for the International Law Enforcement Auditors Association (ILEAA). He received a 2003 Appreciation Award from DHS, and was also LAPD Audit Division's (AD) 2005 Outstanding Performance Award, and 2007 Auditor of the Year Award Recipient.

Mr. Phillips is currently an adjunct professor at Mount Saint Mary's College where he

teaches various criminal justice courses, and is currently a candidate for his Doctorate of Public Administration at the University of La Verne, wherein his areas of research study are in risk based law enforcement performance auditing.

John Doucet – Information Technology Systems Specialist

Mr. Doucet is a Police Performance Auditor for the LAPD's Internal Audits and Inspections Division (IAID). He is currently assigned to a full-time collateral position in the Audit Training Section. In this position, he is responsible for coordinating the LAPD BLEPAC. He is a POST/ICI certified instructor.

In November of 2007, he was assigned as the project manager for the acquisition, installation, and implementation of CCH/Wolters Kluwer "TeamMate" software program, and associated hardware and software. TeamMate is an industry leading audit project and electronic work paper storage software suite. Upon completion of the project, Mr. Doucet was assigned as the system administrator of the software suite for approximately 45 employees. This included both training and support for end users, and back-end administration of the software and respective server.

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

In addition to the above, he is also responsible for providing computer troubleshooting and support for LAPD Internal Audits and Inspections Division (IAID) personnel. This includes providing training and assistance with Microsoft Office 2007 applications. He also coordinates with outside parties for the repair of computer equipment.

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

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

- CIS 1A Introduction to Computer Systems;
- CIS 2 Fundamentals of Systems Analysis;
- CIS 5 Introduction to C++;
- CIS 26A Cisco Routing Fundamentals;
- CIS 26B Cisco Routing Protocols;
- CIS 26C Cisco LAN Switching and Wireless;
- CIS 26D Cisco Accessing the WAN;

- CIS 61 Introduction to Database Theory; and,
- CIS 62 MS Access DBMS Comprehensive.

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

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

III. QUALIFICATIONS

Elite Performance Assessment Consultants was founded by four law enforcement auditing professionals, who are dedicated to enhancing the professionalism, transparency, efficiency, and effectiveness of law enforcement organizations, wherein the core services produce a reduction in liability through risk assessment, audits and inspections, training, policy review, and best practices.

A. Law enforcement, law enforcement practices, community policing, complaint investigation, management, training, and monitoring law enforcement practices.

Ms. Reynolds is a partner with the private law firm in Salem, Oregon and has 20 years experience as an attorney in both the public and private sector, and is licensed in Oregon, Washington, federal district court, the Ninth Circuit Court of Appeals and the U. S. Supreme Court. She has served as a prosecutor, a public defender, mediator, municipal court judge and judge pro tem. Ms. Reynolds has also taught Criminal Procedure, Mediation and Indian Law. Her private law practice includes administrative law, estate planning and criminal appeals. She served as a public safety performance auditor for the Eugene, Oregon, Police Department, which allowed her to become familiar with law enforcement procedures and practices. Prior to becoming an attorney she worked in public relations, development and long range planning in higher education.

Mr. Khatami has 19 years of audit and investigative experience. He was a fraud investigator for a large financial institution and spent ten years investigating internal and external fraud. His duties included investigating areas of possible fraudulent activity over all divisions of the company, including wholesale lending, correspondent lending, sub-prime lending, retail divisions, and employee related investigations.

Mr. Figueroa has 35 years of law enforcement experience as a patrol officer, investigator, trainer and reserve police officer, validate his knowledge in the field. He has investigated numerous criminal cases as a uniformed officer, traffic collision investigator and field detective. He is familiar with investigative procedures, having coordinated and instructed in all LAPD investigative training courses.

Mr. Figueroa is a recognized POST interview and interrogation expert, having served as a subject matter expert and consultant for POST's Police Interrogation video telecourse. He has received interview and interrogation training through the ICI Criminal Investigation Core Course, the John E. Reid Interview and Interrogation Course, and the Behavioral Analysis Training Institute in California.

Mr. Sais is a retired sergeant with the LAPD, having served 20 years with that department. His assignments included patrol, field training officer, field supervisor, and administration. He investigated many criminal cases as a patrol officer. As a field supervisor, Mr. Sais supervised uniformed personnel, which included, training, supervisory oversight, counseling, and personnel complaint investigations. His administration experience included researching and writing policies and procedures for the Office of the Chief of Police. Mr. Sais also specialized in incident command system training, command post operations, and major incident response.

Ms. Beamud was a member of the Rochester, New York, Police Department and one of the first five women hired as patrol officers in 1976. She worked patrol, investigations, and internal affairs before resigning to attend Northeastern University School of Law. After graduating, she was a prosecutor with the Middlesex District Attorney and specialized in Child Abuse investigations and prosecutions. In 1998, she became the Legal Advisor to the Cambridge Police Department where she represented the Police Commissioner in state and federal courts, trained police officers, participated in community policing and developed policy. In 2006, she became the first Police Auditor in the Eugene, Oregon, Police Department. She then moved to Atlanta where she was the first Executive Director of the Atlanta, Georgia, Police Department's Citizen Review Board.

Mr. Wechter has been a licensed Private Investigator in California for over 30 years and is a Certified Legal Investigator, a Certified Criminal Defense Investigator, a NACOLE Trained Practitioner and a Certified Force Science Analyst. While in private practice, he specialized in civil and criminal investigations for attorneys and in workplace investigations for government agencies and corporations.

In 1982 Mr. Wechter campaigned for the creation of San Francisco's OCC and he was that organization's first Senior Investigator. Mr. Wechter helped shape many of the OCC's early policies and procedures, creating its demonstration monitoring program and writing and implementing the agency's first policy recommendation adopted by the San Francisco Police Department.

Dr. Murphy is an associate professor in the Criminal Justice Department at Western Oregon University. His current research agenda is focused on exploring how crime has shaped the course of American history. His other active research projects include an assessment of the benefits of undergraduate internship experiences and a study of the attitudes of death row inmates on the topic of organ donation. Dr. Murphy regularly presents his research at national and regional conferences. He has also published several journal articles, contributed his expertise in several books and has also has published his own scholarly book.

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

B. Auditing, investigating, or reviewing performance of organizations

We at EPAC provide audits, inspections, and consulting services related to those areas of public safety operations that create the highest risk and liability exposure. We provide an independent, objective, fact-based, non-partisan assessment of the stewardship, performance, and cost of programs and operations.

Ms. Reynolds, Vice President, will oversee the entire auditing, investigating and reviewing performance of organizations, at the primary Court Monitor. As a public safety performance auditor for the Eugene, Oregon, Police Department, Ms. Reyonlds has extensive experience in conducting police performance audits, specifically in personnel complaints and disciplinary matters. As a member of the EPAC staff, Ms. Reynolds has also conducted numerous law enforcement related audits.

Mr. Khatami, President, will be assign to the oversight, management, and review of the NOPD audits. Mr. Khatami has extensive supervisory experience as an Auditor in Charge, where he oversaw the planning, coordination, and execution of the following audits: search warrant procedures; use of force investigations; arrest, booking, and charging procedures; complaint investigations; confidential informants; and gang enforcement personnel selection audit.

Mr. Phillips is an audit manager for the LAPD, IAID, who has experience with all categories of law enforcement performance audits. Not only has he conducted these audit engagements, as an audit manager, he has also reviewed them. He is familiar with auditing standards, including but limited to the Government Auditing Standards, the International Professional Practices Framework and the Principles and Standards for Offices of Inspector General.

The following certified auditors would be assigned to assist Mr. Khatami in conducting the audits: Sergio Sais, CGAP, CFE, CFS, CLEA; John Doucet, CFE; Rowena Nelson, CFE, CFS; Wendy Gamble, CFE, CFS; and Kristin Burgess, CGAP. Each of the aforementioned individuals has extensive experience in police performance auditing.

C. Mediation and dispute resolution

Ms. Reynolds, Mr. Phillips and Mr. Figueroa have extensive experience in dispute resolution. Ms. Reynolds experience as a union representative entailed extensive mediation and dispute resolution between management and the labor union. Mr. Figueroa has a Master's degree in Conflict Resolution and Negotiation, and has dealt with dispute resolutions as a supervisor.

D. Statistical and data analysis

The entire EPAC management team are extensively versed in the use of statistical and data analysis, including the application of various sampling techniques. Should the need arise, wherein complex statistical analysis is required; EPAC will contract with the individual(s) that has the appropriate qualifications (e.g. Ph.D. in statistics).

E. Computer Technology and Data Management

As part of its team, EPAC employs the services of Mr. Doucet, who holds a Master of Science degree in Information Systems Management – Concentration in Information Security from the Keller Graduate School of Management. He is presently enrolled in a Doctor of Philosophy program at Capella University with an emphasis in the field of Information Assurance and Security. Mr. Doucet is proficient with several Microsoft Office software applications as evident by his qualifications addressed in this proposal. His ancillary duties as the IAID computer systems administrator demonstrate his proficiency with high-technology systems.

As a certified POST/ICI Computer Crimes Specialist, Mr. Figueroa is also qualified in computer technology and data management. He has attended several computer forensic courses presented by SEARCH, Inc. in Sacramento, California. Additionally, Mr. Khatami has experience working on forensic and Internet investigations.

F. Working with government agencies, municipalities, and collective bargaining units

Mr. Khatami has conducted numerous investigations in conjunction with the Federal Bureau of Investigation (FBI), Internal Revenue Service (IRS), United States Secret Service (USSS), and United States Postal Inspectors (USPI). In addition, he has conducted and supervised numerous consent decree audits for the LAPD.

Throughout his career, Mr. Figueroa has maintained liaison with local, state, federal, and foreign law enforcement agencies as a background investigator, detective training course administrator, and as the officer in charge of LAPD's Audit Training Section.

As an Incident Command System Instructor, Mr. Sais coordinated several emergency management exercises with local, state, and federal agencies.

G. United States and/or State of Louisiana Laws, policies and rules governing police practices

Each member of the EPAC team has extensive knowledge pertaining to constitutional law as it relates to law enforcement (e.g. search and seizure, Miranda, arrest, detention, etc.).

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

The entire EPAC team has experience in testifying in civil, municipal, and superior court. Additionally, Ms. Reynolds is a practicing attorney and has represented clients in various Washington and Oregon courts.

I. Report writing

Members of the EPAC team have extensive experience in writing consent decree audit reports, law enforcement and correctional policies and procedures, criminal investigation reports.

IV. REFERENCES

Outlined below are the references for EPAC staff and consultants.

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Mr. Jeffry Phillips:

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(21) 9962-7050

V. PROPOSED ACTIVITIES

In conducting the monitor activities required by the CD, EPAC will adhere to the provisions of GAGAS, which includes: ethical principles in government auditing; general standards; field work standards; and, reporting standards.

A. Methods of obtaining information

We at EPAC believe the key to being a successful monitor is to establish a professional rapport and develop clear lines of communication. In addition, a formal process for requesting and tracking information will be developed through a database. All information obtained under the CD will be kept secure and confidential.

B. Methods for analyzing information

Elite Performance Assessment Consultants will develop methodologies for reviewing and analyzing NOPD's risk assessments, methodologies, objectives, prior audit reports, and prior Court Monitor Quarterly Reports. The methodologies developed will be used to ensure all provisions are being addressed. In addition, EPAC will evaluate NOPD's compliance with COC and UOF paragraphs. Included in EPAC's analytical methods are the evaluation of relevancy, validity, and reliability of test work performed by NOPD.

C. Frequency of various proposed activities

The analysis of the proposed activities will be performed on a continuous basis. To ensure that information is communicated in a timely manner, each provision of the CD will be reported in a quarterly report, as well as an annual report.

D. Personnel Responsible for the various activities described in the scope of work and the number of hours anticipated to be devoted to specific aspects of the project by month or quarter

Two Project Directors will be assigned full time to address the various components of the CD. The Court Monitor and the Assistant Monitor will be available to the Parties as required, and will assist the Project Directors as needed. Audit staff and clerical staff have been budgeted to assist the Project Directors. Additionally, Project Consultants as previously noted, have been identified and budgeted to provide additional assistance to the Project Managers. We have estimated the total number of hours to be used for this project to be 11,424 the first year

We anticipate that as NOPD works toward achieving substantial compliance with the CD, the second year will require fewer hours from the monitoring team. We have estimated the total number of hours to be used the second year to be 6,332.

E. The monitoring processes, methodology, and staff you and your project team would use to evaluate the effectiveness of the complaint investigations conducted by NOPD as an example of how your team would review citizen complaints

Elite Performance Assessment Consultants will develop a methodology whereby the process of filing a citizen complaint will be reviewed and evaluated. This includes, but is not limited to: the accessibility of officer personnel information by investigators; personnel complaint material available to the public, issuance of a unique tracking number to each complaint, and timeliness of the completion of the investigations.

Additionally, EPAC will evaluate the adequacy of the complaint investigations, which includes, but is not limited to: the referral of all complaints to the appropriate entity within a required time period; keeping the complainant informed as a status of their complaint; the completion of the investigation within the required time-period; and, all other provisions as required by the respective COC and UOF paragraphs.

Mr. Sais who has conducted complaint investigation audits will oversee the audit team that will be responsible for reviewing and evaluating NOPD's complaint investigation process.

F. How your project teams' experience and expertise has prepared your team to fulfill the monitoring requirements of the CD, particularly the requirement to report regularly on compliance with each substantive provisions of the

CD, within the context of the NOPD's organization structure, size, and volume of work

The EPAC management team has successfully supervised, conducted, and completed consent decree audits that were subject to strict time constraints. These audits addressed complex law enforcement subjects (e.g. search warrants, complaint investigations, use of force investigations, etc.) for the LAPD, one of the largest law enforcement agencies in the United States. We are familiar with the NOPD's organizational structure, size, and volume of work due the previous training provided by members of the project team, and are very confident that we have the knowledge, experience, and wherewithal to meet the needs of a police organization such as the NOPD.

G. How your team would coordinate with the NOPD to arrange visits, on-site records reviews and interviews, and how your team would coordinate its monitoring activities and communications with the Parties

As previously noted, EPAC will establish lines of communication with the appropriate members of the City of New Orleans and the NOPD. Specifically, we will look to NOPD to identify key personnel through whom we will coordinate our monitoring activities, arrange visits for on-site records reviews and interviews. Additionally, the Primary Court Monitor or his designated representative will be tasked with communicating all pertinent activities with the Parties.

H. How your team would provide technical assistance to the NOPD

The EPAC team has the necessary law enforcement expertise to provide technical assistance. Upon request by the NOPD, EPAC will provide technical assistance with regards to compliance of the CD as it relates to the provisions outlined by the COC and UOF paragraphs. Notwithstanding, the technical assistance will also be guided by the standards and principles addressed in GAGAS.

VI. POTENTIAL CONFLICT OR BIAS

A. Currently, no members of EPAC are involved, or have been involved in any activity that would pose a conflict of interest/bias, or perceived conflict of interest/bias. However, in the interest of complete transparency, three members of the EPAC management team participated in providing audit training to NOPD Independent Police Monitor in 2011. The training provided was generic, not customized to the NOPD, and the same curriculum has been provided to other law enforcement personnel.

B. Currently, EPAC is not performing monitoring services for any other communities.

VII. LOCAL PRESENCE:

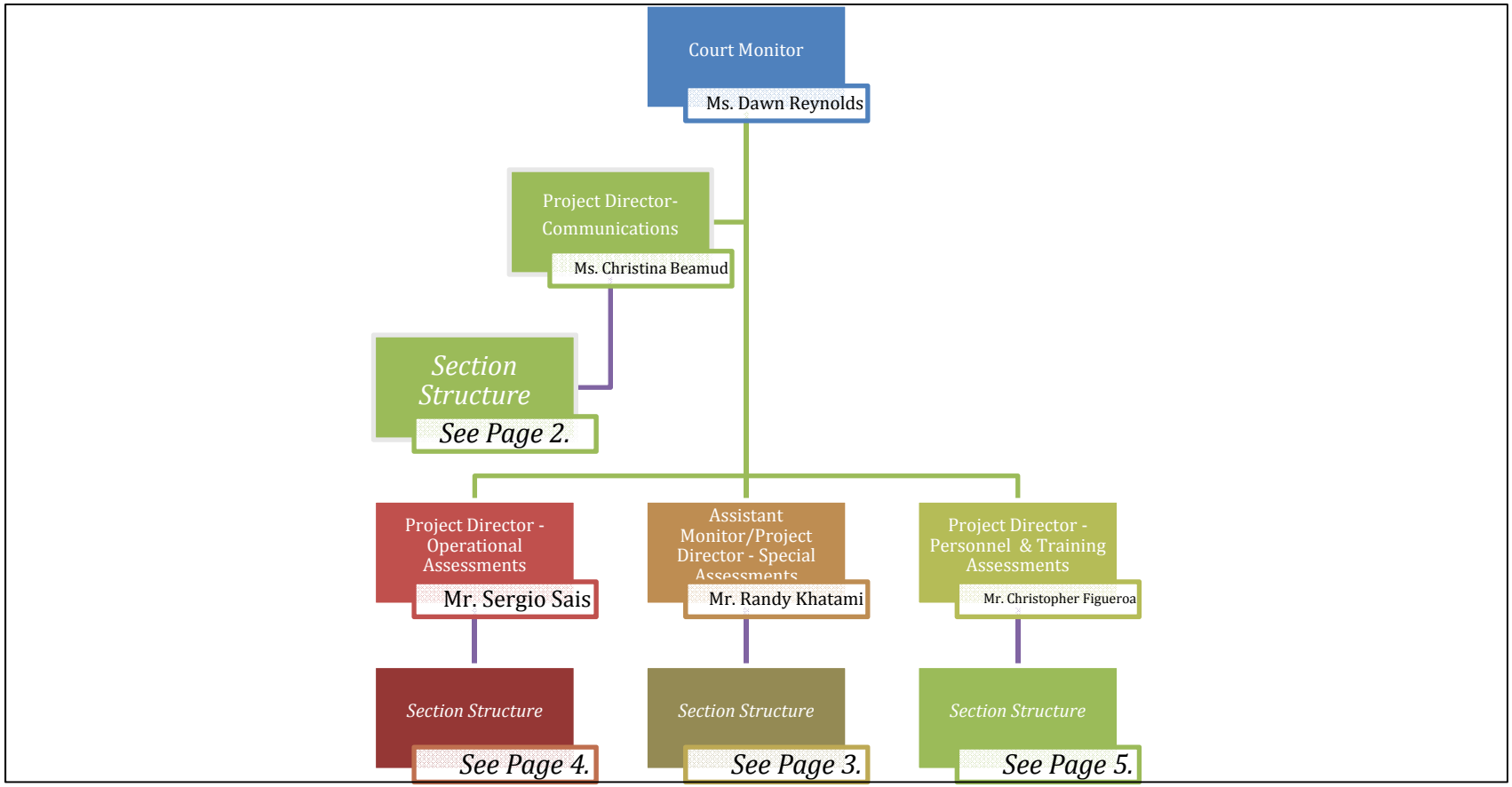
A. Elite Performance Assessment Consultants intends to establish a satellite office within the City of New Orleans as a measure of adequate presence.

VIII. PRICE PROPSAL:

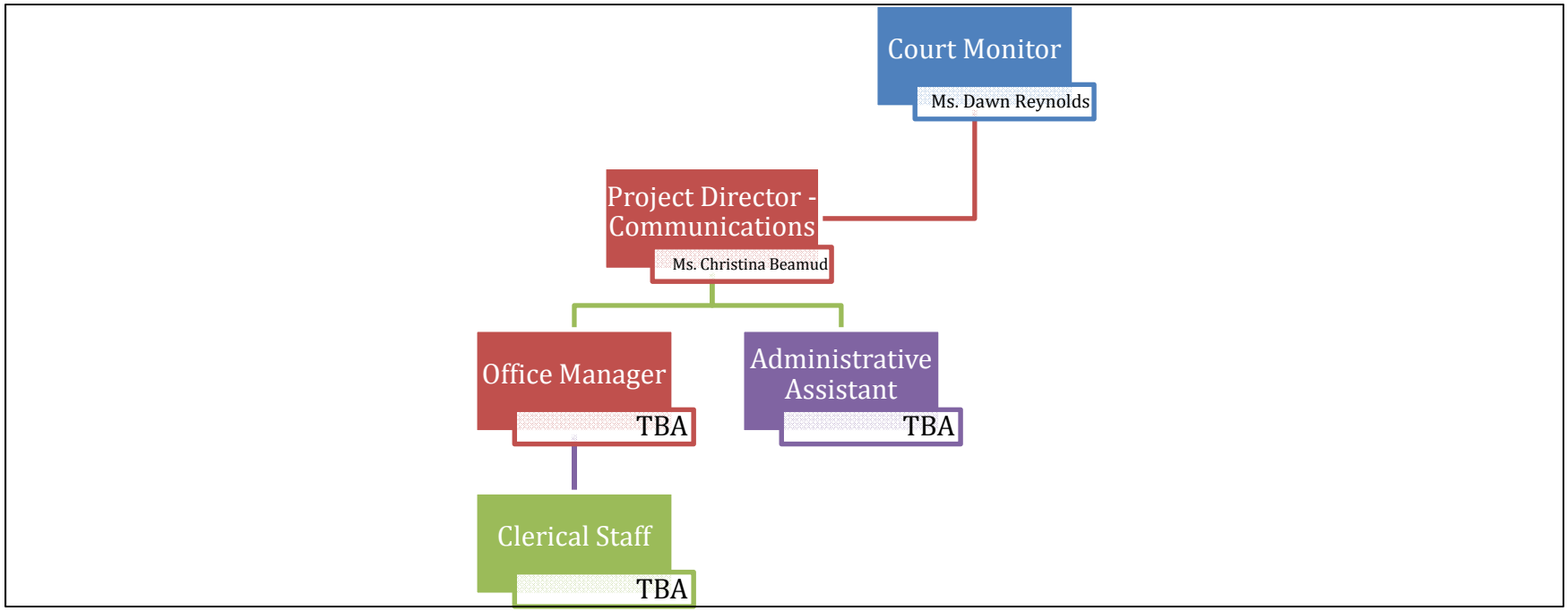
B. See attached spreadsheet

IX. NEW ORLEANS POLICE DEPARTMENT COURT MONITOR ORGANIZATIONAL CHART

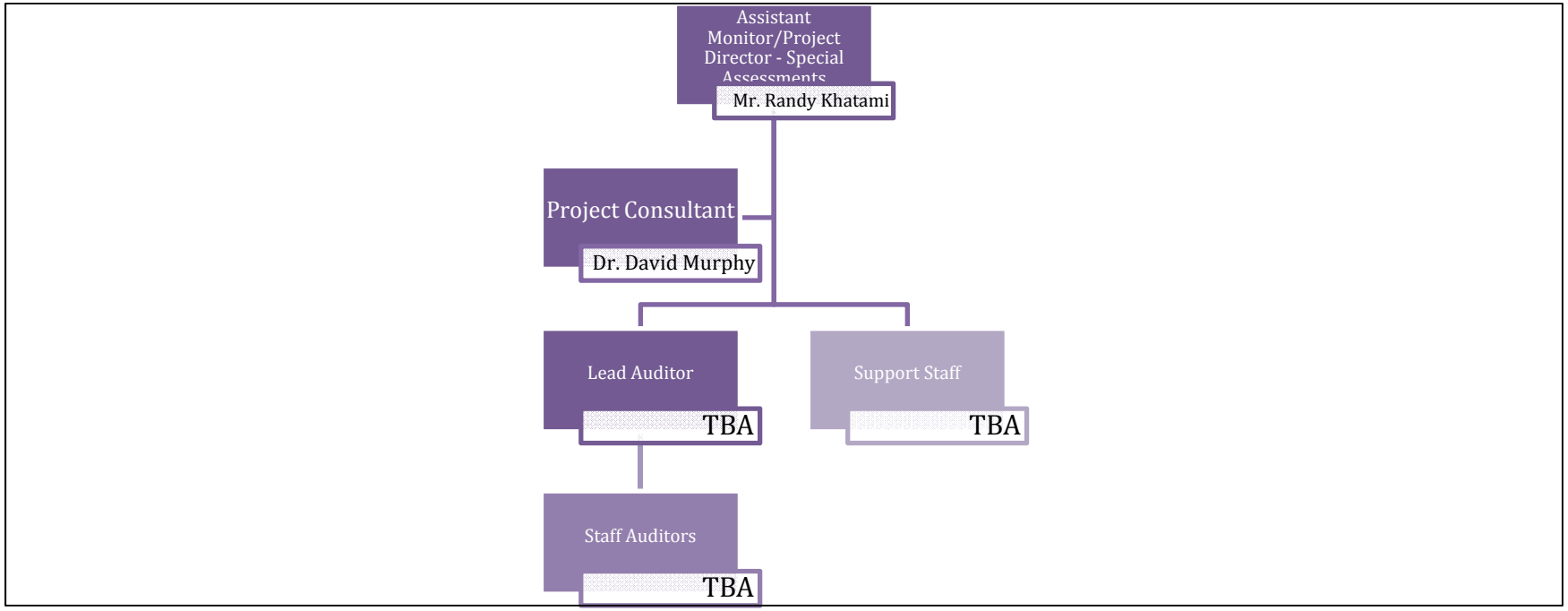
Court Monitor Organizational Structure



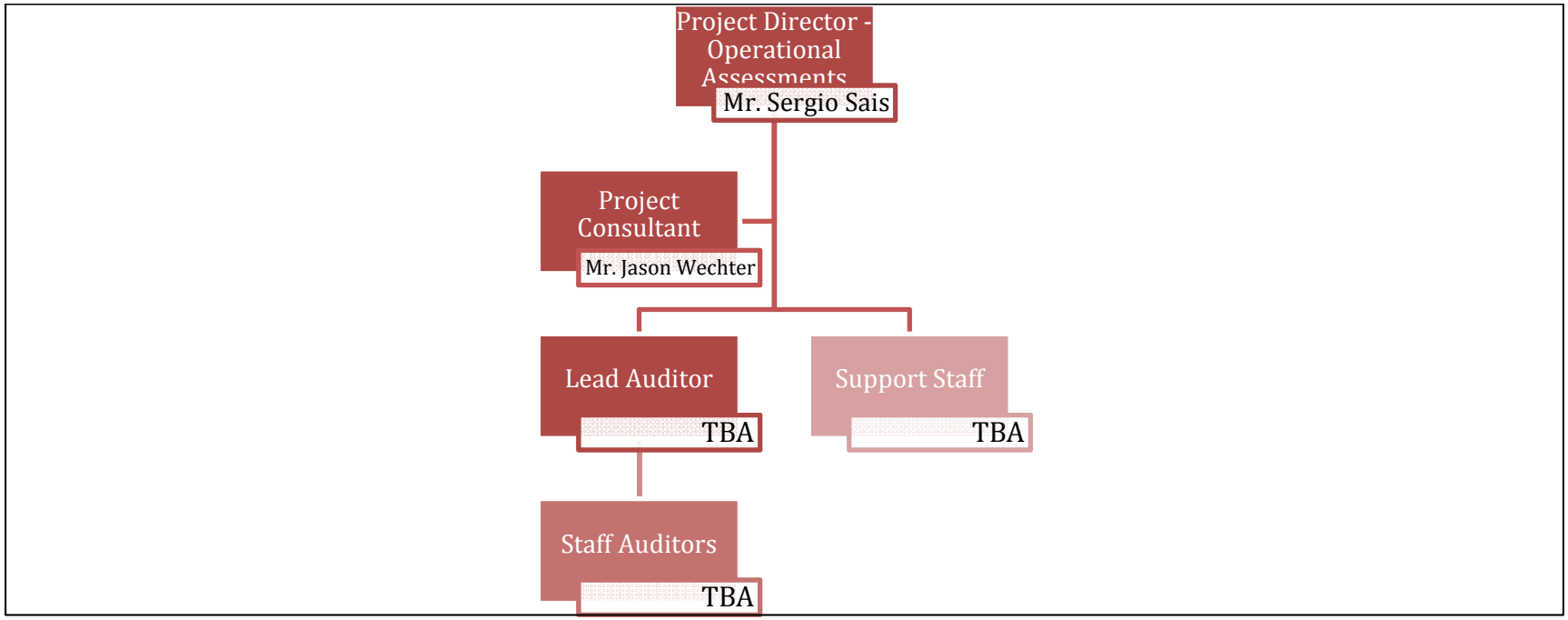
Project Manager – Communications, Section Structure



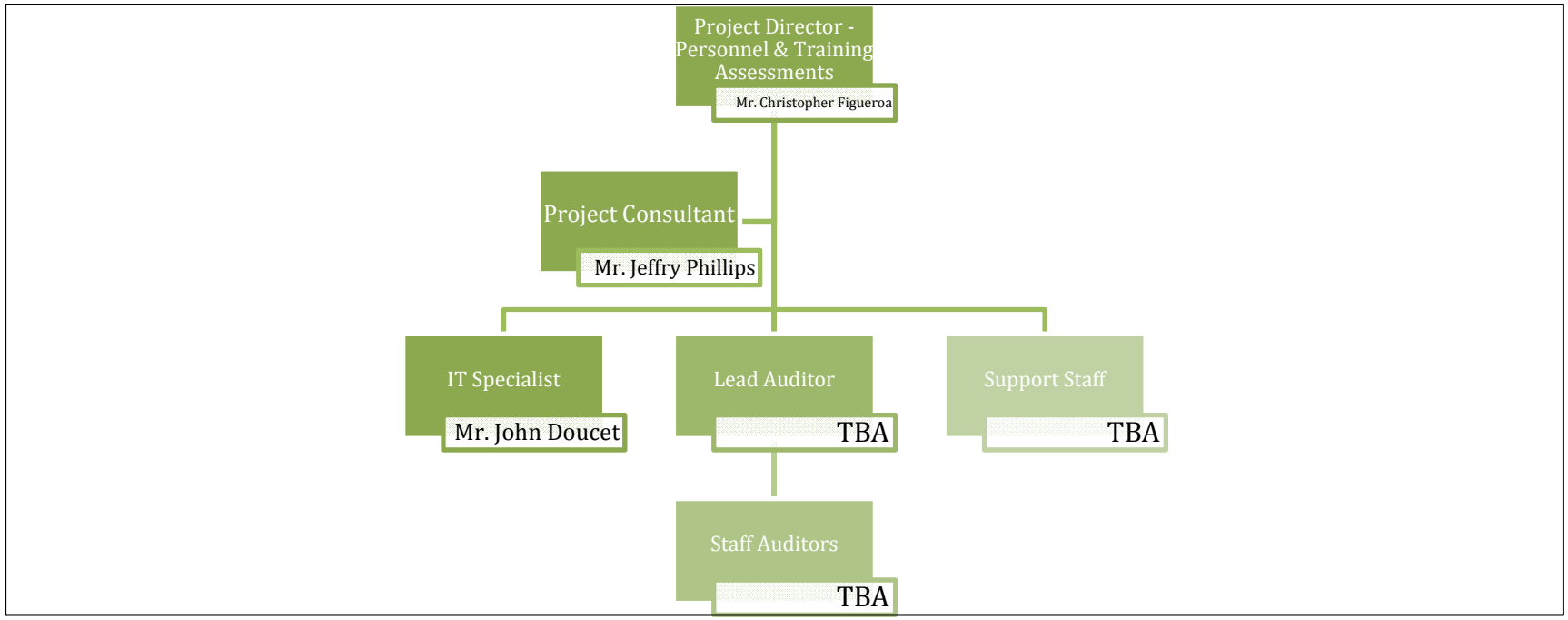
Assistant Monitor/Project Director – Special Assessments, Section Structure



Project Director – Operational Assessments, Section Structure



Project Director – Personnel & Training Assessments, Section Structure



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X. ATTACHMENTS

Identification of Subcontractors

Resumes of Personnel

Cost Proposal – Year 1

Cost Proposal – Year 2

Attachment "A" - Identification of Subcontractors

IDENTIFICATION OF SUBCONTRACTORS

STATE OF California

PARISH/COUNTY OF San Bernardino

Before me, the undersigned authority, came and appeared Christopher Figueroa, who, being first duly sworn, deposed and said that:

1. He/She is the Director of Training and authorized representative of Elite Performance Assessment Consultant, hereafter called "Respondent."

2. Respondent submits the attached Proposal in response to the Request for Proposals to serve as the Consent Decree Court Monitor of the New Orleans Police Department.

3. The Respondent hereby identifies the following persons, natural or artificial, who are retained by Respondent at the time the attached Proposal is submitted and who are expected to perform work as subcontractors in connection with the Respondent's work. Respondent hereby acknowledges and agrees that when new subcontractors not previously named are added to the Project, they must be promptly identified consistent with the RFP and the requirements of the Consent Decree in this matter.

List Subcontractors:

MR. JAYSON WECHTER

Person(s) and Company Name (if applicable

DR. DAVID MURPHY

MR. JEFFRY PHILLIPS

[Please attach additional pages if necessary.]

Elite Performance Assessment consultants

Name of Respondent

Respondent Representative (Signature)

CHRISTOPHER FIGUEROA

(Print or type name)

880 HAMPSHIRE ROAD, SUITE "X"

(Address) THOUSAND OAKS, CA 91360

Sworn to and subscribed before me, Lori Shnayderman, Notary Public, this 4th day of October, 2012.

Notary Public (signature)
Notary ID#/Bar Roll # 1938436
State of California
Parish/County of Los Angeles

LORI SHNAYDERMAN
Commission # 1938436
Notary Public - California
Los Angeles County
My Comm. Expires Jun 20, 2015

Attachment "B" - Resumes of Personnel

Dawn M. Reynolds

Elite Performance Assessment Consultants, LLC

(503) 931-4224

Email: dreynolds@elitepacllc.com

Summary of Qualifications:

- Twenty years experience as an attorney in both the public and private sector with significant experience in public administration and as a performance auditor.
- Licensed in Oregon, Washington (inactive), Federal District Court, the Ninth Circuit and the US Supreme Court.
- Analytical, organized, innovative and possess the necessary judgment, objectivity and integrity to work effectively in achieving solutions and results.
- Excellent research and investigative skills.
- Management, administrative and long-range planning experience.
- Communications and outreach experience for higher education and municipal government.

Professional Experience:

Current: Vice President, Elite Performance Assessment Consultants, LLC: (May 2010-present).

- Elite Performance Assessment Consultants (EPAC) provides performance audit services and training to public safety and law enforcement agencies to reduce risk and liability, improve performance and build community trust.
- EPAC plans, performs and analyzes risk assessments of existing law enforcement agencies and conducts site specific audits and reviews.
- Provides in-depth analysis of public safety training and policies.
- Works with clients to plan and design instruments and conduct performance audits which conform to Generally Accepted

Government Auditing Standards (GAGAS) established by the federal government.

- Provides professional training, teaches as a Certified Master Instructor with the California Police Officers Safety and Training (POST) and the Robert Presley Institute for Criminal Investigation (ICI. Courses include Preparation for Court, Presenting Testimony and Evidence, and Managing Risk and Liability.

Current: Partner, Brissenden & Reynolds, Attorneys at Law, LLC: Vice President, Elite Performance Assessment Consultants LLC.

- The firm provides general counsel to families, small businesses and non-profits, as well as direct representation in state, tribal and federal court.
- Assists families in estate planning to protect the interests of special needs adults and minor children.

May 2008-May 2010 Deputy Police Auditor/Interim Auditor, City of Eugene, Oregon.

- Developed instruments for measuring internal affairs investigations and their outcomes to increase objectivity, transparency and accountability.
- Worked closely with a Civilian Review Board to identify areas of police training and policy that needed to be addressed.
- Monitored and reviewed internal affairs investigations to improve thoroughness and objectivity.
- Managed the process by which civilians complained about police performance and conduct and ensured the process was open to as many people as possible.
- Conducted interviews, performed research into applicable legal standards and best practices.
- Analyzed data, prepared reports to managers, commissions, local policy makers and the public.

Relevant Legal Experience:

Current Licenses Held: Oregon State Bar Association (active), Washington State Bar Association (inactive), Federal Bar Association (active), U.S. Supreme Court (active). Certified Police Auditor, International Association of Law Enforcement Auditors; Certificate of Professional Achievement: National Association for Civilian Oversight of Law Enforcement. Current Certifications: Certified Law Enforcement Auditor (CLEA), Certified Instructor for the California Commission on Police Officers Standards and Training (POST).

Attorney—Private Practice. November 1992-May 2008.

- Advised and represented clients, non-profit groups and public agencies in local, state and federal court and before a range of regulatory agencies.
- Served as Assistant City Attorney for Monmouth, Oregon and Dallas, Oregon and as an attorney for the Confederated Tribes of the Colville Reservation, Washington and the Coeur d'Alene Tribe in Idaho.
- Cleared large (2,000 +) backlogs of civil and criminal cases in the Dallas and Monmouth municipal courts
- Assisted in rewriting municipal and tribal codes in the areas of land use, criminal proceedings and child welfare. Was successful in codifying the right to counsel on the Coeur d'Alene reservation.
- Worked as a cooperating attorney for the American Civil Liberties Union in Washington and in Idaho.
- Represented clients on a variety of issues relating to free speech, employment discrimination based on sexual orientation, disabilities and gender and denial of due process.
- As a member of the Federal Bar Association and member of the Federal Appeals Panels for both Washington and Oregon, represented indigent criminal defendants in US District Court and in the Ninth Circuit in complex federal criminal and habeas appeals.
- Six years (1993-1999) as a Municipal Court Judge and Judge Pro Tem in Washington and completed 40 hours of training for sitting judges in that state. Completed 40 hours Mediation training at the University College of Law and 40 hours training for professional guardians in Washington State.

- Adjunct faculty at the University of Idaho's Law School and Washington State University's Criminal Justice Program. The courses included Criminal Procedure, Indian Law and Alternative Dispute Resolution.

Relevant Administrative Experience:

Project Director: International Agricultural Trade Program, Washington State University, College of Agriculture, Pullman, Washington. 1986 to1988.

- Obtained funding and developed a series of teleconferences on international agricultural trade.
- The first of their kind, multiple satellites were used to link separate conference broadcast sites. Live, interactive conversations between experts (including the U.S. Secretaries of State and Agricultures) on separate panels at Washington State, the University of Nebraska and the University of Georgia, were broadcast to a national audience which could call in with questions.

Assistant General Manager: Washington State University, Educational Telecommunications and Technology, Edward R. Murrow Communications, Pullman, Washington. (1984 to 1986.)

- Responsible for management of a staff of fifty full-time and one hundred fifty part-time employees.
- Lead a management team in developing long-range goals for public radio and television and development of the state-wide Washington Educational Telecommunications Systems.
- Prepared and negotiated contracts related to the development of a regional microwave system for the long-distance learning system.
- Coordinated student training opportunities within the department.
- Prepared grant applications and consulted on the development of radio and television programming and development.

Community Relations Director: Bellevue College (formerly Bellevue Community College), Community Relations, Bellevue, Washington. (1981-1984).

- Member of the five-person senior management team responsible for all internal and external media management, lobbying state and local governments, and fund-raising.

- Worked to ensure healthy labor and employment relationships among administration, staff and faculty as well as promote student concerns and support the needs of the Board of Directors.
- Initiated the BC Foundation.
- Principal writer and editor of $900,000.00 grant benefiting a cooperative program for a consortium of community colleges in the Puget Sound area.
- Solicited the first educational grant awarded by the Microsoft Corporation.
- Organized a state-wide conference bringing together 500 participants and leaders from Labor, Business and Education, and initiated a state-wide survey to determine attitudes and awareness of the community college system within the state.

Education:

Juris Doctor, 1992, University of Idaho College of Law, Moscow Idaho. Honors-- International Trial Lawyers *"Distinguished Achievement in the Art and Science of Advocacy."* This award was given by the Law School faculty.

Professional Certification: Judicial College of the State of Washington (served as a municipal court judge and judge pro tem in circuit court; Federal Appeals Panel certification program—Federal Defenders; Alternative Dispute Resolution—University of Washington College of Law; International Law Enforcement Auditors Association (ILEAA).

Teaching Certification 1985, K-12, Washington State University, Pullman, Washington, Honors.

Master of Arts, English Literature, 1978, University of Washington, Seattle, Washington, Honors.

Bachelor of Arts, English Literature and Fine Arts, 1976, University of Washington, Seattle, Washington, *summa cum laude.*

Professional Memberships & Service: Current: National Association for Civilian Oversight of Law Enforcement (NACOLE) Board Member, Professional Standards Committee, Best Practices Committee and Newsletter Committee; International Law Enforcement Auditors Association (ILEAA); Federal Bar Association, Oregon Bar Association, Washington Bar Association, American Bar Association: Criminal Law, State and Civil Rights; Past: Oregon Bar Association: Board of Governors, President Polk County Bar Association; Lane

County Bar Association; Washington Bar Association: Access to Justice Committee, President-Whitman County Bar Association, Washington Trial Lawyers Association.

Community Service: Current: Serve as a Trustee for First Congregational-United Church of Christ in Salem, Oregon, volunteer with the UCC Peace and Justice Committee; Board member for A Gift of Time, a non-profit that provides respite care for individuals responsible for meeting the ongoing special needs of family members; Mentor for a fifth grade student at Whitworth Elementary in Dallas, Oregon. Past: Board Member (five years) for the Polk County Community Development Corporation, a non-profit agency that develops and manages a $5,000,000.00 investment in housing for low-income individuals in Polk County; Board Member of the Diocesan Council for the Episcopal Diocese of Oregon including the Vision Committee; Commissioner—appointed for two terms, Washington State Department of Fish and Wildlife setting policy and adopting rules affecting fish, wildlife and habitat in Washington State; Board of Directors for the Whitman County United Way; Pullman Parent Teacher Association Governing Council, Pullman Kiwanis Board of Directors; Officer for Fortnightly Book Club. Coach: WSU synchronized swim club, “Fish Fans.”

Randy R. Khatami

(805) 231-2836 **2993 Salmon River Cir, Westlake Village, CA 91362** **Randykhatami@yahoo.com**

Rkhatami@elitepacllc.com

Summary of Qualifications

Over 19 years of experience in fraud investigations and internal auditing. Ten years were spent in the banking industry supervising and conducting internal and external audits and fraud investigations. Over Nine year's professional experience with law enforcement related auditing and internal investigations. Professional skills include supervising, conducting, and reviewing high level audits and investigations pertaining to corporate fraud, white-collar fraud, arrest reports, search warrants, informants, use of force investigations, complaint investigations, and other law enforcement operations. Key Strengths include leadership, management, communication skills, and effective problem solving. I am an honest and hard-working professional who develops strong relationships with clients and staff through excellent people skills.

Professional Experience

Director of Auditing and Investigations
Elite Performance Auditing Consultants
Dates Employed: 03/09 - Present
880 Hampshire Rd, Suite #X
Thousand Oaks, CA 91360

- Partner and Co-founder of Elite Performance Auditing Consultants.
- Consultant specializing in designing and conducting programs for audit professionals and managers at all levels of government.
- Consultant specializing in police performance auditing, police oversight, police risk management, and reform.
- Manage complex audits, Inspections, and investigations relating to law enforcement operations.

Police Performance Auditor III

Los Angeles Police Department

Dates Employed: 11/02 - Present

221 North Figueroa Street Suite 300

Los Angeles, CA. 90002

- Served as Officer in Charge with direct oversight of staff auditors and sworn personnel.
- Served as Assistant Officer in Charge responsible for supervising the audit and investigative process. Ensured that all audits and investigations were timely, accurate, and concise.
- Served as the confidential financial disclosure program administrator for the Los Angeles Police Department.
- Have completed complex audits, inspections, and investigations relating to the Los Angeles Police Department consent decree in the areas of search warrants, uses of force, arrest, booking, and charging reports, financial disclosures, complaint investigations, confidential informants, and Gang Enforcement Detail selection criteria.
- Have close working relationships with employees, and assist them with professional growth and development.
- Meet with department executives, Police Commission, Office of the Inspector General, and Department of Justice to explain the auditing process, results of audits, and recommendations.
- Lead instructor in the Basic Law Enforcement Performance Auditor Course, wherein I am certified through the State of California Police Officer Standards and Training (POST), to instruct and facilitate courses in audit management, evaluating audit and investigative reports, risk assessment, and performing fieldwork.

Fraud/Internal Audit Supervisor

Washington Mutual bank

Dates Employed: 02/00 – 11/02

9501 Corbin Ave.

Northridge, CA. 91324

- Responsible for supervising the audit and investigative process. Ensured that all audits and investigations were timely, accurate, and concise.
- Investigated areas of possible fraudulent activity expanding to all divisions of the company, including: wholesale lending, correspondent lending, sub-prime lending, retail divisions, bank operations, and employee related investigations.
- Investigated numerous fraud schemes including: false appraisals, inflated values, falsified down-payments, false credit history, altering documents, false assets, falsified income, falsified occupancy, straw-buyers, foreclosure bailouts, builder bailouts, property flipping, falsified sales contracts, identity theft, embezzlement, and double escrows.
- Organized and compiled final paperwork and reports for potential submission to local law enforcement, IRS, FBI, and other agencies. Ongoing interface with FBI, US Postal Inspectors, and the IRS.
- Trained and supervised department employees.

Cooperate Fraud Supervisor

Countrywide Home Loans

Dates Employed: 02/94 – 02/00

4500 Park Granada

Calabasas, CA 91302

- Responsible for supervising the audit and investigative process.
- Performed fraud investigations and related operational/compliance audits.
- Conducted operational audits including: treasury, accounting, finance, loan servicing, and loan production.
- Selected to be a member of a high-profile government investigation involving possibly one of the largest HUD-related fraud losses in Los Angeles County.

- Performed underwriting analysis on possible fraudulent loans and reviewed loan files for possible misrepresentation/fraud.
- Developed appropriate recommendations for solution of any weaknesses discovered.

Education:

California Lutheran University, Thousand Oaks, CA. 91360

- Bachelor of Science
- Graduation Date –June 1996
- Major: psychology/Business Admin

Job-Related Courses and Certifications:

- Certified Fraud Examiner
- Certified Fraud Specialist
- Certified Law Enforcement Auditor
- Certification on Risk Management Assurance
- Graduate from Deputy Leadership Institute 2008
- Los Angeles Police Department, Detective School
- Institute of Criminal Investigations, Certified Instructor
- MIS Training Institute, Advanced Auditing for In-charge Auditors
- Executive Enterprises Corporation, Fraud Detection & Prevention

Job-Related Awards and Memberships:

- Los Angeles Police Department, Audit Division, Civilian of the Year Award – December 2009
- Professional Member of the Association of Certified Fraud Examiners – Since October 2003
- Professional Member of the Association of Certified Fraud Specialists – Since November 2005
- Professional Member of The Institution of Internal Auditors – Since May 1999

Christopher Figueroa

1615 Tonopah Avenue
West Covina, CA 91790

Phone: 626-890-3324

E-mail: cfigueroa@elitepacllc.com

Education

D.P.A. Candidate for **Doctor of Public Administration.** University of La Verne
La Verne, California

May 16, 2010, All But Dissertation (ABD)

M.A. **Behavioral Science, Negotiation and Conflict Management**. California State University Dominguez Hills
Carson, California

May 25, 2001

Cert. **Technology, Training Design and Development.** University of Southern California
Los Angeles, California

March 31, 1997

B.S. **Business Administration and Management.** University of Phoenix
Diamond Bar, California

May 21, 1994

Work Experience

- Director of Training, Firm Secretary & Part Owner — April 2009 – Present
  - Elite Performance Assessment Consultants, LLC
- Reserve Officer, Staff Auditor and Course Coordinator — February 2009 – Present
  - Los Angeles Police Department (LAPD), Internal Audits and Inspections Division
- Police Detective III, Officer-in-Charge, Audit Training Section — October 2007 – February 2009
  - Los Angeles Police Department, Audit Division
- Police Detective III, Staff Auditor and Course Coordinator — December 2003 – October 2007
  - Los Angeles Police Department, Audit Division

- Police Detective II, Course Administrator and Training Supervisor — June 2003 – December 2003
  - Los Angeles Police Department, Continuing Education Division
- Police Detective II, Course Administrator and Training Supervisor — November 1993 – June 2003
  - Los Angeles Police Department, Investigative Analysis Section
- Police Detective I, Divisional Investigator — October 1992 - November 1993
  - Los Angeles Police Department, Rampart Detective Division
- Police Officer III, Background Investigator — October 1992 - February 1990
  - Los Angeles Police Department, Personnel Division
- Police Officer II+II, Traffic Accident Investigator — February 1990 - January 1988
  - Los Angeles Police Department, Valley Traffic Division
- Police Officer II+II, Pilot Trainee — October 1987 - January 1988
  - Los Angeles Police Department, Air Support Division
- Police Officer III, Field Training Officer — October 1987 - October 1980
  - Los Angeles Police Department, Wilshire Area
- Police Officer II, Patrol Officer — October 1980 - September 1977
  - Los Angeles Police Department, Northeast Area
- Police Officer II, Complaint Board Operator — September 1977 - March 1977
  - Los Angeles Police Department, Communication Division
- Police Officer I & II, Patrol Officer — March 1977 - February 1976
  - Los Angeles Police Department, Venice Area
- Police Officer I, Recruit — September 1975 - February 1976
  - Los Angeles Police Department, Training Division
- Sergeant, Security Police — March 1970 - March 1974
  - U. S. Air Force

Teaching Experience

- Elite Performance Assessment Consultants (EPAC), Advanced Law Enforcement Auditor Course

- Association of Certified Fraud Specialist (ACFS)
- International Law Enforcement Auditor Association (ILEAA)
- Audit 911, Law Enforcement Auditor Workshop
- San Jose PD & San Jose State U., Basic Law Enforcement Auditor Course
- California Commission on Peace Officer Standards and Training (POST), Master Instructor Development Program
- LAPD, Basic Law Enforcement Auditor Course
- POST/LAPD, Institute of Criminal Investigation (ICI) Core Course
- POST/LAPD, Institute of Criminal Investigation Burglary Course
- POST/LAPD, Institute of Criminal Investigation Vehicle Theft Course
- LAPD, Basic Detective Course
- LAPD, Detective Supervisory Course
- LAPD, Homicide Investigation Course
- LAPD, Sexual Assault Investigation Course
- LAPD, Major Assault Crimes Investigation Course
- LAPD, Detective Supervisor Course
- LAPD, Gang Awareness Update Course
- Flight Instruction

Professional Development

- Certification on Risk Management Assurance (CRMA)
- Certified Law Enforcement Auditor (CLEA)
- Certified Fraud Specialist (CFS)
- Certified Government Auditing Professional (CGAP)
- Certified Fraud Examiner (CFE)

- POST Master Instructor
- POST/ICI Certified Instructor
- POST/ICI Computer Crimes Specialist
- POST/ICI Homicide Investigation Specialist
- Certified Flight Instructor, Instrument, Rotorcraft-Helicopter
- Certified Flight Instructor, Rotorcraft-Helicopter
- Commercial Pilot, Instrument, Rotorcraft-Helicopter
- Commercial Pilot, Rotorcraft-Helicopter
- Private Pilot, Rotorcraft-Helicopter
- Certified Flight Instructor, Instrument, Multi-Engine Airplane
- Certified Flight Instructor, Multi-Engine Airplane
- Certified Flight Instructor, Instrument, Airplane
- Certified Flight Instructor, Single-Engine Airplane
- Commercial Pilot, Instrument, Single-Engine Airplane Land
- Commercial Pilot, Single-Engine Land
- Private Pilot, Single-Engine Land

Affiliations/Memberships

- International Law Enforcement Auditors Association (ILEAA)
- Association of Local Government Auditors (ALGA)
- Institute of Internal Auditors (IIA)
- Association of Certified Fraud Specialist (ACFS)
- American Society of Public Administration (ASPA)
- Association of Certified Fraud Examiners (ACFE)
- National Rifle Association (NRA)

- Aircraft Owners and Pilots Association (AOPA)

Interests

- Flying
- Fishing
- Model subway train set collector
- Badge collector

Experience

- Course instructional designer
- Law enforcement performance auditor
- Interview and Interrogation specialist
- Professional pilot.

Religious Affiliation

- Calvary Chapel Solid Rock Church

11350 Yolanda Avenue Phone 818-360-4186

Northridge, CA 91326 Cell 818-4556787
srsais@elitepacllc.com

SERGIO SAIS

Work Experience May 2009 to Present - Thousand Oaks, CA Elite Performance Assessment **Consultants**
Law Enforcement Consultant

- Provide Consulting Services to Law Enforcement Agencies
- Conduct Law Enforcement Audits

October 2005 to October 2009 – Los Angeles Police Department

Police Performance Auditor III

- Project Manager, conducting performance audits of police functions, including Gang Enforcement Detail Selection Audits, Search Warrant Audits and Use of Force Audits;
- Assist Police Department entities prepare audit work plans;
- Instructor, Los Angeles Police Department, Audit School

January 1995 to September 2005 – The Security Associates, Inc.

President

- Responsible for managing a private security company with over 175 employees.
- Responsible for conducting security assessments for clients with the goal of establishing safe and secure work environments.
- Responsible for developing and implementing risk management programs with the goal of reducing general liability to our clients.
- Responsible for developing and implementing safety programs with the goal of reducing work related injuries for our clients and employees.
- Developed and implemented training programs for security guard and loss prevention personnel.
- Developed and implemented policies and procedures involving human resources issues, including labor law, payroll, accounts receivables, and accounts payables.
- Established scheduling program for security guards and loss prevention agents.
- Responsible for developing new accounts, maintaining client relationships, and increasing sales.

August 1981 to July 2001 – Los Angeles Police Department

Police Officer / Sergeant

- Officer-in-Charge of the Emergency Operations Unit. Instructor, Incident Command System. Developed safety plans for various city owned locations;
- Officer-in-Charge of the Special Events Planning Unit. Responsible for developing and implementing operation plans for major events, including the 2000 Democratic Convention, the LA Marathon, and various other major City-wide events;
- Officer-in-Charge of the Evaluation and Administrative Unit. Responsible for developing policies and procedures as they relate to the operations of the Los Angeles Police Department, including but not limited to: patrol procedures, arrest policy, handling and securing controlled substances, and use of force policy;

Sergio Sais Resume

Page 2

- Field Supervisor – Responsible for supervising, training, and disciplining, police officers assigned to field assignments. Responding to and managing crime scenes, field incidents, and major incidents.
- Police Officer – Patrol Duties, including but not limited to: responding to calls for service, conducting criminal investigations, and conducting neighborhood watch meeting.

Education

- 2012 – California State University Northridge, Los Angeles, CA
  MPA – Public Administration

- 2007 – Certified Fraud Examiner

- 1981 – Los Angeles Police Academy – Class 3-81B

- Police Officers Standards and Training (POST) Certificates held:
  Basic POST Certificate

  Intermediate POST Certificate

  Advanced POST Certificate

  Supervisory POST Certificate

- 1978 – University of Southern California, Los Angeles, CA
  BS – Public Administration

CRISTINA BEAMUD

3520 Ridge Road

Durham, NC 27705

404-323-2312

Cristina110@yahoo.com

EDUCATION

Northeastern University School of Law, Boston, MA

Juris Doctor, May, 1990

State University of New York at Albany, Albany, NY

B.A. Spanish, May, 1974 Minor: History

International Studies Program at the Instituto Internacional, Madrid, Spain, 1972

PROFESSIONAL EXPERIENCE

City of Atlanta Citizen Review Board **Atlanta, GA**

Executive Director September 2008 – December 2011

Establish a civilian board and to provide external oversight of complaints and investigations involving police and corrections employees. Established a new office, developed rules, by laws, procedures and hired staff to implement the new investigative model of police oversight process in the City of Atlanta. Hired and supervised three staff members.

City of Eugene Police Auditor **Eugene, OR**

Police Auditor October 2006-September 2008

Provide independent, external oversight of investigations of complaints involving police employees. Receive complaints, monitor and participate in internal investigations to ensure objective, thorough and high quality investigations, analyze complaint trends, promote organizational change and improve police services and community relations. Reduce risk to city by identifying, analyzing and making recommendations regarding the complaint process. Staff support to the Civilian Review Board. Development of protocols and policies with associated bargaining with labor associations.

Cambridge Police Department **Cambridge, MA**

Legal Advisor - Special Assistant City Solicitor January, 1998-October, 2006

Provide leadership, legal advice, research, review, and drafting of policies in preparation for accreditation. Negotiate and mediate with labor associations regarding policy issues. Design training in order to encourage compliance and implementation of new policies and procedures. Served as resource for problem solving in a community policing context. Litigate Civil Rights complaints against the Police Department. Represent the Police Commissioner in all matters in state courts. Process all public records requests for the Police Department. Design and provide training in law and policy to recruits, in-service training and other police executives. Conduct confidential investigations into employee misconduct throughout the City.

- Member of Racial and Gender Profiling Task Force and Working Group
- Agenda for Children Steering Committee
- Multidisciplinary Working Group on Addressing Issues of Homelessness
- Overdose Fatality Prevention Committee for the City of Cambridge
- Project Coordinator for Re-Entry Initiative in City of Cambridge
- Steering Committee for Visioning Project in Police Department designed to encourage accountability to the community
- Sexual Harassment Coordinator

Massachusetts Department of Correction **Bridgewater, MA**

Counsel April, 1996-December, 1997

Trial attorney in prisoner litigation and sexually dangerous trials in Massachusetts and Federal Courts.

Middlesex District Attorney **Cambridge, MA**

Assistant District Attorney June, 1991-April, 1996

Child Abuse Unit 1994-1996

Prosecuted Superior Court matters involving the abuse of children

Supervisor 1993-1994

Supervised eight Assistant District Attorneys and administrative staff in Framingham, Marlborough and Natick District Courts. Initiated Community Based Justice Program

District Court Prosecutor 1991-1993

Prosecuted jury trials in Framingham, Woburn and Lowell District Courts

Suffolk Law School **Boston, MA**

Clinical Instructor 1993-1994

Supervised five law students each semester during clinical rotation in Framingham District Court.

Rochester Police Department **Rochester, NY**

1976-1987

Criminal Investigator 1982-1987

Worked in community policing team handling all follow-up investigations including homicide, child abuse, and burglary.

Internal Investigations Section 1980-1982

Received and investigated complaints against members of the police department. Completed investigations in civil lawsuits against the police department. Assisted

city attorneys prepare for litigation, disciplinary hearings and dismissal hearings against police officers.

Patrol Officer 1976-1980

Patrol officer in a community policing section of the Rochester Police Department. Participated in numerous training seminars sponsored by the F.B.I., New York State, and the Rochester Police Department, covering a broad range of areas, such as Hostage Negotiation, Psychological Profiling of Criminals, Sexual Abuse Intervention, Family Crisis Intervention, Civil Disobedience and Interview and Interrogation. Certified to teach Spanish to community workers at Dartmouth College. Certified by New York State to be a police instructor and field instructor.

the Rochester Police Department, covering a broad range of areas, such as Hostage Negotiation, Psychological Profiling of Criminals, Sexual Abuse Intervention, Family Crisis Intervention, Civil Disobedience and Interview and Interrogation. Certified to teach Spanish to community workers at Dartmouth College. Certified by New York State to be a police instructor and field instructor.

Computer Experience

Microsoft Word, Excel, Access, Power Point

Relevant Skills

Fluent in Spanish

Certified Mediator (Community Dispute Settlement Center – November 2004)

Professional Affiliations and Conference Participation

Member, National Association for Civilian Oversight of Law Enforcement (NACOLE)

National Conference Presenter on Audit and Investigatory Models of Oversight

National Conference Presenter on the use of State Certification of Law Enforcement to address Misconduct

Member of Professional Standards Committee and Awards Committee

Georgia State Bar Association

Presenter for Continuing Education course on Police Misconduct and Section 1983 Litigation

Member, American Constitution Society

Member, Police Executive Research Forum

Volunteer Southern Center for Human Rights, Atlanta, GA

JAYSON WECHTER

912 Cole Street, # 223, San Francisco, CA 94117

415-665-7644; 415-519-9684 (mobile)

PROFILE

Professional investigator with 30 years of experience in the public and private sector with a long and deep commitment to civilian oversight of police.

- 14 years experience investigating misconduct allegations against police officers.
- 16 years experience conducting criminal and civil investigations.
- Board member, National Association for Civilian Oversight of Law Enforcement (NACOLE).
- Drafted NACOLE's Code of Ethics, Qualification Standards for Oversight Investigators and Recommended Training for Board & Commission members.
- Helped establish San Francisco's Office of Citizen Complaints.
- Certified Legal Investigator (CLI); NACOLE Trained Practitioner (NTP); Certified Force Science Analyst.

EXPERIENCE

Investigator, Office of Citizen Complaints (OCC), San Francisco, CA 1998 – present

Investigate allegations of misconduct lodged against San Francisco Police Department (SFPD) officers, including use of unnecessary force, officer-involved shootings and biased-based policing. Interview complainants, witnesses, police officers and experts; draft misconduct allegations; collect and preserve physical and documentary evidence; analyze and apply laws and department regulations. Write detailed investigative reports including analysis of evidence and recommended findings. Explain results of investigations to complainants and police officers.

Significant accomplishments:

- Investigated five officer involved shootings and one in-custody death.
- Conducted detailed investigation into the thoroughness of an SFPD homicide investigation.
- Wrote a policy recommendation on officer-involved shootings and in-custody deaths.

- Created a formal training program for new OCC investigators.
- Wrote performance evaluation criteria for OCC investigators.

Owner/Manager, Wechter & Associates Investigations, San Francisco, CA 1987 - 1998

Planned and conducted criminal defense and civil litigation investigations in the San Francisco Bay Area for attorneys. Conducted workplace investigations concerning sexual harassment and discrimination, ethical violations and supervisory failure for government agencies and corporations. Hired, trained and supervised investigators and support staff and prepared procedure manuals and training materials.

Investigator, Office of the Public Defender, San Francisco, CA 1984 - 1987

Conducted criminal defense investigations. Interviewed witnesses, collected physical and documentary evidence, prepared detailed reports and assisted attorneys in trial preparation. Significant accomplishments:

- Wrote a training resource guide to SFPD records and procedures.

Senior Investigator, Office of Citizen Complaints, San Francisco, CA 1983 - 1984

Supervised staff of seven civilian investigators at this new agency conducting police misconduct investigations involving San Francisco police officers. Reviewed and evaluated complaints and investigations. Drafted guidelines for investigations and organized investigator training. Compiled and prepared quarterly statistical reports.

Significant accomplishments:

- Wrote the first OCC policy recommendation adopted by the police department.
- Established the OCC demonstration/crowd control-monitoring program.
-

Owner/Operator, San Francisco Treasure Hunts, 2000 - present

- Create team-building events for companies teaching creative problem solving, decision-making and group collaboration skills.
- Produce a yearly fundraising event (the Chinese New Year Treasure Hunt) that has benefited non-profit agencies including Hamilton Family Center, Riley Center for Battered Women, Bay Area Women's and Children's Center, the San Francisco Food

Bank and the San Francisco Circus Center.

EDUCATION

B.A., Anthropology (minor in Journalism), State University of New York, Stony Brook

Continuing Professional Education includes: completion of California POST certified courses in Officer Involved Shooting Investigations (2004), Investigative Interview and Interrogation Techniques (2004), Homicide Investigation (2003), Internal Affairs (2012) and P.C. 832 Arrest Training (1984); Force Science Institute Certification Training (2010); completion of the 8-credit Criminal Defense Investigators Training Academy at Allan Hancock College, Lompoc, CA (2009); attendance at the annual conference of the National Association for Civilian Oversight of Law Enforcement (2003 to present).

ACCREDATIONS & CERTIFICATIONS:

- Private Investigator, State of California License No. PI8459, issued 1981.
- NACOLE Trained Practitioner credential, 2011.
- Certified Legal Investigator, 1994.
- Certified Criminal Defense Investigator, 2009.
- Force Science Analyst (Force Science Institute), 2010.

PROFESSIONAL AFFILIATIONS:

National Association for Civilian Oversight of Law Enforcement (NACOLE): Member, Board of Directors, 2007 – present; Chair, Website Committee, 2010 – present; Editor, NACOLE Review, 2008 – 2010; Co-Chair, Professional Standards Committee, 2007 – 2010.

National Association of Legal Investigators: member, 1981 – present.

PRESENTATIONS & PUBLICATIONS:

Presentations at NACOLE conferences: *Basic Investigative Skills for Civilian Oversight Practitioners* (2010); *Models of Oversight: Real-life Examples of the Success (and Limitations) of Different Civilian Oversight Models* (2009); *Assessing Credibility*, (2007); *Investigating Use of Force Incidents* (2007);

Basic Skills for Conducting and Reviewing Oversight Investigations(2006); *Ethics in Policing and Civilian Oversight*, (2005); *Basic Investigative Practices* (2004); *Best Practices for Investigating Crowd Control Incidents* (2004).

Publications include: a 2004 report commissioned by the Police Professionalism Initiative of the University of Nebraska at Omaha, *Investigating Citizen Complaints is Different: The Special Challenges of Investigating Citizen Complaints Against Police Officers*; multiple articles appearing in the NACOLE Review; an article on *Investigation of Police Misconduct Cases* in the Journal of the National Association of Legal Investigators; and two articles appearing in California Lawyer Magazine, the publication of the State Bar of California.

REFERENCES:

Donna L. Medley T 415-623-6721
Chief Investigator, Office of Citizen Complaints
San Francisco, CA
(1998 – 2005)

Samara Marion T 415/241-7726
Attorney & Policy Specialist
Office of Citizen Complaints, San Francisco, CA

Barbara Attard T 415-994-5944
Accountability Associates, San Francisco, CA
San Jose Independent Police Auditor (2005-2008)
Berkeley Police Review Commission Officer (1997 – 2005)

Dale Minami T 415-788-9000
Partner, Law Firm of Minami, Lew & Tamaki
San Francisco, CA

David Murphy

Social Science Division

Western Oregon University

503 838-8410

murphyd@wou.edu

Current Position

Associate Professor, Department of Criminal Justice, Western Oregon Universit

Education

Ph.D. Political Science: Washington State University, August, 2003.

Areas of Specialization:

Criminal Justice; Gender, Justice and Politics; Research Methods

Dissertation Title

"Police-Probation Partnerships: The Anticipated and Unanticipated Consequences."

M.A. Criminal Justice: Washington State University, December 1997

B.S. Criminal Justice; minor in African History: Truman State University (formerly Northeast Missouri State University),

May 1996.

Teaching Interests

Policing, Criminology, Ethical Issues in Criminal Justice, Community Corrections, Juvenile Delinquency/Justice, Diversity Issues in Criminal Justice, Gender and Criminal Justice

Recent Teaching Experience

Assistant Professor, 9/2006-present. Western Oregon University.

Introduction to Criminal Justice (CJ 213)

Ethics and Leadership in Criminal Justice (CJ 219)

Introduction to Community Crime Prevention (CJ 241D)

Comparative Criminal Justice Systems (CJ 244)

Police and Society (CJ 331)

Gender, Crime and Justice (CJ 435C)

Seminar in Criminal Justice (CJ 407W)

Practicum (CJ 409)

Prison Writings (CJ 499H)

Criminology (CJ 450D)

Contemporary Issues in Criminal Justice (CJ 456)

Juvenile Issues (CJ 463)

Contemporary Issues in Criminal Justice (CJ 656)

Assistant Professor, 5/2004-6/2006. Weber State University.

Introduction to Criminal Justice (CJ 1010)

Criminology (CJ 3270)

Special Problems: Crime and Justice (CJ 4060)

Ethical Issues in Criminal Justice

Research Methods (CJ 4980)

Senior Seminar (CJ 4990)

MCJ Research Methods (MCJ 6110)

Diversity Issues in Criminal Justice (MCJ 6150)

Instructor and Off-Campus Coordinator, 8/2003-5/2004.

Weber State University.

Introduction to Criminal Justice (CJ1010)

Juvenile Justice (CJ 2330)

Criminal Justice Management (CJ 3020)

Community-Based Corrections (CJ 3060)

Criminology (CJ 3270)

Ethical Issues in Criminal Justice (CJ 4200)

Comparative Criminal Justice Systems (CJ 4700)

Senior Seminar in Criminal Justice (CJ 4990)

Recent Teaching Experience, continued

Adjunct Instructor, 1/2003-5/2003.

Weber State University.

Juvenile Justice (CJ 2330)

Introduction to Criminal Justice (CJ 1010)

Associate Instructor, 8/2002-5/2003.

Westminster College.

International Relations (PLSC 414)

American National Government (PLSC 121)

Research and Publication Interests

Policing Issues; Public Safety and Emergency Planning; Criminal Justice Education; Gender Issues in Criminal Justice; Community Corrections; Alternatives to the Death Penalty, Domestic and International Political Crime; Social and Political Significance of Crime.

Journal Articles Under Review

David Murphy, Wyatt Merritt and Stephen Gibbons. Under review. "Student and Supervisor Perspectives on the Benefits of Criminal Justice Internships." *Journal of Criminal Justice Education.*

Scholarly Publications

David Murphy and Faith Lutze. 2009. "Police-Probation Partnerships: Professional Identity and the Sharing of Coercive Power." *Journal of Criminal Justice,* 37(1): 65-76.

David Murphy. 2008. "Police-Probation Partnerships: Managing the Risks and Maximizing Benefits." *Justice Policy Journal,* 5(1) http://www.cjcj.org/pdf/police-probation_partnerships.pdf.

David Murphy. 2007. Review of Stephen Schneider's *Refocusing Crime Prevention: Collective Action and the Quest for Community*. *Canadian Journal of Criminology and Criminal Justice,* 49(3): 551-554.

Scholarly Publications, continued

David Murphy and John Worrall. 2007. "The Threat of Mission Distortion in Police-Probation Partnerships." *Policing: An International Journal of Police Strategies and Management*, 30(1):132-149.

John Worrall and David Murphy. 2007. "Probation/Parole Searches and the Fourth Amendment." Pp. 59-70 in Hemmens, C. [Editor] *Legal Issues in Criminal Justice.* Los Angeles: Roxbury.

David Murphy. 2005. *Making Police-Probation Partnerships Work.* New York: LFB Scholarly Publishing.

David Murphy. 2004. "The Police System of Ireland." *World Encyclopedia of Police Forces and Correctional Systems.* G. Kurian, Editor. Belmont, CA: Thompson/Gale Group

Faith E. Lutze and David W. Murphy. January, 1999. "Ultra-Masculine Prison

Environments and Inmate Adjustment: It is Time to Move Beyond the "Boys Will be Boys" Paradigm." *Justice Quarterly*, 16(4):710-733.

REPRINT. 2003. *The Inmate Prison Experience,* Stohr, M. and C. Hemmens (eds.). Upper Saddle River, NJ: Prentice Hall.

David W. Murphy and John Worrall. September, 1999. "Residency Requirements and Public Perceptions of the Police in Large Municipalities" *Policing: An International Journal of Police Strategies and Management* 22(3):327-342.

Conference Papers

Academy of Criminal Justice Sciences, New York, NY. March 13-17, 2012.

Presented Paper. David Murphy and Wyatt Merritt. "The Benefits and Potential Problems Associated with Criminal Justice Internships."

Academy of Criminal Justice Sciences, Toronto, ONT, March 2011. Co-authored paper (presented by Wyatt Merritt) titled "Evaluating Student Internships."

Western Society of Criminology, San Diego, CA 2009.

Presented Paper. "Student Attitudes to Crime, Justice and the Criminal Justice System: Do Criminal Justice Courses Have a 'Liberalizing' Effect?"

Academy of Criminal Justice Sciences, Seattle, WA 2007.

Presented Paper. Terry Gingerich and David Murphy. "Street Cops and Management Cops: A Study of Police Attitudes Toward Participative Management."

Academy of Criminal Justice Sciences, Chicago, IL 2005.

Presented Paper. David Murphy and Faith E. Lutze. "Power Imbalances in Police-Probation Partnerships."

Western and Pacific Association of Criminal Justice Educators, San Diego, CA 2004. Presented Paper. David Murphy and John L. Worrall. "The Threat of Mission Distortion in Police-Probation Partnerships."

Academy of Criminal Justice Sciences, Las Vegas, NV 2004.

Presented Paper. David Murphy. "Stalking Horse Awareness: The Challenge of Police-Probation Partnerships."

Academy of Criminal Justice Sciences, Washington, DC 2001.

Presented Papers. David Murphy. "Police-Probation Partnerships: The Intended and Unintended Consequences."

Faith E. Lutze and David W. Murphy. "Community Corrections Supervision: A Comparison of Neighborhood Based Supervision Officers with Traditional Community Corrections Officers."

Academy of Criminal Justice Sciences, New Orleans, LA 2000.
Presented Paper. David Murphy and Faith Lutze. "Ultramasculine Prison Environments: The Effects of Demographic Characteristics on Inmate Perceptions."

Academy of Criminal Justice Sciences, Orlando, FL, March 1999.

Paper. Otwin Marenin and David W. Murphy. "Policing Transnational Prostitution in Europe Following the Collapse of Soviet Hegemony."

American Society of Criminology, Washington, D.C., November 1998.

Presented Paper. David W. Murphy, Nancy Rodriguez, and Faith E. Lutze. "Female Sentences Under Guidelines: Is Sex Discrimination at Work?"

Academy of Criminal Justice Sciences, Albuquerque, NM, March 1998.

Presented Paper. David W. Murphy and John L. Worrall. "The Impact

of Officer Residency Requirements on Public Perceptions of the Police

American Society of Criminology, San Diego, CA, November 1997.
Presented Paper. David W. Murphy and Faith E. Lutze. "Ultra Masculine Prison Environments and Inmate Adjustment: It Isn't Just About Boot Camp Prison."

Current Research Projects

The Crimes that Shaped America (tentative title), book project, January 2011-Present.

This project focuses on the (often beneficial) social and political effects of crime over the course of American history. The book will include analyses of the Boston Tea Party, John Brown's raid at Harpers Ferry and the murder of Emmett Till, among other historically significant crimes.

This Means War *(John Brown and the crime that led to the Civil War),* feature film-length screenplay, June 2009-Present.

This screenplay, based on actual events, documents the last four years of John Brown's life leading up to his raid at Harpers Ferry in 1859. Brown's fellow raiders (including several of his sons and sons in law), his family, and Frederick Douglass are central figures in the story. The moral dilemmas facing those who utilize criminal violence to combat legally-protected injustices (and those who judge them) are explored. The script is currently being reviewed by a professional screenplay evaluator.

Death Row Inmate Attitudes about Organ Donation, July 2011-Present.

This study is designed to assess death row inmate attitudes on the topic of organ donation. Surveys were administered to all of Oregon's 37 death row inmates during the summer of 2011. Surveys were administered to death row inmates in Idaho and Washington state in the spring of 2012. Preliminary findings were reported in the ebook *The Forsaken Gift of Life: An Expose on the Pointless Ban on Prisoner Organ Donation*, by Christian Longo (2012).

Criminal Justice Practicum Assessment, January 2009-Present.

Activities include development and implementation of online survey instruments designed to assess the outcomes of the Criminal Justice practicum program. Preliminary work on this project began in January 2009 and continues to the present day.

Oregon Policing Survey, January 2011-Present.

Activities include collaborating with Terry Gingerich and Greg Willeford (principal investigators) on the design and administration of a comprehensive 55-question survey. Responsibilities included developing the survey for web-based delivery and monitoring the implementation process. As of 4/14/2011, 662 Oregon law enforcement officials had completed the survey.

Prior Research

Principal Investigator, **Emergency Management for Higher Education Building Assessment**. August 2009-December 2010.

This project, funding by a grant from the Department of Education, was conducted in collaboration with Jesse Poole, Criminal Justice Graduate Research Assistant. This assessment required the collection and analysis of original data (from four original surveys developed exclusively for this study, numerous interviews with campus stakeholders and direct observations of campus conditions) as well as a review of numerous secondary sources of information.

Our 150(+) page final building assessment report, designed to serve as 1) a training resource for campus and local emergency service providers and 2) a emergency planning/prioritization resource for campus officials, was completed in December, 2010.

Principal Investigator, March 2008-December 2008. CJ Student Attitudes Survey.

Responsibilities included the development and implementation of a survey instrument designed to assess the impact of Criminal Justice coursework on attitudinal change among students.

Research Consultant and Peer-Reviewer, May 2008-March 2009. In partnership with the Correctional Service of Canada. Integrated Police and Parole Initiative Project Evaluation.

Responsibilities included verifying that data collection tools capture relevant information in a reliable fashion. Additional duties included confirming that the CSC's program evaluation was "complete, comprehensive and balanced."

Co-Principal Investigator, June 2008-present. Abby's House Student Needs

Survey.

Responsibilities included participating in the development and implementation of a survey instrument designed to measure the scope and depth of need for services (related to dating violence, etc.) among WOU students. Supervised student administration of over 600 surveys.

Research Associate, January, 2000-December, 2000. National Institute of Justice grant funded project entitled "An Evaluation of Neighborhood Based Supervision."

Nicholas Lovrich, Ph.D. and Faith Lutze, Ph.D.; Criminal Justice Program, Washington State University.

Responsibilities included conducting applied field research including but not limited to the development and implementation of various data collection methods (surveys, in-depth face-to-face interviews, and extensive participant observation). Involvement also included data entry, analysis, interpretation and presentation.

Research Assistant, Summer, 1997. Lance T. LeLoup, Ph.D., chair; Department of Political Science, Washington State University.

Responsibilities included conducting applied research in various areas related to the presidency, Congress, and public policy. Additional duties included the development of case studies and copy-editing for revised second edition of *Congress and The President: The Policy Connection,* by Lance T. LeLoup and Steven S. Schull (1997).

Research Assistant (various projects) October 1996-May 1997. Division of Governmental Studies and Services, Washington State University.

Responsibilities included assisting in the development of mail surveys, coordinating and conducting field data collection, and conducting data entry and analysis.

Institutional Service

WOU President's Club, member. Winter 2012-present

WOU Criminal Justice Department Alumni Outreach Initiative. This is a

multi-phase project designed to strengthen the Criminal Justice Department's relationship with alumni. The goals include raising awareness about CJ

Department activities (e.g., new programs of study, faculty research activities, etc.) building support for alumni-sponsored scholarships (e.g., the Practicum Scholarship Fund) and facilitating professional networking among CJ alumni, faculty and current students. Specific components of this initiative include the following:

Criminal Justice Department Newsletter, founder/editor. Spring 2012-present.

CJ Faculty and Alumni-funded Practicum Scholarship Fund, co-founder/supporter (Summer 2012-present).

WOU Student Conduct Committee, Fall 2010-present.

Death Penalty Film Series, Founder and Coordinator (fall 2010-present).

Abby's House Board of Directors, Spring 2011-Fall 2011.

WOU Honors Committee Member, Fall 2008-Spring 2010.

Faculty Advisor and Board Member, Abby's House. Western Oregon University, Summer 2007-Summer 2010.

Faculty Senate, Social Science Division Representative, Fall 2007-Summer 2009.

Planning Committee Member, Social Science Division, Western Oregon University, Fall 2006-Spring 2009.

Institutional Review Board Committee Member, Western Oregon University, Fall 2006-Spring 2008.

Officer Nominations Committee, WOU Faculty Senate, Spring 2008.

CJ Department Representative

Spring Preview Day, April 16, 2011

SOAR**,** July 10, 2010

Early Bird, May 16, 2009

Fall Preview Day, October 20, 2007

Winter Preview Day, January 19, 2007

Department Representative, (new tenure-track faculty member recruitment) at

the American Society of Criminology Employment Exchange

November 11-15, 2008 St. Louis, Missouri

November 13-16, 2007 Atlanta, Georgia

Volunteer SIR on-line Beta-Testing program participant, Fall 2010.

Volunteer Online Course Evaluation Participant, Winter 2011.

WOU In-Class Video System Testing Program, Volunteer Participant, Winter 2011.

Supervision and Mentoring of Graduate Research Assistant, August 2009-December 2010. Emergency Management in Higher Education grant project. Activities included securing funding for the position, coordination and supervision of student researcher's activities.

Supervision and Mentoring of Undergraduate Research Assistant, January 2010-June 2010. Practicum Assessment project. Activities included securing funding for the position, coordination and supervision of student researcher's activities.

WOU "Professor Chat" program participant. December 1, 2009. Participated in an hour-ong question-and-answer session on the topic of "Preparing for Finals Week" with a group of freshman resident hall residents.

Associate Director, Masters in Criminal Justice Program,

Weber State University, Summer 2004-Spring 2006.

Admissions, Standards, and Student Affairs Committee,

Weber State University, Spring, 2005-Spring, 2006.

Weber State University "Building Champion" for the Social Science Building

in conjunction with Facilities Management, 2005-2006.

Crystal Crest Selection Committee, Wildcat Achievement Award, Weber State

University, 2005

Faculty Advisor, *Westminster Action Network.* Westminster College,

Spring Semester, 2003.

Planning Committee Member, *Sexual Assault Awareness Week, 2002.*

In affiliation with the Sexual Assault and Family Trauma Center (SAFeT),

Spokane, Washington.

Service to Discipline

Session Chair, "Connecting Criminal Justice Education to Criminal Justice

Work." Annual Meetings of the Academy of Criminal Justice Sciences. New York, NY 2012.

Manuscript Reviewer for *Journal of Criminal Justice Education***,** ongoing.

Manuscript Reviewer for *Justice Quarterly*, ongoing.

Manuscript Reviewer for *Journal of Criminal Justice,* ongoing.

Manuscript Reviewer for *Police Quarterly,* ongoing.

Manuscript Reviewer, *Policing: An International Journal of Police Strategies*

and Management, ongoing.

Textbook Reviewer: Thomson/Wadsworth Publishing, comprehensive review of

Siegel, L. (2008) *Criminology: Theories, Patterns, and Typologies.* Summer 2007.

Textbook Reviewer, Prentice Hall, ongoing.

Session Chair, Western and Pacific Association of Criminal Justice Educators

annual conference, San Diego, CA 2004.

Keynote Speaker, Alpha Phi Sigma, Criminal Justice Honor Society Annual Banquet. Washington State University, April 18, 1999.

Session Chair, American Society of Criminology annual conference, Washington, D.C., November 1998.

Community Service and Activities

Interviewee, April, 2011. Interviewed by JoNel Aleccia (Health reporter for *MSNBC.com*) on the topic of organ donation by death penalty inmates.

Interviewee, March, 2011. Interviewed by Dave Umhoefer (Pulitzer Prize-winning writer for the Milwaukee *Journal Sentinel/Politifact Wisconsin*) on the topic of residency requirements for law enforcement agencies.

Community Presentation. "Police Use of Electro-Shock Weapons: Taser™ Use and Liability Risks." Eugene, Oregon, February 22, 2009. Presentation to the Civilian Review Board of Eugene, Oregon.

Community Presentation. "Preventing Crime through Modification of the Build Environment." Monmouth, Oregon, April 28, 2009. Presentation to the public as part of National Crime Victims' Rights Week program, coordinated by WOU and Polk Co. Victim's Assistance office.

Community Presentation. "Taser™ use by Law Enforcement: A Review of the Benefits and Risks." Eugene, Oregon, May 21, 2009. Town-hall presentation sponsored by Communities for Ethical Law Enforcement and Citizens for Public Accountability.

Content Contributor, Marion County Victim Assistance Division internship and practicum program brochure. August, 2010.

Community Service and Activities, continued

Supporter of Abolition/Individual for Repeal of the Death Penalty, Oregonians for Alternatives to the Death Penalty. Winter 2011-Present.

Ogden City Weed and Seed Steering Committee Member. September, 2004-December, /2005.

Notable Applied Field Experience and Professional Development

Homeland Security Train-the-Trainers Program, March 4-7, 2007, U.S.

Department of Homeland Security, San Antonio, Texas.

Education Specialist, May, 2001-January, 2002. Spokane County Domestic Violence Consortium.

Responsibilities: Public education and outreach/relations; recruit and coordinate the volunteer activities (speakers' bureau, etc.); resource library management and development; workgroup and committee facilitation.

Observer, United States Marshals Service, Western District of Missouri, Kansas City, July and August, 1995.

Attachment "C" - Cost Proposal – Year 1

New Orleans Police Department
Cost Analysis
Budget Proposal
Year 1

Cost Items	Policy/Incident Review			Technical Assistance			Training Assessmnent			Report Writing			Base Year Total
Direct Labor	R	H	D	R	H	D	R	H	D	R	H	D	
Court Monitor	$ 250	1252	$ 313,000	$ 250	664	$ 166,000	$ 250	96	$ 24,000	$ 250	296	$ 74,000	$ 577,000
Assistant Monitor/Project Director - SA	$ 125	1192	$ 149,000	$ 125	624	$ 78,000	$ 125	80	$ 10,000	$ 125	228	$ 28,500	$ 265,500
Project Director - OA	$ 100	740	$ 74,000	$ 100	336	$ 33,600	$ 100	40	$ 4,000	$ 100	180	$ 18,000	$ 129,600
Project Director - PTA	$ 100	688	$ 68,800	$ 100	504	$ 50,400	$ 100	152	$ 15,200	$ 100	198	$ 19,800	$ 154,200
Project Director - Communications	$ 90	700	$ 63,000	$ 90	100	$ 9,000	$ 90	50	$ 4,500	$ 90	200	$ 18,000	$ 94,500
Lead Auditor - SA	$ 70	1220	$ 85,400	$ 70	24	$ 1,680	$ 70	0	$ -	$ 70	140	$ 9,800	$ 96,880
Lead Auditor - OA	$ 70	976	$ 68,320	$ 70	16	$ 1,120	$ 70	0	$ -	$ 70	48	$ 3,360	$ 72,800
Lead Auditor - PTA	$ 70	376	$ 26,320	$ 70	24	$ 1,680	$ 70	248	$ 17,360	$ 70	152	$ 10,640	$ 56,000
Staff Auditor - SA	$ 40	1200	$ 48,000	$ 40	24	$ 960	$ 40	0	$ -	$ 40	140	$ 5,600	$ 54,560
Staff Auditos - OA	$ 40	862	$ 34,480	$ 40	12	$ 480	$ 40	0	$ -	$ 40	48	$ 1,920	$ 36,880
Staff Auditor - PTA	$ 40	340	$ 13,600	$ 40	24	$ 960	$ 40	248	$ 9,920	$ 40	150	$ 6,000	$ 30,480
Office Manager	$ 20	2080	$ 41,600	$ 20	0	$ -	$ 20	0	$ -	$ 20	0	$ -	$ 41,600
Administrative Assistant	$ 17	2080	$ 35,360	$ 17	0	$ -	$ 17	0	$ -	$ 17	0	$ -	$ 35,360
Support Staff - SA	$ 15	2080	$ 31,200	$ 15	0	$ -	$ 15	0	$ -	$ 15	0	$ -	$ 31,200
Support Staff - OA	$ 15	2080	$ 31,200	$ 15	0	$ -	$ 15	0	$ -	$ 15	0	$ -	$ 31,200
Support Staff - PTA	$ 15	2080	$ 31,200	$ 15	0	$ -	$ 15	0	$ -	$ 15	0	$ -	$ 31,200
Clerical Staff	$ 12	2080	$ 24,960	$ 12	0	$ -	$ 12	0	$ -	$ 12	0	$ -	$ 24,960
Total Labor Hours			**15786**			**2352**			**914**			**1780**	
Total Labor Dollars	**$**		**1,045,840**	**$**		**343,880**	**$**		**84,980**	**$**		**195,620**	**$ 1,670,320**
Taxes, Insurance & Benefits[1]	$		261,460	$		85,970	$		21,245	$		48,905	$ 417,580
Total Direct Labor Dollars	**$**		**1,307,300**	**$**		**429,850**	**$**		**106,225**	**$**		**244,525**	**$ 2,087,900**
Subcontractors	R	H	D	R	H	D	R	H	D	R	H	D	
Project Consultant - SA	$ 100	206	$ 20,600	$ 150	64	$ 9,600	$ 150	8	$ 1,200	$ 150	24	$ 22,500	$ 53,900
Project Consultant - OA	$ 100	158	$ 15,800	$ 150	64	$ 9,600	$ 150	8	$ 1,200	$ 150	24	$ 22,500	$ 49,100
Project Consultant - PTA	$ 100	102	$ 10,200	$ 150	128	$ 19,200	$ 150	48	$ 7,200	$ 150	24	$ 22,500	$ 59,100
Total Subcontractors Labor Hours			**466**			**256**			**64**			**72**	
Total Subcontractor Dollars	**$**		**46,600**	**$**		**38,400**	**$**		**9,600**	**$**		**67,500**	**$ 162,100**
Services Staff													
Maintenance													$ 18,000
Security													$ 18,000
Tech Support													$ 10,000
Total Services Staff													**$ 46,000**
Specialists		Rate			Hours								
IT Specialist		$	70			100							$ 7,000
Legal Counsel		$	225			200							$ 45,000
Total Specialist						**300**							**$ 52,000**
Total Labor Dollars													**$ 2,348,000**

Overhead	Cost	Months	Base Year Total
Office Space	$ 2,130	12	$ 25,560
Utilities	$ 400	12	$ 4,800
Insurance	$ 100	12	$ 1,200
Office Supplies	$ 100	12	$ 1,200
Printing, Reproduction & Mailings	$ 250	12	$ 3,000
Equipment (Purchase & Lease)			$ 10,000
Travel			$ 478,954
Total Overhead Dollars			**$ 521,714**

TOTAL PRICE	**$ 2,869,714**

[1] Taxes, Insurance & Benefits = 25% 0.25

New Orleans Police Department
Event Totals
Budget Proposal

LABOR HOURS PER EVENT

MONITOR DUTIES	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	900	840	580	580	78	78	78	480	480	0
Total Technical Assistance Hours	600	560	320	480	60	60	128	0	0	0
Total Training Assessment Hours	40	40	40	80	8	8	8	0	0	0
Total Report Writing Hours	240	160	160	160	24	24	24	0	0	0

USE OF FORCE	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	56	40	72	0	0	40	0	0	248	0
Total Technical Assistance Hours	8	8	8	0	0	0	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	16	0	0	0	0	0	96	0

RECRUIT TRAINING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	0	0	0	0	0	0	0	0	0	0
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	56	40	0	72	0	0	40	0	0	248
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	56

BIAS FREE COMMUNITY POLICING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	56	64	0	0	24	0	0	176	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

OFFICER ASSISTANCE SUPPORT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	40	32	0	56	24	0	0	0	0	208
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	48

SECONDARY EMPLOYMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	40	32	0	52	0	0	24	0	0	168
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	14	0	0	0	0	0	48

SUPERVISION MEASUREMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	48	52	0	0	40	0	0	224	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

STOP, SEARCH & ARREST	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	56	48	88	0	0	40	0	0	248	0
Total Technical Assistance Hours	8	8	8	0	0	4	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	20	0	0	0	0	0	48	0

ACCOUNTABILITY MEASUREMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	56	84	0	0	40	0	0	340	0	0
Total Technical Assistance Hours	8	8	0	0	4	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	44	0	0

TOTALS	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	1252	1192	740	688	206	158	102	1220	976	376
Total Technical Assistance Hours	664	624	336	504	64	64	128	24	16	24
Total Training Assessment Hours	96	80	40	152	8	8	48	0	0	248
Total Report Writing Hours	296	228	180	198	24	24	24	140	48	152

New Orleans Police Department
Event Totals
Budget Proposal

TRAVEL EXPENSE DOLLARS PER EVENT

TRAVEL EXPENSES	
Event	**Amount**
Monitor Duties	$ 312,138
Use of Force	$ 21,514
Recruit Training	$ 21,514
Bias-free Community Policing	$ 16,248
Officer Assistance Support	$ 21,514
Secondary Employment	$ 16,248
Supervision Measurements	$ 16,248
Stop, Search & Arrest	$ 32,016
Accountability Measures	$ 21,514
TOTAL TRAVEL DOLLARS	**$ 478,954**

ON & OFF SITE LABOR HOURS PER EVENT

MONITOR DUTIES	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	1360	1200	700	700	120	120	120	480	480	0
Off-site Hours	420	400	400	600	50	50	118	0	0	0

USE OF FORCE	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	0	0	0	24	0
Off-site Hours	60	44	80	0	0	40	0	0	328	0

RECRUIT TRAINING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	24
Off-site Hours	60	44	0	76	0	0	40	0	0	288

BIAS-FREE COMMUNITY POLICING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	16	0	0	0	0	0	16	0	0
Off-site Hours	60	68	0	0	24	0	0	216	0	0

OFFICER ASSISTANCE SUPPORT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	24
Off-site Hours	44	36	0	60	24	0	0	0	0	240

SECONDARY EMPLOYMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	16
Off-site Hours	44	36	0	58	0	0	24	0	0	208

SUPERVISION MEASUREMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	0	0	0	16	0	0
Off-site Hours	52	60	0	0	40	0	0	264	0	0

STOP, SEARCH & ARREST	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	4	0	0	24	0
Off-site Hours	60	52	100	0	0	40	0	0	280	0

ACCOUNTABILITY MEASUREMENTS	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	16	0	0	4	0	0	48	0	0
Off-site Hours	60	76	0	0	40	0	0	300	0	0

TOTALS	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	**1456**	**1304**	**732**	**748**	**124**	**124**	**120**	**560**	**528**	**64**
Off-site Hours	**860**	**816**	**580**	**794**	**178**	**130**	**182**	**780**	**608**	**736**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff

New Orleans Police Department
Monitoring Duties
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Implemtation of Consent Decree. (¶ 444) A. Monitor & evaluate B. Meet with parties	160	120	120	120	40	40	40	0	0	0	**TA**
2. Report to Court NOPD progress. (¶ 457) A. Description of work conducted during reporting period. B. Listing of agreement requirements implemented by NOPD. C. Methodology and findings for each audit or review conducted. D. Listing of agreement requirements not implemented by and NOPD. E. Methodology and specific fine for each outcome assessment conducted.	400	400	140	140	40	40	40	0	0	0	**PIR**
3. Monitoring Plan and Review Methodology. (¶¶ 450-453) A. 90 days. B. 120 days. C. 90 days submit methodology to parties.	160	140	140	140	10	10	10	0	0	0	**PIR**
4. Conduct Outcome Assessments. (¶ 448) & (¶¶ 450-453)[1]											
5. Review and Recommend Modifications to Outcome Aassessment Measurements.	20	20	20	20	8	8	8	0	0	0	**PIR**
6. Policy Review with Parties. (¶¶ 21-23)	40	40	40	40	8	8	8	0	0	0	**TA**
7. Review Training Materials. (¶¶ 21-23, 250, 257)	40	40	40	80	8	8	8	0	0	0	**TRGA**
8. Review UOF and Misconduct Investigation. (¶ 454)	280	240	240	240	20	20	20	480	480	0	**PIR**
9. Comprehensive Reassessment (¶	40	40	40	40	0	0	0	0	0	0	**PIR**
10. Recommend Strategies to Improve CD Implementation (¶ 455)	80	80	80	80	12	12	12	0	0	0	**RW**
11. Provide or Facilitate Technical Assistance. (¶ 455)	80	80	80	240	12	12	80	0	0	0	**TA**
12. Issue Public Reports (¶¶ 457-458)	160	80	80	80	12	12	12	0	0	0	**RW**
13. Communicating with City, NOPD and DOJ. (¶ 460)	80	80	0	0	0	0	0	0	0	0	**TA**
14. Community Information and Involvement. (¶¶ 231, 461)	80	80	40	40	0	0	0	0	0	0	**TA**
15. PIB and IPM Coordination. (¶ 443)	80	80	40	40	0	0	0	0	0	0	**TA**
16. Litigation or Preceeding Testimony. (¶ 463)	40	40	0	0	0	0	0	0	0	0	**TA**
17. Public Statements. (¶ 462)	40	40	0	0	0	0	0	0	0	0	**TA**
TOTALS	1780	1600	1100	1300	170	170	238	480	480	0	

[1]*See Individual Outcome Assessements for Total Hours.*

Total Policy/Incident Review Hours	900	840	580	580	78	78	78	480	480	0
Total Technical Assistance Hours	600	560	320	480	60	60	128	0	0	0
Total Training Assessment Hours	40	40	40	80	8	8	8	0	0	0
Total Report Writing Hours	240	160	160	160	24	24	24	0	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	4094	2208	224	792	7318

New Orleans Police Department
Monitoring Duties
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	1360	1200	700	700	120	120	120	480	480	0
Off-site Hours	420	400	400	600	50	50	118	0	0	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	12		6	$75,888
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		210	6	$63,000
Rental Vehicle (Days)	$75		210		$15,750
Hotel (Days)	$125		210	6	$157,500
Incidentals	$0				$0
TOTAL					**$312,138**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Use of Force Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. State & Federal Statutes. b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	40	24	40	0	0	40	0	0	40	0	**PIR**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	4	0	0	0	0	0	4	0	**TA**
3. Audit work plan preparation.	4	4	8	0	0	0	0	0	16	0	**PIR**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	8	0	0	0	0	0	16	0	**PIR**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	8	0	0	0	0	0	16	0	**PIR**
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings.	4	4	8	0	0	0	0	0	160	0	**PIR**
7. Preparation of a draft report for NOPD prior to final audit report	4	4	8	0	0	0	0	0	80	0	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	4	0	0	0	0	0	4	0	**TA**
9. Complete Final Report	4	4	8	0	0	0	0	0	16	0	**RW**
TOTALS	72	56	96	0	0	40	0	0	352	0	

Total Policy/Incident Review Hour	56	40	72	0	0	40	0	0	248	0
Total Technical Assistance Hours	8	8	8	0	0	0	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	16	0	0	0	0	0	96	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	456	32	0	128	616

New Orleans Police Department
Use of Force Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	0	0	0	24	0
Off-site Hours	60	44	80	0	0	40	0	0	328	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Recruit Training Assessmentt
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	0	8	0	0	8	0	0	8	TRGA
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process.	4	4	0	4	0	0	0	0	0	4	TA
3. Audit work plan preparation.	4	4	0	8	0	0	0	0	0	8	TRGA
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	0	8	0	0	0	0	0	16	TRGA
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	8	0	0	0	0	0	8	TRGA
6. Field Work a. Review and evaluateworking papers. b. On sight review and evaluation of confidential work papers. c. Evaluation of findings.	4	4	0	8	0	0	0	0	0	80	TRGA
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	0	8	0	0	0	0	0	40	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	0	4	0	0	0	0	0	4	TA
9. Complete Final Report	4	4	0	4	0	0	0	0	0	8	RW
TOTALS	40	40	0	60	0	0	8	0	0	176	

Total Policy/Incident Review Hours	0	0	0	0	0	0	0	0	0	0
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	24	24	0	40	0	0	8	0	0	120
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	48

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	0	32	216	76	324

New Orleans Police Department
Recruit Training Assessmentt
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	24
Off-site Hours	60	44	0	76	0	0	40	0	0	288

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Bias Free Policing Community Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	40	32	0	0	24	0	0	32	0	0	PIR
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process.	4	4	0	0	0	0	0	4	0	0	TA
3. Audit work plan preparation.	4	8	0	0	0	0	0	8	0	0	PIR
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	8	0	0	0	0	0	8	0	0	PIR
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	8	0	0	0	0	0	8	0	0	PIR
6. Field Work a. Review and evaluateworking papers. b. On Sight review and evaluation of confidential work papers. c. Evaluation of findings/	4	8	0	0	0	0	0	120	0	0	DIR
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	8	0	0	0	0	0	40	0	0	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	0	0	0	0	0	4	0	0	TA
9. Complete Final Report	4	4	0	0	0	0	0	8	0	0	RW
TOTALS	72	84	0	0	24	0	0	232	0	0	

Total Policy/Incident Review Hours	56	64	0	0	24	0	0	176	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	320	24	0	68	412

New Orleans Police Department
Bias-Free Policing Community Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	16	0	0	0	0	0	16	0	0
Off-site Hours	60	68	0	0	24	0	0	216	0	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		3	$12,648
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	3	$900
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	3	$2,250
Incidentals	$0				$0
TOTAL					**$16,248**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Officer Assistance Support Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	24	16	0	24	24	0	0	0	0	32	PIR
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process.	4	4	0	4	0	0	0	0	0	4	TA
3. Audit work plan preparation.	4	4	0	8	0	0	0	0	0	24	PIR
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample .	4	4	0	8	0	0	0	0	0	16	PIR
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	8	0	0	0	0	0	16	PIR
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	4	0	8	0	0	0	0	0	120	PIR
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	0	8	0	0	0	0	0	40	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	0	4	0	0	0	0	0	4	TA
9. Complete Final Report	4	4	0	4	0	0	0	0	0	8	RW
TOTALS	56	48	0	76	24	0	0	0	0	264	

Total Policy/Incident Review Hours	40	32	0	56	24	0	0	0	0	208
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	48

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	360	32	0	76	468

New Orleans Police Department
Officer Assistance Support Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	24
Off-site Hours	44	36	0	60	24	0	0	0	0	240

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Secondary Employment Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	24	16	0	24	0	0	24	0	0	24	**PIR**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	0	4	0	0	0	0	0	4	**TA**
3. Audit work plan preparation.	4	4	0	10	0	0	0	0	0	8	**PIR**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	0	8	0	0	0	0	0	8	**PIR**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	0	0	0	0	0	0	8	**PIR**
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	4	0	10	0	0	0	0	0	120	**PIR**
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	0	10	0	0	0	0	0	40	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	0	4	0	0	0	0	0	4	**TA**
9. Complete Final Report	4	4	0	4	0	0	0	0	0	8	**RW**
TOTALS	56	48	0	74	0	0	24	0	0	224	

Total Policy/Incident Review Hour	40	32	0	52	0	0	24	0	0	168
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	14	0	0	0	0	0	48

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	316	32	0	78	426

New Orleans Police Department
Secondary Employment Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	16
Off-site Hours	44	36	0	58	0	0	24	0	0	208

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		3	$12,648
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	3	$900
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	3	$2,250
Incidentals	$0				$0
TOTAL					**$16,248**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Supervision Measurements Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	32	32	0	0	40	0	0	40	0	0	**PIR**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	0	0	0	0	0	4	0	0	**TA**
3. Audit work plan preparation.	4	4	0	0	0	0	0	8	0	0	**PIR**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	0	0	0	0	0	8	0	0	**PIR**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	0	0	0	0	8	0	0	**PIR**
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	8	0	0	0	0	0	160	0	0	**PIR**
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	8	0	0	0	0	0	40	0	0	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	0	0	0	0	0	4	0	0	**TA**
9. Complete Final Report	4	4	0	0	0	0	0	8	0	0	**RW**
TOTALS	64	72	0	0	40	0	0	280	0	0	

Total Policy/Incident Review Hours	48	52	0	0	40	0	0	224	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	364	24	0	68	456

New Orleans Police Department
Officer Assistance Support Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	24
Off-site Hours	44	36	0	60	24	0	0	0	0	240

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Stop, Search and Arrest Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	40	32	40	0	0	40	0	0	40	0	PIR
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	4	0	0	4	0	0	4	0	TA
3. Audit work plan preparation.	4	4	8	0	0	0	0	0	16	0	PIR
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	8	0	0	0	0	0	16	0	PIR
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	16	0	0	0	0	0	16	0	PIR
6. Field Work a. Review and evaluate working papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	4	16	0	0	0	0	0	160	0	PIR
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	16	0	0	0	0	0	40	0	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	4	0	0	0	0	0	4	0	TA
9. Complete Final Report	4	4	4	0	0	0	0	0	8	0	RW
TOTALS	72	64	116	0	0	44	0	0	304	0	

Total Policy/Incident Review Hours	56	48	88	0	0	40	0	0	248	0
Total Technical Assistance Hours	8	8	8	0	0	4	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	20	0	0	0	0	0	48	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	480	36	0	84	600

New Orleans Police Department
Stop, Search and Arrest Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	4	0	0	24	0
Off-site Hours	60	52	100	0	0	40	0	0	280	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		6	$25,296
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	6	$1,800
Rental Vehicle (Days)	$70		6		$420
Hotel (Days)	$125		6	6	$4,500
Incidentals	$0				$0
TOTAL					**$32,016**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Accountability Measurments Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	40	40	0	0	40	0	0	40	0	0	PIR
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	0	0	4	0	0	4	0	0	TA
3. Audit work plan preparation.	4	8	0	0	0	0	0	40	0	0	PIR
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample	4	8	0	0	0	0	0	40	0	0	PIR
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	8	0	0	0	0	0	16	0	0	PIR
6. Field Work a. Review and evaluate working papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	8	0	0	0	0	0	160	0	0	PIR
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	8	0	0	0	0	0	40	0	0	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	0	0	0	0	0	4	0	0	TA
9. Complete Final Report	4	4	0	0	0	0	0	4	0	0	RW
TOTALS	72	92	0	0	44	0	0	348	0	0	

Total Policy/Incident Review Hou	56	84	0	0	40	0	0	340	0	0
Total Technical Assistance Hours	8	8	0	0	4	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	44	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	520	28	0	64	612

New Orleans Police Department
Accountability Measurments Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	4	0	0	32	0	0
Off-site Hours	28	32	0	0	16	0	0	220	0	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

Attachment "D" - Cost Proposal – Year 2 through 4

New Orleans Police Department
Cost Analysis
Budget Proposal
Year 2 through 4

Cost Items	Policy/Incident Review			Technical Assistance			Training Assessmnent			Report Writing			Base Year Total
Direct Labor	**R**	**H**	**D**	**R**	**H**	**D**	**R**	**H**	**D**	**R**	**H**	**D**	
Court Monitor	$ 250	548	$ 137,000	$ 250	504	$ 126,000	$ 250	64	$ 16,000	$ 250	216	$ 54,000	$ 333,000
Assistant Monitor/Project Director - SA	$ 125	564	$ 70,500	$ 125	504	$ 63,000	$ 125	64	$ 8,000	$ 125	224	$ 28,000	$ 169,500
Project Director - OA	$ 100	306	$ 30,600	$ 100	216	$ 21,600	$ 100	40	$ 4,000	$ 100	180	$ 18,000	$ 74,200
Project Director - PTA	$ 100	274	$ 27,400	$ 100	384	$ 38,400	$ 100	120	$ 12,000	$ 100	196	$ 19,600	$ 97,400
Project Director - Communications	$ 90	700	$ 63,000	$ 90	100	$ 9,000	$ 90	50	$ 4,500	$ 90	200	$ 18,000	$ 94,500
Lead Auditor - SA	$ 70	720	$ 50,400	$ 70	24	$ 1,680	$ 70	0	$ -	$ 70	140	$ 9,800	$ 61,880
Lead Auditor - OA	$ 70	672	$ 47,040	$ 70	16	$ 1,120	$ 70	0	$ -	$ 70	48	$ 3,360	$ 51,520
Lead Auditor - PTA	$ 70	240	$ 16,800	$ 70	24	$ 1,680	$ 70	120	$ 8,400	$ 70	120	$ 8,400	$ 35,280
Staff Auditor - SA	$ 40	1200	$ 48,000	$ 40	24	$ 960	$ 40	0	$ -	$ 40	140	$ 5,600	$ 54,560
Staff Auditos - OA	$ 40	862	$ 34,480	$ 40	12	$ 480	$ 40	0	$ -	$ 40	48	$ 1,920	$ 36,880
Staff Auditor - PTA	$ 40	340	$ 13,600	$ 40	24	$ 960	$ 40	248	$ 9,920	$ 40	150	$ 6,000	$ 30,480
Office Manager	$ 20	2080	$ 41,600	$ 20	0	$ -	$ 20	0	$ -	$ 20	0	$ -	$ 41,600
Administrative Assistant	$ 17	2080	$ 35,360	$ 17	0	$ -	$ 17	0	$ -	$ 17	0	$ -	$ 35,360
Support Staff - SA	$ 15	2080	$ 31,200	$ 15	0	$ -	$ 15	0	$ -	$ 15	0	$ -	$ 31,200
Support Staff - OA	$ 15	2080	$ 31,200	$ 15	0	$ -	$ 15	0	$ -	$ 15	0	$ -	$ 31,200
Support Staff - PTA	$ 15	2080	$ 31,200	$ 15	0	$ -	$ 15	0	$ -	$ 15	0	$ -	$ 31,200
Clerical Staff	$ 12	2080	$ 24,960	$ 12	0	$ -	$ 12	0	$ -	$ 12	0	$ -	$ 24,960
Total Labor Hours			**12666**			**1832**			**706**			**1662**	
Total Labor Dollars	**$**		**640,740**	**$**		**264,880**	**$**		**62,820**	**$**		**172,680**	**$ 1,141,120**
Taxes, Insurance & Benefits[1]	$		160,185	$		66,220	$		15,705	$		43,170	$ 285,280
Total Direct Labor Dollars	**$**		**800,925**	**$**		**331,100**	**$**		**78,525**	**$**		**215,850**	**$ 1,426,400**
Subcontractors	**R**	**H**	**D**	**R**	**H**	**D**	**R**	**H**	**D**	**R**	**H**	**D**	
Project Consultant - SA	$ 100	96	$ 9,600	$ 150	24	$ 3,600	$ 150	8	$ 1,200	$ 150	24	$ 22,500	$ 36,900
Project Consultant - OA	$ 100	72	$ 7,200	$ 150	24	$ 3,600	$ 150	8	$ 1,200	$ 150	24	$ 22,500	$ 34,500
Project Consultant - PTA	$ 100	64	$ 6,400	$ 150	88	$ 13,200	$ 150	16	$ 2,400	$ 150	24	$ 22,500	$ 44,500
Total Subcontractors Labor Hours			**232**			**136**			**32**			**72**	
Total Subcontractor Dollars	**$**		**23,200**	**$**		**20,400**	**$**		**4,800**	**$**		**67,500**	**$ 115,900**
Services Staff													
Maintenance													$ 18,000
Security													$ 18,000
Tech Support													$ 10,000
Total Services Staff													**$ 46,000**
Specialists		Rate			Hours								
IT Specialist	$		70			80							$ 5,600
Legal Counsel	$		225			200							$ 45,000
Total Specialist						**280**							**$ 50,600**
Total Labor Dollars													**$ 1,638,900**

Overhead	Cost	Months		Base Year Total
Office Space	$ 2,130	12		$ 25,560
Utilities	$ 400	12		$ 4,800
Insurance	$ 100	12		$ 1,200
Office Supplies	$ 100	12		$ 1,200
Printing, Reproduction & Mailings	$ 250	12		$ 3,000
Equipment (Purchase & Lease)				$ -
Travel				$ 322,885
Total Overhead Dollars				**$ 355,645**

TOTAL PRICE	**$ 1,994,545**

[1] Taxes, Insurance & Benefits = 25% 0.25

New Orleans Police Department
Event Totals
Budget Proposal

LABOR HOURS PER EVENT

MONITOR DUTIES	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	380	380	210	210	48	48	48	320	320	0
Total Technical Assistance Hours	440	440	200	360	20	20	88	0	0	0
Total Training Assessment Hours	40	40	40	80	8	8	8	0	0	0
Total Report Writing Hours	160	160	160	160	24	24	24	0	0	0

USE OF FORCE	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	24	24	40	0	0	8	0	0	160	0
Total Technical Assistance Hours	8	8	8	0	0	0	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	12	0	0	0	0	0	48	0

RECRUIT TRAINING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	0	0	0	0	0	0	0	0	0	0
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	24	24	0	40	0	0	8	0	0	120
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	48

BIAS FREE COMMUNITY POLICING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	24	24	0	0	8	0	0	120	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

OFFICER ASSISTANCE SUPPORT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	24	24	0	40	8	0	0	0	0	120
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	40

SECONDARY EMPLOYMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	24	24	0	24	0	0	16	0	0	120
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	32

SUPERVISION MEASUREMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	24	28	0	0	16	0	0	120	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

STOP, SEARCH & ARREST	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	24	24	56	0	0	16	0	0	192	0
Total Technical Assistance Hours	8	8	8	0	0	4	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	20	0	0	0	0	0	48	0

ACCOUNTABILITY MEASUREMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	24	36	0	0	16	0	0	160	0	0
Total Technical Assistance Hours	8	8	0	0	4	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	0	0	0	0	44	0	0

TOTALS	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
Total Policy/Incident Review Hours	548	564	306	274	96	72	64	720	672	240
Total Technical Assistance Hours	504	504	216	384	24	24	88	24	16	24
Total Training Assessment Hours	64	64	40	120	8	8	16	0	0	120
Total Report Writing Hours	216	224	180	196	24	24	24	140	48	120

New Orleans Police Department
Event Totals
Budget Proposal

TRAVEL EXPENSE DOLLARS PER EVENT

TRAVEL EXPENSES	
Event	**Amount**
Monitor Duties	$ 156,069
Use of Force	$ 21,514
Recruit Training	$ 21,514
Bias-free Community Policing	$ 16,248
Officer Assistance Support	$ 21,514
Secondary Employment	$ 16,248
Supervision Measurements	$ 16,248
Stop, Search & Arrest	$ 32,016
Accountability Measures	$ 21,514
TOTAL TRAVEL DOLLARS	**$ 322,885**

ON & OFF SITE LABOR HOURS PER EVENT

MONITOR DUTIES	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	760	760	350	350	60	60	60	320	320	0
Off-site Hours	260	260	260	460	40	40	108	0	0	0

USE OF FORCE	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	0	0	0	24	0
Off-site Hours	28	28	44	0	0	8	0	0	192	0

RECRUIT TRAINING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	24
Off-site Hours	28	28	0	44	0	0	8	0	0	152

BIAS-FREE COMMUNITY POLICING	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	0	0	0	16	0	0
Off-site Hours	28	32	0	0	8	0	0	160	0	0

OFFICER ASSISTANCE SUPPORT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	16
Off-site Hours	28	28	0	44	8	0	0	0	0	152

SECONDARY EMPLOYMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	12	0	0	0	0	0	16
Off-site Hours	28	28	0	32	0	0	16	0	0	144

SUPERVISION MEASUREMENT	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	0	0	0	16	0	0
Off-site Hours	28	36	0	0	16	0	0	160	0	0

STOP, SEARCH & ARREST	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	4	0	0	24	0
Off-site Hours	28	28	68	0	0	16	0	0	224	0

ACCOUNTABILITY MEASUREMENTS	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	4	0	0	32	0	0
Off-site Hours	28	32	0	0	16	0	0	220	0	0

TOTALS	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	**856**	**856**	**382**	**394**	**64**	**64**	**60**	**384**	**368**	**56**
Off-site Hours	**484**	**500**	**372**	**580**	**88**	**64**	**132**	**540**	**416**	**448**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff

New Orleans Police Department
Monitoring Duties
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Report to Court NOPD progress. (¶ 457) A. Description of work conducted during reporting period. B. Listing of agreement requirements implemented by NOPD. C. Methodology and findings for each audit or review conducted. D. Listing of agreement requirements not implemented by and NOPD. E. Methodology and specific fine for each outcome assessment conducted.	160	160	70	70	20	20	20	0	0	0	**PIR**
2. Conduct Outcome Assessments. (¶ 448) & (¶¶ 450-453)[1]											
3. Review and Recommend Modifications to Outcome Aassessment Measurements.	20	20	20	20	8	8	8	0	0	0	**PIR**
4. Policy Review with Parties. (¶¶ 21-23)	40	40	40	40	8	8	8	0	0	0	**TA**
5. Review Training Materials. (¶¶ 21-23, 250, 257)	40	40	40	80	8	8	8	0	0	0	**TRGA**
6. Review UOF and Misconduct Investigation. (¶ 454)	160	160	80	80	20	20	20	320	320	0	**PIR**
7. Comprehensive Reassessment (¶ 456)	40	40	40	40	0	0	0	0	0	0	**PIR**
8. Recommend Strategies to Improve CD Implementation (¶ 455)	80	80	80	80	12	12	12	0	0	0	**RW**
9. Provide or Facilitate Technical Assistance. (¶ 455)	80	80	80	240	12	12	80	0	0	0	**TA**
10. Issue Public Reports (¶¶ 457-458)	80	80	80	80	12	12	12	0	0	0	**RW**
11. Communicating with City, NOPD and DOJ. (¶ 460)	80	80	0	0	0	0	0	0	0	0	**TA**
12. Community Information and Involvement. (¶¶ 231, 461)	80	80	40	40	0	0	0	0	0	0	**TA**
13. PIB and IPM Coordination. (¶ 443)	80	80	40	40	0	0	0	0	0	0	**TA**
14. Litigation or Preceeding Testimony. (¶ 463)	40	40	0	0	0	0	0	0	0	0	**TA**
15. Public Statements. (¶ 462)	40	40	0	0	0	0	0	0	0	0	**TA**
TOTALS	1020	1020	610	810	100	100	168	320	320	0	

[1]*See Individual Outcome Assessements for Total Hours.*

Total Policy/Incident Review Hours	380	380	210	210	48	48	48	320	320	0
Total Technical Assistance Hours	440	440	200	360	20	20	88	0	0	0
Total Training Assessment Hours	40	40	40	80	8	8	8	0	0	0
Total Report Writing Hours	160	160	160	160	24	24	24	0	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	1964	1568	224	712	4468

New Orleans Police Department
Monitoring Duties
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	760	760	350	350	60	60	60	320	320	0
Off-site Hours	260	260	260	460	40	40	108	0	0	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	6		6	$37,944
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		105	6	$31,500
Rental Vehicle (Days)	$75		105		$7,875
Hotel (Days)	$125		105	6	$78,750
Incidentals	$0				$0
TOTAL					**$156,069**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Use of Force Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. State & Federal Statutes. b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	8	0	0	8	0	0	8	0	**PIR**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	4	0	0	0	0	0	4	0	**TA**
3. Audit work plan preparation.	4	4	8	0	0	0	0	0	8	0	**PIR**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	8	0	0	0	0	0	16	0	**PIR**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	8	0	0	0	0	0	8	0	**PIR**
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings.	4	4	8	0	0	0	0	0	120	0	**PIR**
7. Preparation of a draft report for NOPD prior to final audit report	4	4	8	0	0	0	0	0	40	0	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	4	0	0	0	0	0	4	0	**TA**
9. Complete Final Report	4	4	4	0	0	0	0	0	8	0	**RW**
TOTALS	40	40	60	0	0	8	0	0	216	0	

Total Policy/Incident Review Hour	24	24	40	0	0	8	0	0	160	0
Total Technical Assistance Hours	8	8	8	0	0	0	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	12	0	0	0	0	0	48	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	256	32	0	76	364

New Orleans Police Department
Use of Force Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	0	0	0	24	0
Off-site Hours	28	28	44	0	0	8	0	0	192	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Recruit Training Assessmentt
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	0	8	0	0	8	0	0	8	**TRGA**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process.	4	4	0	4	0	0	0	0	0	4	**TA**
3. Audit work plan preparation.	4	4	0	8	0	0	0	0	0	8	**TRGA**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	0	8	0	0	0	0	0	16	**TRGA**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	8	0	0	0	0	0	8	**TRGA**
6. Field Work a. Review and evaluateworking papers. b. On sight review and evaluation of confidential work papers. c. Evaluation of findings.	4	4	0	8	0	0	0	0	0	80	**TRGA**
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	0	8	0	0	0	0	0	40	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	0	4	0	0	0	0	0	4	**TA**
9. Complete Final Report	4	4	0	4	0	0	0	0	0	8	**RW**
TOTALS	40	40	0	60	0	0	8	0	0	176	

Total Policy/Incident Review Hours	0	0	0	0	0	0	0	0	0	0
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	24	24	0	40	0	0	8	0	0	120
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	48

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	0	32	216	76	324

New Orleans Police Department
Recruit Training Assessmentt
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	24
Off-site Hours	28	28	0	44	0	0	8	0	0	152

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Bias Free Policing Community Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	0	0	8	0	0	16	0	0	PIR
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process.	4	4	0	0	0	0	0	4	0	0	TA
3. Audit work plan preparation.	4	4	0	0	0	0	0	8	0	0	PIR
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	0	0	0	0	0	8	0	0	PIR
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	0	0	0	0	8	0	0	PIR
6. Field Work a. Review and evaluate working papers. b. On Sight review and evaluation of confidential work papers. c. Evaluation of findings/	4	4	0	0	0	0	0	80	0	0	DIR
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	8	0	0	0	0	0	40	0	0	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	0	0	0	0	0	4	0	0	TA
9. Complete Final Report	4	4	0	0	0	0	0	8	0	0	RW
TOTALS	40	44	0	0	8	0	0	176	0	0	

Total Policy/Incident Review Hours	24	24	0	0	8	0	0	120	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	176	24	0	68	268

New Orleans Police Department
Bias-Free Policing Community Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	0	0	0	16	0	0
Off-site Hours	28	32	0	0	8	0	0	160	0	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		3	$12,648
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	3	$900
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	3	$2,250
Incidentals	$0				$0
TOTAL					**$16,248**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Officer Assistance Support Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	0	8	8	0	0	0	0	16	**PIR**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process.	4	4	0	4	0	0	0	0	0	4	**TA**
3. Audit work plan preparation.	4	4	0	8	0	0	0	0	0	8	**PIR**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample .	4	4	0	8	0	0	0	0	0	8	**PIR**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	8	0	0	0	0	0	8	**PIR**
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	4	0	8	0	0	0	0	0	80	**PIR**
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	0	8	0	0	0	0	0	32	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	0	4	0	0	0	0	0	4	**TA**
9. Complete Final Report	4	4	0	4	0	0	0	0	0	8	**RW**
TOTALS	40	40	0	60	8	0	0	0	0	168	

Total Policy/Incident Review Hour	24	24	0	40	8	0	0	0	0	120
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	40

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	216	32	0	68	316

New Orleans Police Department
Officer Assistance Support Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	16	0	0	0	0	0	16
Off-site Hours	28	28	0	44	8	0	0	0	0	152

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Secondary Employment Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	0	8	0	0	16	0	0	16	**PIR**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	0	4	0	0	0	0	0	4	**TA**
3. Audit work plan preparation.	4	4	0	4	0	0	0	0	0	8	**PIR**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	0	4	0	0	0	0	0	8	**PIR**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	0	0	0	0	0	0	8	**PIR**
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	4	0	8	0	0	0	0	0	80	**PIR**
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	0	8	0	0	0	0	0	24	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	0	4	0	0	0	0	0	4	**TA**
9. Complete Final Report	4	4	0	4	0	0	0	0	0	8	**RW**
TOTALS	40	40	0	44	0	0	16	0	0	160	

Total Policy/Incident Review Hour	24	24	0	24	0	0	16	0	0	120
Total Technical Assistance Hours	8	8	0	8	0	0	0	0	0	8
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	12	0	0	0	0	0	32

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	208	32	0	60	300

New Orleans Police Department
Secondary Employment Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	12	0	0	0	0	0	16
Off-site Hours	28	28	0	32	0	0	16	0	0	144

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		3	$12,648
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	3	$900
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	3	$2,250
Incidentals	$0				$0
TOTAL					**$16,248**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Supervision Measurements Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	0	0	16	0	0	16	0	0	**PIR**
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	0	0	0	0	0	4	0	0	**TA**
3. Audit work plan preparation.	4	4	0	0	0	0	0	8	0	0	**PIR**
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	0	0	0	0	0	8	0	0	**PIR**
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	0	0	0	0	0	8	0	0	**PIR**
6. Field Work a. Review and evaluateworking papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	8	0	0	0	0	0	80	0	0	**PIR**
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	8	0	0	0	0	0	40	0	0	**RW**
8. Exit interview with NOPD administrators to discuss findings	4	4	0	0	0	0	0	4	0	0	**TA**
9. Complete Final Report	4	4	0	0	0	0	0	8	0	0	**RW**
TOTALS	40	48	0	0	16	0	0	176	0	0	

Total Policy/Incident Review Hours	24	28	0	0	16	0	0	120	0	0
Total Technical Assistance Hours	8	8	0	0	0	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	12	0	0	0	0	0	48	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	188	24	0	68	280

New Orleans Police Department
Supervision Measurements Assessment
Budget Proposal

	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	0	0	0	16	0	0
Off-site Hours	28	36	0	0	16	0	0	160	0	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		3	$12,648
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	3	$900
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	3	$2,250
Incidentals	$0				$0
TOTAL					**$16,248**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

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Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	8	0	0	16	0	0	24	0	PIR
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	4	0	0	4	0	0	4	0	TA
3. Audit work plan preparation.	4	4	8	0	0	0	0	0	16	0	PIR
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample.	4	4	8	0	0	0	0	0	16	0	PIR
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	4	16	0	0	0	0	0	16	0	PIR
6. Field Work a. Review and evaluate working papers. b. On-sight review and evaluation of confidential work papers. c. Evaluation of findings	4	4	16	0	0	0	0	0	120	0	PIR
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	16	0	0	0	0	0	40	0	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	4	0	0	0	0	0	4	0	TA
9. Complete Final Report	4	4	4	0	0	0	0	0	8	0	RW
TOTALS	40	40	84	0	0	20	0	0	248	0	

Total Policy/Incident Review Hours	24	24	56	0	0	16	0	0	192	0
Total Technical Assistance Hours	8	8	8	0	0	4	0	0	8	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	20	0	0	0	0	0	48	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	312	36	0	84	432

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	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	16	0	0	4	0	0	24	0
Off-site Hours	28	28	68	0	0	16	0	0	224	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		6	$25,296
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	6	$1,800
Rental Vehicle (Days)	$70		6		$420
Hotel (Days)	$125		6	6	$4,500
Incidentals	$0				$0
TOTAL					**$32,016**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW

New Orleans Police Department
Accountability Measurments Assessment
Budget Proposal

Professional Labor Hours											
TASK	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3	TLA
1. Obtain and review reference material and any other pertinent Department references. a. Current organization Chart b. Clarify and document any organizational changes that have altered or combined operations, accountability, reporting, file maintenance, or functions applicable to the audit.	8	8	0	0	16	0	0	24	0	0	PIR
2. Open Conference a. Consult with New Orleans PD (NOPD) management on the population, the sample size, and the audit process	4	4	0	0	4	0	0	4	0	0	TA
3. Audit work plan preparation.	4	4	0	0	0	0	0	16	0	0	PIR
4. Field Work a. Request and obtain documents b. Determine the total population for the audit period. c. Conduct a stratified random sample	4	4	0	0	0	0	0	24	0	0	PIR
5. Develop and test the compliance testing instrument and accompanying instruction sheet for accuracy and conformance with the criteria requirements.	4	8	0	0	0	0	0	16	0	0	PIR
6. Field Work a. Review and evaluate working papers. b. On Sight review and evaluation of confidential work papers. c. Evaluation of findings	4	4	0	0	0	0	0	120	0	0	PIR
7. Analysis and preparation of a draft report for NOPD prior to final audit report being issued.	4	4	0	0	0	0	0	40	0	0	RW
8. Exit interview with NOPD administrators to discuss findings	4	4	0	0	0	0	0	4	0	0	TA
9. Complete Final Report	4	4	0	0	0	0	0	4	0	0	RW
TOTALS	40	44	0	0	20	0	0	252	0	0	

Total Policy/Incident Review Hou	24	36	0	0	16	0	0	244	0	0
Total Technical Assistance Hours	8	8	0	0	4	0	0	8	0	0
Total Training Assessment Hours	0	0	0	0	0	0	0	0	0	0
Total Report Writing Hours	8	8	0	0	0	0	0	44	0	0

	PIR	TA	TRGA	RW	TOTAL
TOTAL LABOR HOURS	320	28	0	60	408

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	CM	AM	PD	PD2	PC	PC2	PC3	STAFF	STAFF2	STAFF3
On-site Hours	12	12	0	0	4	0	0	32	0	0
Off-site Hours	28	32	0	0	16	0	0	220	0	0

Travel Expenses					
Cost Items	**Rate**	**Trips**	**Days**	**# of Staff**	**Cost**
Travel (Trips):	$1,054	4		4	$16,864
Per Diem (Days) -Breakfast: -Lunch: -Dinner:	$50		6	4	$1,200
Rental Vehicle (Days)	$75		6		$450
Hotel (Days)	$125		6	4	$3,000
Incidentals	$0				$0
TOTAL					**$21,514**

LEGEND:

Court Monitor	CM
Assistant Monitor	AM
Project Director	PD
Project Consultant	PC
Lead/Staff Auditors	Staff
Type of Labor Activity	TLA
Off-site	
Policy/Incident Review	PIR
Technical Assistance	TA
Training Assessement	TRGA
Report Writing	RW