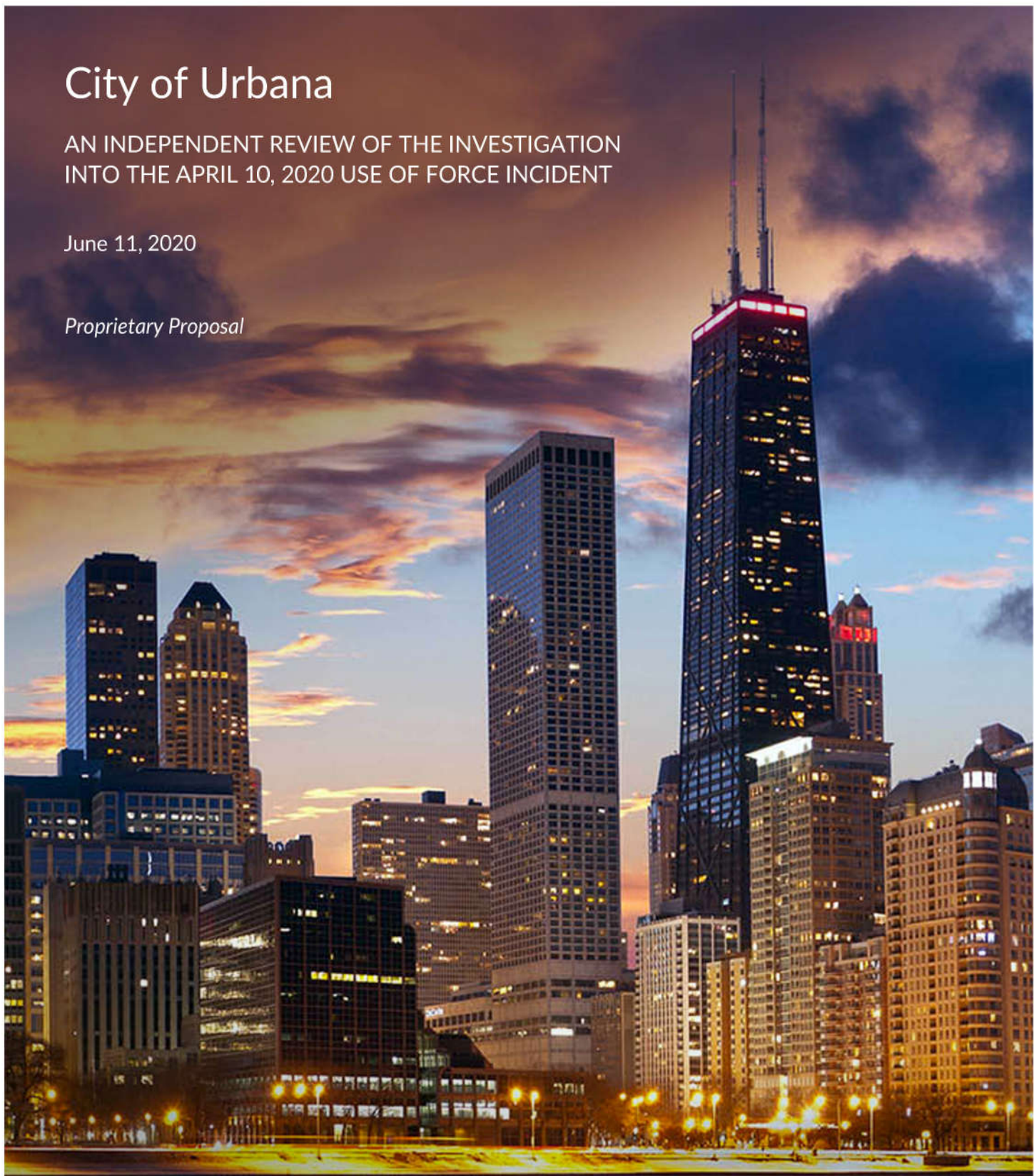


City of Urbana

AN INDEPENDENT REVIEW OF THE INVESTIGATION
INTO THE APRIL 10, 2020 USE OF FORCE INCIDENT

June 11, 2020

Proprietary Proposal



HILLARD  HEINTZE
A JENSEN HUGHES COMPANY



June 11, 2020

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

Dear Mayor Marlin:

Thank you for the opportunity to submit a proposal demonstrating how Hillard Heintze can support you and the City of Urbana by providing a comprehensive Independent Review regarding the officer-involved use of force incident that occurred on April 10, 2020.

As we discussed, this process is critical to maintaining the community trust as it provides for a comprehensive independent review of the incident. We understand the importance of this investigation and consider it to be a vital process of self-examination that will allow you to continue delivering the best possible services to the community and other stakeholders of safety and security in Urbana.

We applaud your request that we not only conduct the review to ensure the Urbana Police Department (UPD) continues to grow and become a model for surrounding jurisdictions, but that we also seek the community perspective on the relationship with the UPD. We believe that this will be a key opportunity to continue to grow the police community relationship and to drive a whole-community approach to police services and engagement.

Hillard Heintze is the leading law enforcement consulting firm in the United States. We help law enforcement organizations as well as state, city and local leaders protect people, performance, interests and reputations by delivering advisory services that provide insight, deliver assurance and instill confidence. Our team has significant executive experience in investigating, assessing and establishing modern policies that address officer use of force incidents.

We recognize the significant impact these events have on the community and the Department. The City of Urbana has undertaken an important step in addressing the community and departmental concerns arising out of the use of force incident. The recognition that an Independent Review has vital importance to the community – regardless of the administrative or criminal investigative outcome – reflects the commitment of the City of Urbana in assuring fair and constitutional policing practices.

As your trusted independent advisor in this matter, we will serve your community with integrity and distinction.

Sincerely,
HILLARD HEINTZE LLC

Kenneth Bouche
Chief Operating Officer



ABOUT HILLARD HEINTZE

Hillard Heintze is this nation's leading strategic consulting firm specializing in independent ethics, integrity and oversight services – with a special focus on federal, state and local law enforcement agencies including police departments and sheriffs' offices. We provide independent assessments, produce insightful and accurate reports, facilitate implementation, monitor progress and assist in the development of final reports that detail improvements for public release.

National Law Enforcement Experience

- Served as the sole contract partner with the **U.S. Department of Justice** Office of Community Oriented Policing Services (**COPS Office**) Collaborative Reform Initiative for Technical Assistance (CRI-TA) Program to work with law enforcement agencies to institute collaborative reform in large and small agencies alike.
- Planned, directed and delivered dozens of police department assessments and analyses for police departments, ranging in size and complexity from **Denver and Boulder**, Colorado to **Tustin**, California, with a focus on leadership, management, accountability, policy, procedures and professional standards as related to national best practices in policing and investigations.
- Reviewed internal practices and procedures for **internal affairs** and critical incidents and their response for municipal and law enforcement clients.
- Conducted **professional standards investigations** for numerous clients on a range of internal investigation matters, including use of force and constitutional policing matters.
- Authored **multiple national-level research and analysis publications** and reports on police department operations and organizational structures, including analyses of staffing, shift optimization, overtime policies and practices, and organization.

An Authority on Police Policies and Practices

Hillard Heintze's Law Enforcement Consulting team, served as the authors and subject matter experts creating the COPS Office guide entitled, "Law Enforcement Best Practices – Lessons Learned from the Field." Which serves as a guide for modern police reforms through the U.S.



To access this publication, please visit <https://cops.usdoj.gov/RIC/Publications/cops-w0875-pub.pdf>



OUR APPROACH TO MEET YOUR NEEDS

Our specific focus in assisting the City of Urbana and its police department is to deliver a factual, Independent Review of the Urbana Police Department's investigation into the April 10 officer-involved use of force incident. We will adhere to a proven approach, grounded in best practices, to address the investigation into the use of force incident, but also to review and assess the surrounding issues that guide use of force decisions – namely policies, training, supervision, equipment and tactical operations.

We will supplement this investigation with a review of the relevant use of force policies and procedures and provide our observations and recommendations. The review will help the City of Urbana maintain effective police service delivery and enhance the trust and confidence between the community and the UPD. We will also seek community perspective and input on police relations, using a list of community stakeholders currently engaged with the City of Urbana and further identifying key social service agencies and social justice activists.

Our methodology includes the review of evidence, including examining available reports and video footage, obtaining the perspectives of key stakeholders and involved individuals, to identify how policies and procedures were operating in practice and their implementation.

Phase 1 – Independent Review

In this phase, we will establish and use secured virtual engagement to support the project goals:

- 1 Meet with City stakeholders to identify the key concerns and establish the framework for the review.
- 2 Request, receive and review documentation and evidence, including the internal investigation of the incident, and any other reports or data developed by the UPD, including video footage. This will include any public reports available and released by the Champaign County State's Attorney relative to decisions made.
- 3 Interview identified parties with direct information regarding the use of force incident and the policies and practices of the UPD that guide such incidents. Between members of the public and UPD staff, we anticipate up to 16 interviews, including focus groups.
 - a We will assess UPD operational and tactical practices, supervision, policies and procedures in support of the Internal Review. We anticipate that this will require interviews with internal subject matter experts, policy review and benchmarking against law enforcement standards.
 - b We will seek to identify and speak with the members of the public who have first-hand observations and knowledge of the incident.
 - c We will seek to engage with key community stakeholders, as identified by the City and UPD and other community stakeholders as time and resources permit.

Based upon what is known to date, we anticipate up to 10 civilian interviews and/or virtual focus group sessions. **Additional interviews of community members will increase the scope of work and pricing for the project.** Should this become an issue, we will work with the City to identify an appropriate strategy.



Phase 2 – Completion of Investigation and Report to the City

In this phase, we will:

- 1 Review and assess Internal Investigation conducted by the UPD and the available information to arrive at the Independent Review of the findings and outcomes.
- 2 Provide a comprehensive review of the applicable policies and procedures of the UPD regarding use of force, response and supervision, including de-escalation, tactics, equipment and priority incident response.
- 3 Develop key recommendations and findings arising from our review regarding the policies, procedures and practices of the UPD.
- 4 Identify strategies, as relevant, for further community engagement on critical policing issues.
- 5 Share a first draft for review by the involved City stakeholder to identify any factual corrections, with one week for review by the City.
- 6 Submit a final report, in PDF format, of the Independent Review outlining our assessment of the internal investigation and any recommendations for the UPD and the City going forward.
- 7 Attend a virtual City Council Meeting to provide a high-level PowerPoint overview of our report and answer Council inquiries regarding findings and any recommendations.



THE HILLARD HEINTZE TEAM SUPPORTING THE CITY OF URBANA

Governance and Oversight

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, including as the Deputy Chief Inspector with the Garda Síochána Inspectorate, which reports to the Minister of the Irish Department of Justice and Equality, and the Chicago Police Department, where she held multiple leadership roles including Chief of the Bureau of Organizational Development. She was an instrumental partner in developing the CPD's response protocol for officer-involved shooting in agreement with the Review Authority. 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.

Project Leadership

Robert L. Davis, Senior Vice President and Practice Lead, Law Enforcement Consulting



Robert is a highly regarded and innovative national leader in policing and public safety with extensive experience assessing federal, state and local law enforcement agencies across the U.S. Davis served in a variety of capacities during his 30 years' career with the San Jose Police Department, including as the Chief of Police for seven years. During his time as chief, Davis also served as the President of the Major Cities Chiefs Association. He provided consulting services for the U.S. State Department, traveling on numerous occasions to Central and South America to provide training in community policing methods addressing gang prevention, intervention and suppression. Since retiring from San Jose, Davis has been involved in numerous assessments of police departments across the nation. He also has over 4,000 hours of experience delivering law enforcement training across the country.

Subject-Matter Expertise and Technical Support

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 university's



transparency and inclusion initiative. 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. 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.

Mark Giuffre, CFE, CAMS, CPP, Director, Law Enforcement Consulting



With 30 years of experience serving in the U.S. Drug Enforcement Administration (DEA), 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. 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. Earlier in his career, Mark was stationed at the American Embassy in Bangkok, Thailand for seven years, with travel and assignments to 37 other nations.

Shirley R. Colvin, Senior Investigator and Subject Matter Expert, Law Enforcement Consulting



Shirley is a highly experienced homicide 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. Early in her career, Shirley served as a CPD patrol officer and later tactical officer. She joined the Detached Services Unit of the CPD and was detailed to the City of Chicago's Office of the Inspector General in support of professional standards investigations. Shirley provides investigation leadership on a variety of Hillard Heintze projects, as well as performing assessments and conducting professional standards investigations on behalf of our clients.

[Please click here for full biographies of our team.](#)

SAMPLES OF WORK ON OUR WEBSITE

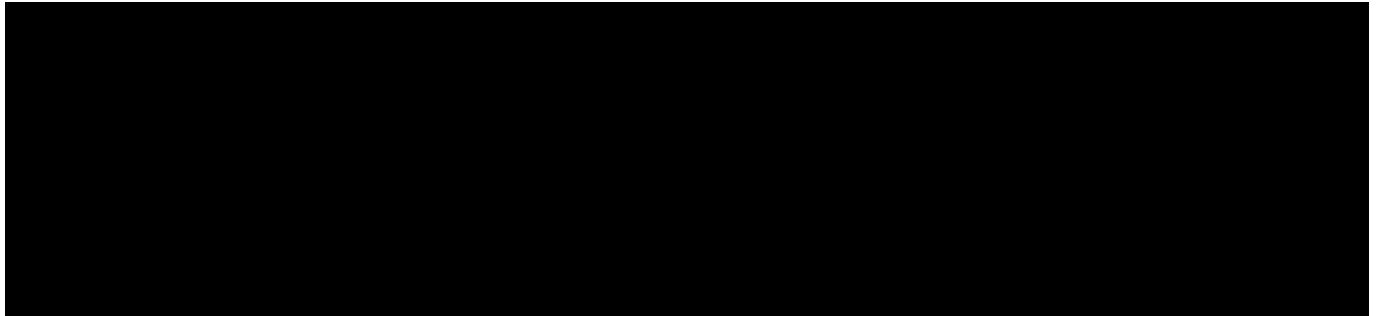
Hillard Heintze is proud of the services we provide our clients. When our clients make these reports available to the public, we sometimes also post them on our website. **Document size precludes us from incorporating the documents into this response.** To view electronic copies of any of our published public reports, please click this link to be redirected to our website:

https://www.hillardheintze.com/service_categories/law-enforcement-consulting/



THE HILLARD HEINTZE PROJECT MANAGEMENT METHODOLOGY

On time. On budget. On point.



As our client, what does this mean for you?

- Highly accountable management organization
- Disciplined and proven management processes
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Clearly established lines of communication
- Continuous risk identification and mitigation
- Agile ability to manage change
- Continuous quality control based on well-defined criteria
- On-time deliverables

ISO/IEC 27001:2013 Certified

In May 2017, Hillard Heintze achieved BSI certification for **ISO/IEC 27001:2013 Information Security Management Systems**. This highly coveted certification helps differentiate our services in the markets we serve, even from much larger firms. “According to the most recent ISO survey,” noted the Managing Partner of the compliance provider who supported our multi-month pre-assessment planning, “as of the end of 2015 only 1,247 companies in the United States had achieved ISO/IEC 27001:2013. Hillard Heintze is, to our knowledge, one of the first, if not the first, security professional services company to obtain this certification.”





FEE PROPOSAL

We are offering these services to the City at a blended rate of \$195 per hour. Based upon the specifications in this proposal, Hillard Heintze proposes to complete this engagement for a project-based fee of \$16,575 based upon an anticipated level of effort that includes interviews with parties, review of video and document evidence, evaluation of applicable policies and procedures, and best practices research into the incident.

We provide significant savings given our goal to provide virtual engagement for the interviews and to rely upon the UPD to help coordinate evidence collection and delivery, set up officer interviews, and help identify potential community stakeholders.

Our delivery date is anticipated to be July 16, 2020, subject to the availability of key parties for interview and access to the relevant data.

| The Hillard Heintze Engagement with the City of Urbana | |
|--|-----------------|
| Critical Component | Fee |
| Phase 1 – Independent Review <ul style="list-style-type: none"> • Upon notice to engage | \$16,575 |
| Phase 2 – Delivery to City and Presentation <ul style="list-style-type: none"> • Electronic report delivery and virtual presentation | Price Included |
| Total | \$16,575 |

Expenses, which will essentially consist of vehicle mileage, will be billed as incurred, without markup.