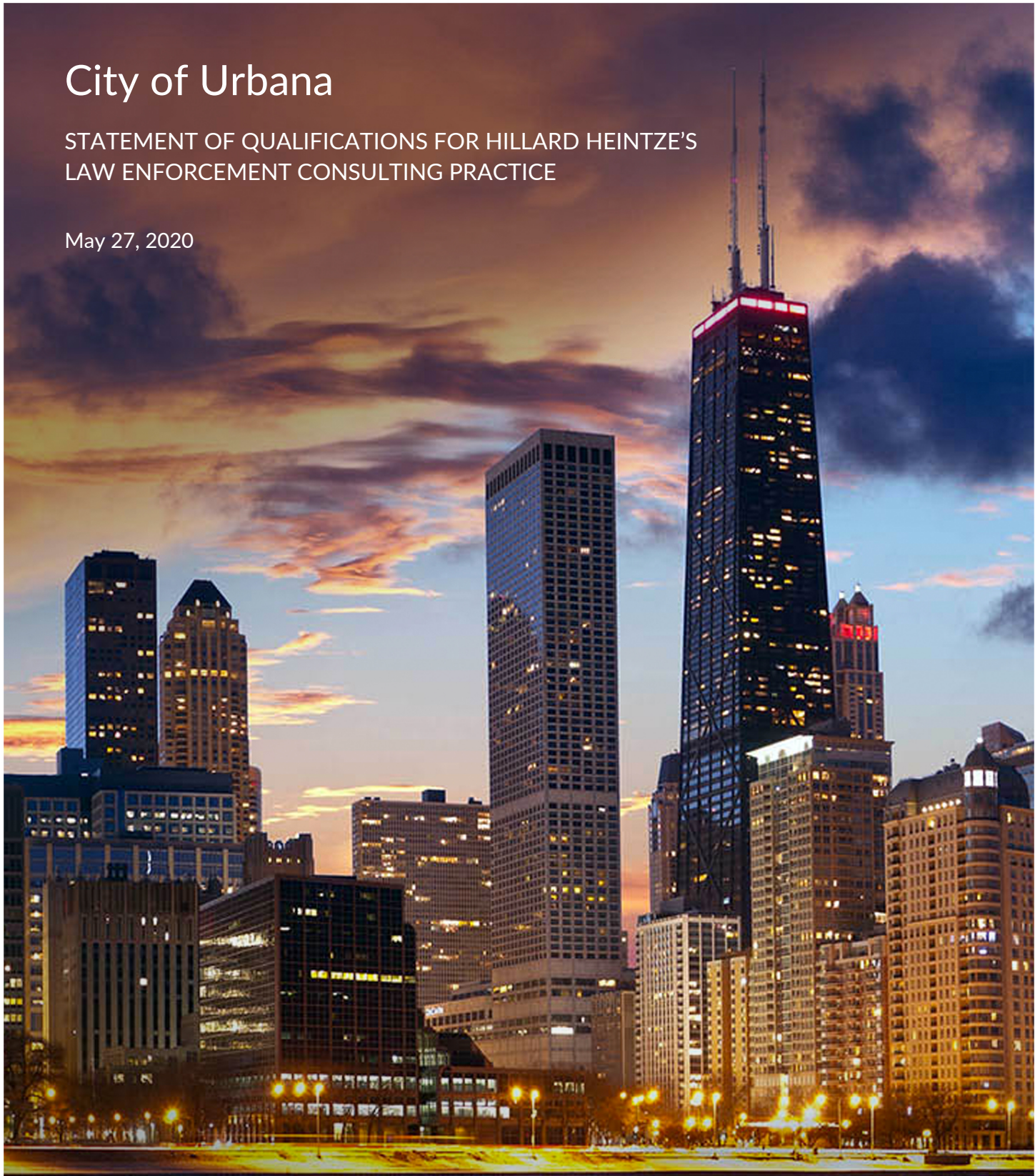


City of Urbana

STATEMENT OF QUALIFICATIONS FOR HILLARD HEINTZE'S LAW ENFORCEMENT CONSULTING PRACTICE

May 27, 2020



HILLARD  HEINTZE
A JENSEN HUGHES COMPANY



May 27, 2020

Honorable Diane Marlin
Mayor, City of Urbana
Urbana City Building
400 South Vine Street
Urbana, Illinois 61801

Dear Mayor Marlin:

Thank you for taking the time to discuss how Hillard Heintze could support the City of Urbana in conducting an independent review. We believe strongly that an independent perspective is essential to ensuring adherence to national standards and practices but also keeps the agency on sound footing for many years to come.

Attached you will find a strong sampling of many of our past law enforcement engagements, ranging from police departments of small and mid-sized agencies – such as those in Berwyn, Illinois; Schaumburg, Illinois; Riverside, California; and Cedar Park, Texas – to large cities such as San Francisco and Denver. We routinely work with law enforcement agencies of local, county and federal governments on organizational transformation, strategic planning, assessment of current policies and procedures, staffing analyses and constitutional policing issues, such as eliminating unconstitutional policing practices including racial profiling; bias; unnecessary use of force; and unlawful stop, search and seizure.

Hillard Heintze is proud of the services we provide for our clients. We make our reports readily available to the public, but document size precludes us from incorporating those documents into this response. To view electronic copies of our published public reports on our website, please click [this link](#) to access the Law Enforcement Consulting Archives page.¹

Sincerely,
HILLARD HEINTZE LLC

Debra K. Kirby, Esq.
Senior Vice President, Operations

¹ https://www.hillardheintze.com/service_categories/law-enforcement-consulting/?media_type=published-content



Our Team Supporting the City of Urbana

DEBRA K. KIRBY, ESQ., SENIOR VICE PRESIDENT, OPERATIONS



Debra serves as the Senior Vice President for Hillard Heintze's Operations. She drives efficiency in our operations and supports our larger law enforcement and cross-practice projects for municipal and corporate clients.

She has been a champion for change throughout her career in the public safety field. Before working for Hillard Heintze, Debra was a Deputy Chief Inspector with the Garda Síochána Inspectorate, which reports to the Minister of the Irish Department of Justice and Equality. Debra recommended improvements within An Garda Síochána, the national police force of Ireland, and made major contributions to critical issues involving crime investigation, organizational reform and modernization, and child sexual abuse.

Debra retired from the Chicago Police Department (CPD), the second largest police department in the U.S., as Chief of the Bureau of Organizational Development. She held leadership positions in multiple administrative, investigative and operational domains. In 2012, Debra served as the law enforcement lead and co-chair for the 2012 NATO Summit National Special Security Event in Chicago during which the CPD provided world-class service with minimal disruption to the event or ongoing business, an unprecedented outcome. During her career in the CPD, her accomplishments ranged from establishing community policing practices within the investigative function and developing a whole of community response to domestic violence to implementing a task force approach to stopping violence at licenses premises.

Debra brings command experience in patrol operations, investigations, organized crime, law enforcement training, policy development, data-led policing and internal affairs with an acute focus on integrity systems, covert operations and the need for strong accountability practices in support of operational priorities. She also established the first Federal Bureau of Investigations (FBI)/Internal Affairs Task Force in the U.S. As a result, federal investigations and administrative actions directed at serious misconduct increased significantly.

Debra served as General Counsel to the Superintendent and led reform on prisoner treatment, LGBT policies and officer-involved shooting (OIS) reviews. Partnering with the independent oversight agency for the CPD's use of force, the Independent Police Review Authority, she established formal review of OIS focused on identifying training, supervision and policy issues and resolution. She was an instrumental partner in developing the CPD's response protocol for OIS in agreement with the Review Authority.

Debra has significant labor relations experience, having negotiated with the City to obtain the first supervisor's contract for CPD sergeants, and later representing the CPD as General Counsel in labor negotiations and grievances for all members of the department. A licensed attorney in the State of Illinois, Debra has a master's degree in homeland security awarded by the Naval Postgraduate School and an undergraduate degree from the University of Illinois. She is a graduate of the FBI National Academy and was a Fulbright Scholar for Law Enforcement working with the University of Manchester in the United Kingdom.



MARCIA K. THOMPSON, ESQ., VICE PRESIDENT, LAW ENFORCEMENT CONSULTING



Marcia is an attorney and law enforcement practitioner with over 20 years working in the criminal justice field. As a Vice President within our Law Enforcement Consulting practice, she provides oversight, management and technical assistance on various law enforcement assessments, trainings and reviews. Marcia has served as a law enforcement administrator within the Department of Safety at the University of Chicago Police Department, where she oversaw professional standards, accreditation, compliance, training, records management, recruitment, field training, in-service training, leadership development, succession planning, community engagement, youth outreach and the community advisory committee in support of the universities transparency and inclusion initiative.

Marcia has served as an advisor to several law enforcement organizations on civil rights and law enforcement issues for over 15 years. She has been an active member of the IACP Civil and Human Rights Committee for over 10 years. In addition, she has provided insight and guidance on timely and novel civil rights and human rights matters impacting law enforcement nationally, including bias-free policing, tasers, use of force, stop and frisk, constitutional policing, procedural justice, hate crimes, and affinity group protections. She has also served as General Counsel and advisor to the National Organization of Law Enforcement Executives (NOBLE) for many years. In both capacities, she provided a legal perspective and civil rights lens on law enforcement, community policing and criminal justice matters.

Marcia is a Virginia Supreme Court certified mediator as well as a collaborative problem-solver, change management facilitator, and equal employment opportunity (EEO) and civil rights professional. While serving as an Ombudsman for an entire federal agency, she impartially handled agency-wide concerns and trends regarding policy, practices and procedures. For many years, Marcia has served as a federal fact finder, EEO counselor, trained EEO investigator and hearing officer, providing neutral hearings and drafting administrative appellate determinations. She has conducted large facilitated dialogues with community members on police departments and other related public services in several cities, including Washington, D.C.; New Orleans, Louisiana; and Chicago, Illinois. She has participated in and held other facilitated dialogues on workplace and community topics, and taught others to use similar facilitative and problem-solving techniques to engage pertinent stakeholders.

Marcia has provided advisory and consulting services to law enforcement organizations nationally for over 15 years. She led Hillard Heintze's subject-matter experts working on our Denver Sheriff Department engagement, which focused on use of force, management issues, staffing and training. She has conducted law enforcement assessments and provided training, technical assistance and compliance work at departments ranging from small to large, including the Birmingham Police Department, Gainesville Police Department, Murfreesboro Police Department, Virgin Islands Police Department, Winslow Township Police and the Boulder Police Department. Marcia was a professor for close to 10 years at Bowie State University and taught criminal justice, social justice, civil rights, conflict resolution, juvenile analysis, criminology, criminal law, constitutional law, criminal procedure, evidence, trial and advocacy practice, victimology, rule of law, mediation, police management, intelligence, and public records and ethics. She received her Bachelor of Arts in Criminal Justice from Michigan State University and her Juris Doctorate from George Mason University School of Law. She is licensed to practice law in the Commonwealth of Virginia.



MARK GIUFFRE, CFE, CAMS, CPP, DIRECTOR, LAW ENFORCEMENT CONSULTING



With 30 years of experience as a U.S. Drug Enforcement Administration (DEA) agent, Mark is a globally recognized expert in narcotics investigations, interdiction, border security, transnational crime groups and synthetic opioids. He has developed and provided training programs and instruction to federal, state, local, tribal and foreign law enforcement officials. Mark also has contributed to the curriculum and instructed training courses for the state of Illinois District Court Judges. In addition, he is trained, experienced and certified in financial, fraud and asset forfeiture investigations. Mark retired as an Assistant Special Agent in Charge of the DEA Chicago Office where he was responsible for narcotics investigations, money laundering investigations, intelligence and enforcement in five Midwestern states. In that role, he oversaw and directed more than 90 criminal investigators and support personnel. He also served as a liaison with U.S. attorneys, the Department of Justice (DOJ), the Department of the Treasury and the Department of Homeland Security (DHS), as well as local regulatory elements and local and foreign law enforcement agencies.

In addition, Mark served as a Resident Agent in Charge and provided regulatory oversight and supervision of the inspection and investigation of businesses that import, export, manufacture, distribute or dispense controlled substances and listed chemicals, such as pharmaceutical companies, pharmacies, physicians, veterinarians and treatment facilities. This ensured the businesses' compliance with regulatory requirements related to drug and facility security, record keeping and accountability. Mark instituted procedures designed to monitor regulatory compliance by registrants. He also developed and implemented policies and procedures designed to identify diversion trends and develop appropriate targets and investigative strategies.

During his DEA career, Mark managed complex global criminal investigations targeting the world's largest illicit drug trafficking and money laundering organizations. He directed operations in coordination with other nations and U.S. law enforcement and regulatory agencies. He led the collaborative operations that resulted in prosecution of 70 top lieutenants of the Sinaloa Cartel in Mexico and a court-ordered \$1.8 billion forfeiture.

Mark was stationed at the American Embassy in Bangkok, Thailand for seven years, with travel and assignments to 37 other nations. He has a deep understanding of Asian organized crime through his coordination of investigative efforts in Southern Thailand and Northern Malaysia. In the U.S., he managed global undercover money laundering investigations that detected and monitored global financial flows of illicit proceeds in order to develop evidence for prosecutions. While serving as an Inspector with the Office Professional Responsibility in Washington, D.C., he was responsible not only for conducting investigations of misconduct by employees of the organization as a result of anonymous reporting of allegations but also for protecting whistleblowers from retaliation.

Mark holds Master of Science and Bachelor of Arts degrees in Criminal Justice from Michigan State University. He is certified in Executive Leadership through the Mendoza College of Business at the University of Notre Dame. Through the Diplomatic Language Service (DLS), he is certified in Thai Language. He is a Certified Fraud Examiner (CFE), Certified Anti Money Laundering Specialist (CAMS), Certified Protection Professional (CPP) through ASIS International and a Certified Instructor through the U.S. DEA at the Training Academy in Quantico, Virginia.



SHIRLEY R. COLVIN, SENIOR INVESTIGATOR



Shirley is a highly experienced investigator who retired from the Chicago Police Department (CPD) in April 2015 with an exemplary record of service, commitment and achievement within the law enforcement community. As evidenced in her 25-year career with the Department, her mission – both personal and professional – has been improving and bridging the gaps in relationships between law enforcement agencies and the communities they serve. As a Senior Investigator at Hillard Heintze, Shirley is responsible for investigative and litigation support for leading organizations, public agencies and high net worth enterprises. She also acts as a liaison between Hillard Heintze and law enforcement agencies.

Early in her career, Shirley served as a CPD patrolman and later tactical officer. She joined the Detached-Services Unit of the Chicago Police Department and was detailed to the City of Chicago's Office of the Inspector General. In 2004, following successive departmental awards, Shirley was recruited to join the office staff of the 21st District Commander where she developed command-level experience dealing with sensitive and confidential information. Shirley was promoted to Detective in December 2006 and was assigned to the Area South Detective Bureau. She excelled as an investigator in the Robbery, Burglary and Theft Division followed by assignment to Sex Crimes Investigation Division.

In 2008, after numerous successful and sensitive high-profile investigations, she was assigned to the Homicide Investigations Division. As a Lead Homicide Investigator, Shirley worked closely with patrolmen, forensic investigators and fellow detectives. In this capacity, she supervised the collection and analysis of physical evidence, the proper processing of crime scenes, the preparation and presentation of statements from victims and witnesses and professional court testimony.

Later she served as a spokesperson for the Chicago Police Department addressing numerous professional and civic organizations and gaining extensive media experience, including being profiled on the television programs Crime Watch and Crime Stoppers Case Files.

Shirley was co-creator, instructor and mentor of the Chicago Police Department's S.T.A.R.S., (Students Taking Authority & Reaching Success) mentoring program. The program was developed in 2008 and borne out of the need to provide attention, guidance and support to Chicago Public School girls at risk. In September 2015, Shirley was selected by the National Center for Victims of Crime and conducted a workshop focusing on bridging the gap with survivors of violent crime, during the National Conference held in Anaheim, California.

Shirley earned her Bachelor of Science, Law Enforcement Management and dual Master of Science degrees, Law Enforcement Administration and Public Administration at Calumet College at St. Joseph.



ROB DAVIS, SENIOR VICE PRESIDENT, LAW ENFORCEMENT CONSULTING



Rob is a highly regarded and innovative national leader and expert in policing and public safety with a special emphasis on ethics and integrity programs, as well as issues ranging from use of force policy to active shooter planning.

Since joining Hillard Heintze, Rob has led the firm's Law Enforcement Consulting practice. This responsibility has ranged from serving as a strategic advisor on a high-level engagement Hillard Heintze conducted in partnership with DHS's Homeland Security Studies and Analysis Institute to evaluate integrity and counter-corruption programs within U.S. Customs and Border Protection to advancing the firm's on-the-ground support to working with collaborative reform for a growing list of cities across the United States.

Innovation has been the cornerstone of his career in policing and public safety. A 30-year veteran of the San Jose, California Police Department, Rob rose from patrol officer to Chief of Police of the tenth-largest city in the nation (2004-2010). He gained recognition for his progressive use of technology, his sensitivity to the diversity of the citizens under his protection and his internationally lauded model of gang prevention, intervention and suppression.

Rob oversaw what has historically been the lowest-staffed police department of any major city in the country – with only 1.2 sworn officers per 1,000 residents (the national average is approximately 2.6 officers per 1,000 residents). According to the FBI – and, in many respects, a clear measure of Rob's leadership in recent years – San Jose is routinely ranked one of the safest "big cities" in America. This distinction is even more remarkable given that the Department received this accolade amid seven straight years of budget cuts while fighting crime in a city that adds 15,000 to 20,000 new residents every year. Rob oversaw the nation's first voluntary study of racial profiling conducted by a local police agency.

Rob has also earned international recognition as an expert in addressing gangs and gang violence, having served as a consultant for the U.S. State Department on five occasions. He traveled throughout Central and South America to train federal police agencies, politicians, government administrators, education leaders, heads of social service organizations and citizens regarding the design, implementation and evaluation of anti-gang programs. Rob has served in national and international leadership positions, in part as President of the Major Cities Chiefs Association.

Rob strongly believes in being actively involved in the community and has served on the boards of the San Jose/Silicon Valley Chamber of Commerce, the YWCA of Silicon Valley, Big Brothers/Big Sisters of Santa Clara County, and the Silicon Valley/Monterey Bay Council of the Boy Scouts of America. Rob holds a B.A. degree with Honors in English from San Jose State University and graduated Summa Cum Laude with a Master of Public Administration degree from Golden Gate University in San Francisco. He holds a Master Instructor's Certificate from the California Commission on Peace Officer Standards and Training and is a graduate of the FBI's National Executive Institute and the FBI's National Academy.



Past Performance of Law Enforcement Consulting Services

U.S. Department of Justice COPS Office CRI-TA Program

In 2015, Hillard Heintze was awarded a \$50 million IDIQ contract with the U.S. DOJ's Office of Community Oriented Policing Services (COPS Office) to be the sole provider for its CRI-TA.

CRI-TA was a multiyear program designed to improve trust between agencies and the communities they serve through building and delivering a sustainable, long-term, holistic strategy that (1) identifies issues within an agency that may affect public trust, (2) offers recommendations based on a comprehensive agency assessment for how to resolve those issues, (3) provides technical assistance to agencies implementing those recommendations and (4) creates lasting and enhance relationships between the police and community.

Our team led CRI-TA efforts in nine cities with agencies spanning 23 officers to 2,000-plus officers, across the United States and participated in another effort as a member of the law enforcement agency. Work was conducted in key constitutional policing subject-matter areas, including Community Policing; Impartial Policing; Crisis Intervention; Use of Force; Recruitment, Hiring, and Promotion; Supervision and Training; Officer Safety and Wellness; and Accountability and Transparency.

The Hillard Heintze approach was designed to provide a collaborative process that worked with the agency and its government and community stakeholders – both advocates and adversaries – to identify practices working to foster community relations and effective constitutional policing, as well as those policies and practices that tend to erode, undermine or be counter to best practices in community policing.



Federal employees are prohibited from providing references. However, Hillard Heintze received high ratings from the DOJ Contracting Officer for our work, including ratings of 'Exceptional' for our project manager. These assessments are available from the federal Contractor Performance Assessment Reporting System (CPARS).

In short, our team knows the issues and deeply understands the negative impact personal and organizational bias can have on investigative outcomes. We recognize the demand by communities for transparency into law enforcement actions. We also recognize the need for officers to receive procedural justice in the internal standards and accountability processes of an agency. We understand the evolving role of policing and how it has affected the internal investigative process. We bring the experience, knowledge and capacity to the table to conduct a **fully independent investigation**, led by a team of **ethical and respected former police executives, attorneys and licensed investigative professionals**.

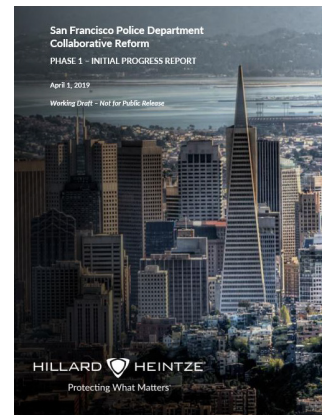


Safer Neighborhoods and the London Policing Confidence Model

A Hillard Heintze team member led the development of the Safer Neighborhoods Policing Program across London. The program involved the creation of dedicated community-based policing teams deployed in every ward in London, amounting to almost 4,000 staff. The teams were introduced to deal with a serious gap, as crime was falling but people were not feeling safe, and low-level criminality was increasing. To develop the model, we worked closely with academics and identified best practices in North America and Europe, which were integrated into the program. As part of the London Safer Neighborhoods Policing model, it was vital to understand what drove confidence in policing in London. Working with a team of academics, researchers and analysts, our team member led the development and delivery of the London Policing Confidence model, where, for the first time, the drivers for confidence in policing in London were broken down into their constituent parts of increasing community engagement, reducing antisocial behavior, improving efficiency in dealing with crime and treating people fairly. A suite of tactical options, cultural changes and performance indicators was developed, adopted and accepted across London.

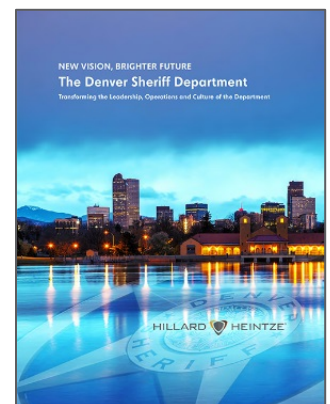
San Francisco Police Department

Hillard Heintze identified the path for the future transformation of the San Francisco Police Department (SFPD) into an intelligence-led, community-oriented police department. We began with the agency's foundation, reviewing its policies and procedures related to the intake, investigation and disposition of complaints, as well as the policies and procedures of local stakeholders relating to accountability. We gathered information regarding the policies, practices and understanding of the SFPD's Early Intervention Program, officer misconduct, standards for professional behavior, transparency, fairness and impartiality. We put forth recommendations designed to improve the overall engagement with the community from a human rights perspective, as supported by quantitative analysis of SFPD use of force, racial bias, traffic stop and complaint investigation files for three years. Our actions resulted in a published, comprehensive baseline assessment with a specific roadmap to achieve future transformation.



Denver, Colorado Sheriff Department

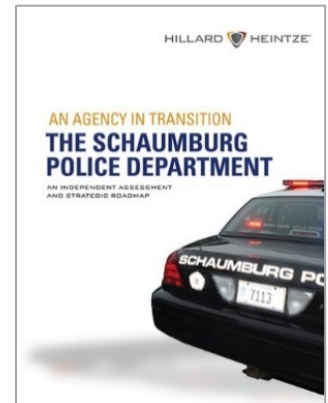
Hillard Heintze completed a comprehensive, eight-month operational and organizational assessment of the department, and the firm served as special advisor to the City and County of Denver in the monitoring and implementation of proposed recommendations for the Denver Sheriff Department (DSD), Internal Affairs and Denver Detention Center. The report covered 270 recommendations for corrective action in over 70 pages of findings. Hillard Heintze was retained by Denver for technical assistance to monitor progress during implementation.





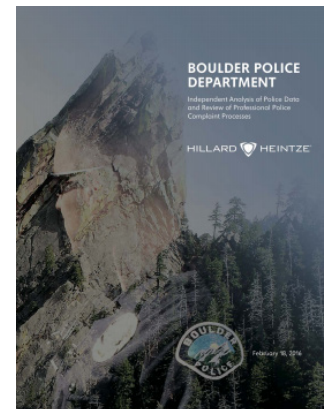
Schaumburg, Illinois Police Department

Hillard Heintze provides independent investigations of citizen complaints for the Village of Schaumburg and provide investigative support to complaints against the department and Village employees, including conducting internal affairs investigations. This current work is an outgrowth of our engagement to conduct a sweeping independent review of its police department in the wake of criminal charges filed against three officers accused of stealing from drug dealers and selling narcotics. After the resignation of the department's police chief, a senior Hillard Heintze executive served as the Interim Police Chief. The Hillard Heintze team made 50 recommendations – all of which were adopted by the department, which is well on its way to transforming its culture and relationship with the community it serves.



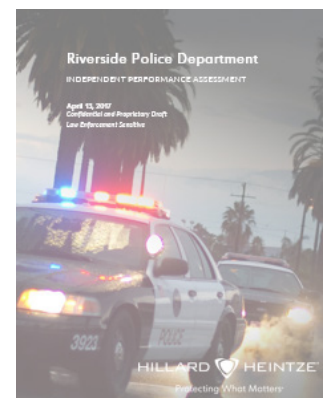
Boulder, Colorado Police Department

Hillard Heintze completed a comprehensive, objective and independent review of select areas of the Boulder Police Department's operations. Specifically, we analyzed and reviewed data on stops, arrests and summons, and conducted an evaluation of the Police Professional Standards Review Panel (PSRP). We identified 16 key findings, ranging from deficiencies in the capture, availability and use of stop-related data, to validation of complaint-related processes and protocols. These findings were based on our review of data and interviews with police command, officers, city and court personnel and community stakeholders. The rest were from our review of the PSRP investigative process, as well as information received during interviews with internal and external stakeholders.



Riverside, California Police Department

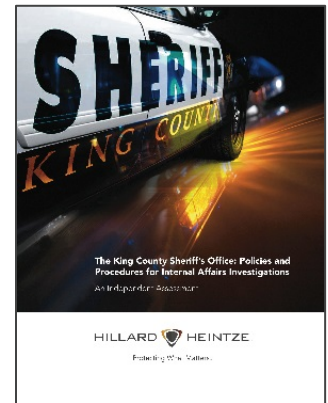
The City of Riverside commissioned Hillard Heintze to evaluate the following: (1) employee discipline and internal affairs; (2) criminal case review and case management; (3) use of data, including data-driven policing, crime statistics and crime analysis; (4) use of technology and communications systems; (5) staffing and deployment; and (6) financial expenditures over the fiscal years ending June 30 in 2014, 2015 and 2016. The audit included case reviews at specific intervals throughout the lifecycle of the case to ensure all leads were exhausted or addressed, and necessary investigative actions accomplished. The team provided guidance on the effectiveness of the systems and controls in place and, where appropriate, identified opportunities for prioritizing case workload and accurately assessing the time requirements to thoroughly conduct cases, or determine timeframes required to perform investigative responsibilities.





King County, Washington Sheriff's Office

King County, Washington, with the City of Seattle as its county seat, is the 14th-most-populous county in the nation. The King County Auditor's Office engaged Hillard Heintze to provide assistance with an internal audit of the King County Sheriff's Department's internal affairs operations and its relationship with the county's newly formed Office of Law Enforcement Oversight. We examined the current environment with a focus on comparing and contrasting KCSO's practices with standards, techniques and methodologies in use by similar law enforcement agencies, to ensure that best practices are being implemented and followed.



Cedar Park Police Department

Hillard Heintze completed an independent assessment of the Cedar Park Police Department (CPPD) in Cedar Park, Texas. The assessment had a specific focus on (1) the management of the agency's criminal investigations, (2) the effectiveness of patrol operations strategies, (3) the effectiveness of supervision and command-and-control efforts and (4) the identification of any staffing imbalances that affect service to the community. The assessment was initiated after the CPPD came under public scrutiny due to the manner in which the department handled some high-profile criminal investigations. Hillard Heintze's report was created to serve as a roadmap for the City Manager, Chief of Police and all other members of CPPD in order to help the Department in establishing and enhancing its policies and procedures.

