

From: ! Miller, Jared
Sent: Monday, August 03, 2020 10:34:10 PM
To: Mitten, Carol; Marlin, Diane
Cc: !City Council
Subject: Police/Transparency Topics For Discussion

*** COUNCIL MEMBERS DO NOT REPLY ALL ***

Good evening,

Just wanted to drop these items while they notion is fresh. These can simply be discussion items for Council if there is not time to prepare reports from Staff.

If anyone has additional topics that I did not cover here that we should be looking at send them to Diane/Carol directly, thanks!

1. FOIA Discussion Part 2

1. Topics:

1. City Council approval of current FOIA policy?
2. City Council's suggested changes to current FOIA policy?
 1. Fees for recurrent requesters?
 2. Designation of recurrent requesters?
3. Methods for dissemination of information?
4. Should the City hire an additional FOIA officer?

2. SROs

1. Topics:

1. Staff explanation of what is in the SRO agreement with regard to it's role in renewal for the City Council.
2. Council discussion, generally, of the program.
3. Council adoption of a resolution stating support of or recommendation for dissolving of the SRO program.

3. Use Of Force

1. Topics:

1. General discussion of current policy and/or related policies (use of long guns for example).
2. Methods available for changing policy.
3. Council discussion of changes to the policy or related policies.
4. Establishment of an interim Use Of Force non-police-based review process or policy?

4. Aleyah Lewis

1. Topics:

1. Update on Hillard Heintze review and where they are at.
2. Clearly explain why the City won't say anything about her case or the charges against her.
3. Council discussion of her arrest, knowing what we know today.
4. Does Council/City support or not support her prosecution?

5. CPRB

1. Topics:

1. Can we start laying groundwork through the CPRB for a new board/commission for civilian oversight and accountability?
2. CPRB report on where they are at currently and where they are going for Council.

6. Traffic Stop Racial Disparities

1. Topics:

1. Durlle's draft resolution: do we need to have our UPD report before we take action on his resolution?
 1. If yes: why?
 2. If no: bring a draft resolution to Council for consideration.
2. 2019 Report:
 1. Will it include an explanation of the new methodology used in the report?
 2. Will we change our methodology for determining the local ratio to using only "not-at-fault" drivers as Durlle suggests? Why or why not?
 3. What about the report from 2019 on whether or stops included questioning beyond the scope of the stop, where is that data report?

There may be other topics I have in another set of notes but there's plenty to pick from here, but I'll send the others if I dig them up. Please let us know asap what we can expect for next week.

- Jared -

From: Marlin, Diane
Sent: Tuesday, August 04, 2020 10:11:01 AM
To: !City Council
Cc: ██████████ Mitten, Carol; Seraphin, Bryant; Surles, Richard
Subject: Community Safety Topic for 8/10

PLEASE DO NOT REPLY ALL—INFORMATION ONLY

Hello All,

First, let me officially welcome the newly sworn-in member of the Urbana City Council! We look forward to working with Julie on the many important issues before us. Julie took the oath of office at 9:30 am today in City Council chambers.

Second, the policing topic that we will be addressing next Monday is a response to comments and statistics provided during public input last night related to juvenile arrests in Urbana. The information presented was obtained via FOIA and unfortunately, it appears that many of the stats were misinterpreted or misunderstood. I believe that it's important to clarify and correct this publicly, and to describe the reality of juvenile detention and arrests in Urbana.

Third, we are inviting Richard Rosenthal to present on the basic models of community policing oversight and accountability to lay the groundwork for the future discussion. We'll aim for early September. Mr. Rosenthal has extensive experience in this area. Following 15 years as Deputy District Attorney for Los Angeles County, he was hired to be Portland, Oregon's first Director of the Independent Police Review Division in the City Auditor's office. He was subsequently hired to be the City of Denver's first independent monitor. He served for 5 years on the Board of Directors for the National Association of Civilian Oversight of Law Enforcement (NACOLE) and he has held numerous teaching positions at various universities.

This presentation will add to the body of community education topics which also include the FOIA Process and Use of Force.

The other discussion topics for August are:

August 17 One Door—Alternative Mental Health Crisis Response model

August 24 Hillard Heintze report on Aleyah Lewis arrest and related issues

Diane Wolfe Marlin

Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Thompson, Marcia
Sent: Sunday, August 09, 2020 10:08:31 PM
To: Marlin, Diane; Mitten, Carol
Cc: Thompson, Marcia
Subject: [*** SPAM ***] Urbana Learning Session Materials (For All Sessions)

Hello Mayor and Carol –

Per our call, last week, here is a complete set of the materials we discussed, that were created for the (learning sessions) as I mentioned we did not use the glossary for any of the sessions, as many of the participants seemed familiar with the terms.

Let's plan a call this week or early next to discuss dates for the next phase of outreach and any modifications on outreach and advertising of the purpose, etc., thanks again for your time.

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Giuffre, Mark
Sent: Tuesday, August 04, 2020 2:21:30 PM
To: Mitten, Carol
Subject: RE: HH Report to Council

Good afternoon Carol,
Thanks for your email. We look forward to the opportunity to present to your City Council. Our only concern of committing to the Aug 24 meeting is - would we be presenting a final or a final draft to Council?
While we are diligently working on finalizing our report, and submit it through our review and edit process; your team, will still have one week to review and edit any errors and return it to us, at which point we will prepare corrections and do final review, then deliver the final independent review report. That process with the draft going back and forth, sometimes ends up consuming more time than scheduled.
What are your thoughts? How often does the City Council meet?
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

Serving our clients and partners during the COVID-19 pandemic:
Hillard Heintze, a Jensen Hughes company, continues to operate, while following all local and federal guidance. Please know that we are taking extensive and unprecedented precautions to keep our employees healthy, protected and productive to support you and our ongoing projects.



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Tuesday, August 4, 2020 9:35 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: HH Report to Council

Hi Mark:

Looking ahead, do you think you would be available to deliver your report to our City Council at their Monday, August 24th meeting? The Council meets at 7 pm on Zoom. I think your presentation would be close to the top of the agenda.

Thanks,

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



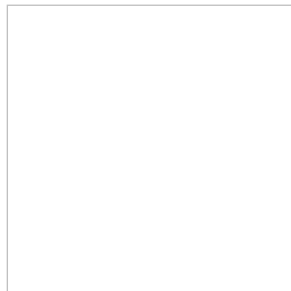
From: Hillard Heintze
Sent: Friday, July 24, 2020 2:38:44 PM
To: Mitten, Carol
Subject: These pillars of police accountability are within your control

How to maintain accountability during even the most difficult times



Maintaining Professional Police Accountability with Culture, Supervision and Transparency

Building or improving accountability protocols is not a one-and-done activity. It takes an ongoing and diligent commitment to practices that hold officers accountable for their actions and to the communities they serve.



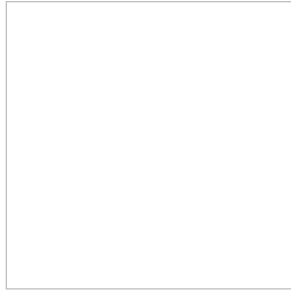
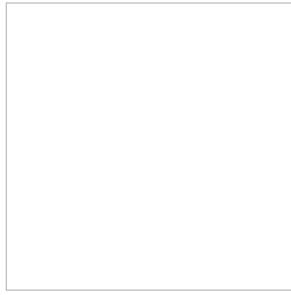
Ensuring Policing Best Practices in Arlington, VA

Our experts will join the Arlington, VA County Manager to conduct an external assessment of police practices and a review of policy issues in six key areas.



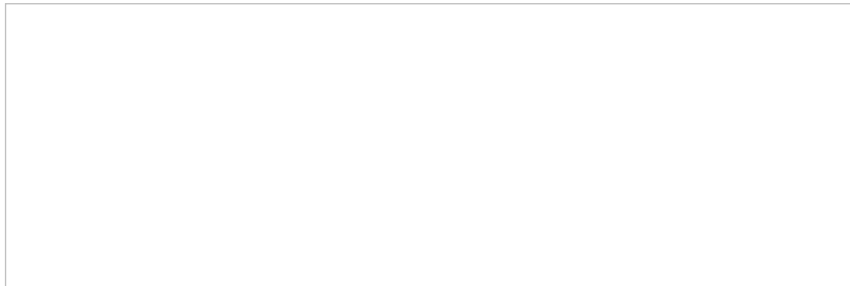
12 Key Findings in Riverside County

An independent performance assessment of the Riverside County, CA police department revealed twelve key findings that could advance departmental processes.



A Program in Crisis

When the second-largest rail system in the United States became plagued by security- and safety-related issues, our experts were tapped to get the Chicago Metra Rail system back on track.



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It's why our clients trust us.

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From: Thompson, Marcia
Sent: Friday, July 31, 2020 8:32:22 AM
To: Mitten, Carol
Cc: Giuffre, Mark; Thompson, Marcia
Subject: RE: Stakeholder List - Learning Sessions

Hi Carol, can we have a short call, to discuss participation on Monday? I am open anytime after 2:30, let me know what might work for you, short call and I can provide some initial observations as well.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

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From: Mitten, Carol <cjmitten@urbanainilinois.us>
Sent: Thursday, July 30, 2020 6:51 PM
To: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: Re: Stakeholder List - Learning Sessions

Hi Marcia:

Thanks for the update. Can we get a list of those who attended? It would be helpful to know who chose to participate.

Talk soon!

Carol

Sent from my iPhone

On Jul 30, 2020, at 6:00 PM, Thompson, Marcia <marcia.thompson@hillardheintze.com> wrote:

?

Hi Carol, we had our last session yesterday evening, we had almost 20 people attend between the three sessions out of the 50 invites sent out, each was a unique group and enjoyable to speak with.

I will be drafting the themes and recommendations document in the coming days but wanted to let you know we did hold all three as scheduled.

One of the attendees asked for a copy of the PPT, so I also wanted to share it with you, before sharing with others. Look forward to speaking in the coming weeks as needed. We had a questionnaire and a PPT for each session, to collect feedback and share information.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

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<Hillard Heintze Learning Session for the City of Urbana.pdf>

From: Marlin, Diane
Sent: Thursday, July 16, 2020 10:18:23 PM
To: ! Miller, Jared
Cc: Mitten, Carol
Subject: Re: Hillard Heintze; city council applications

They won't be recorded, and you are welcome to attend.

Sent from my iPhone

On Jul 16, 2020, at 9:02 PM, ! Miller, Jared <jtmiller@urbanaininois.us> wrote:

Good evening,

Are the HH stakeholder sessions going to be recorded and reviewable by Council and the public? I think it goes without saying that they should be. I know that myself and many others, would deem it valuable to be able to see how those conversations are going down and what is being discussed in those conversations. I don't want to get a 'report' from HH on their 'take-aways' from what they talked about with our community stakeholders.

If they are not going to be recorded by the City or by HH, then I would insist that at least one Council Member be able to attend the Zoom meeting.

Thank you for asking about this and bringing it to our attention.

From: Marlin, Diane
Sent: Thursday, July 16, 2020 9:31 AM
To: !City Council
Cc: Mitten, Carol
Subject: Hillard Heintze; city council applications

DO NOT REPLY ALL

1. Reminder: If you have questions related to FOIA, please send them today so that we may address them in Monday's presentation.
2. The Hillard Heintze review is underway. City has provided them with the necessary documents, reports, footage, etc. related to the incident. They are scheduling the stakeholder zoom sessions, beginning the week after next. We will send them the list of participants today, with the understanding that a few more people may be added as we go along.
3. Based on their experience in other cities, Hillard Heintze strongly advises that elected officials do not participate in these initial stakeholder sessions, in order to ensure that community members feel free to express opinions, etc. Council members will have the opportunity to discuss the findings with HH when they make their presentation to city council and HH is going to schedule follow-up zoom sessions that include city council members after the report is done.
If you still wish to participate in an initial session, please let me know. We have to abide by OMA.
4. "Future of Public Safety and Policing-Next Steps" is included as a discussion item for Monday's agenda.
5. As of this morning, we have received two apps for the Ward 2 seat. (A third applicant did not live in the Ward.) Deadline is Friday, 5 pm. And that's firm.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456
<image002.jpg>

From: Thompson, Marcia
Sent: Friday, July 17, 2020 4:07:45 PM
To: Mitten, Carol
Cc: Giuffre, Mark
Subject: Re: Stakeholder List

Thanks so much Carol, you have a great weekend as well and I'll be in touch!

Be well,
Marcia

Sent from the iPhone of Marcia K. Thompson, Esq. -- HH

On Jul 17, 2020, at 12:34 PM, Mitten, Carol <cimitten@urbanaininois.us> wrote:

Hi Marcia:

Attached is the stakeholder list. The City Councilmembers are shown in yellow. The Mayor has urged them not to participate (per your advice), however, at least one of them is pretty intent on participating. In light of that, please include Councilmembers on the invitation. In doing the scheduling, please ensure that no more than two Councilmembers attend the same session. If you run into problems on that front, let me know and we will help sort it out.

Please let me know if you have any questions.

Happy Friday!

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454

<image003.jpg>

<Stakeholders_Hillard Heintze.xls>

From: Marlin, Diane
Sent: Friday, July 17, 2020 9:49:15 AM
To: Mitten, Carol
Subject: Stakeholders interview updated

Attached is the updated list with all city council members included. They may or may not participate. We need to let HH know that no more than two may be in a zoom call. Delete the other list.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Thompson, Marcia
Sent: Sunday, July 19, 2020 8:20:15 PM
To: Mitten, Carol
Cc: Giuffre, Mark; Thompson, Marcia
Subject: RE: Stakeholder List

Hi Carol –

Small world, I enjoyed attending law school in Arlington, and prosecuting there for a few years, it was a nice community to live and work in. I look forward to our work together and that with Arlington, talk again soon.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

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marcia.thompson@hillardheintze.com



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Sunday, July 19, 2020 12:50 PM
To: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Stakeholder List

Marcia:

I see that you are also facilitating community engagement around police policies in Arlington, VA – that’s where I was before I moved to Urbana. Great group of folks there.

When you are done in Arlington and Urbana, I would love to compare notes with you about the tone and tenor of the respective community conversations J

Cheers!

Carol

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Friday, July 17, 2020 4:08 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: Re: Stakeholder List

Thanks so much Carol, you have a great weekend as well and I’ll be in touch!

Be well,
Marcia

Sent from the iPhone of Marcia K. Thompson, Esq. -- HH

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Please let me know if you have any questions.

Happy Friday!

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
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217.384.2454

<image003.jpg>

From: Thompson, Marcia
Sent: Friday, July 31, 2020 8:58:17 AM
To: Mitten, Carol
Subject: RE: Stakeholder List - Learning Sessions

Awesome, I will send an invite in a moment.

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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Sent: Friday, July 31, 2020 8:57 AM
To: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Stakeholder List - Learning Sessions

Hi Marcia:

If we could chat at 2:30 pm on Monday, that would be great.

Happy weekend J

Carol

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Friday, July 31, 2020 8:32 AM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Stakeholder List - Learning Sessions

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Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
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Subject: Re: Stakeholder List - Learning Sessions

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Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com<<mailto:marcia.thompson@hillardheintze.com>>

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<<https://www.hillardheintze.com/blog/>>
<image005.png>

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From: ! Miller, Jared
Sent: Thursday, July 16, 2020 9:02:31 PM
To: Marlin, Diane
Cc: Mitten, Carol
Subject: Re: Hillard Heintze; city council applications

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Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Thompson, Marcia
Sent: Thursday, July 30, 2020 6:00:26 PM
To: Mitten, Carol
Cc: Giuffre, Mark; Thompson, Marcia
Subject: Stakeholder List - Learning Sessions

Hi Carol, we had our last session yesterday evening, we had almost 20 people attend between the three sessions out of the 50 invites sent out, each was a unique group and enjoyable to speak with.

I will be drafting the themes and recommendations document in the coming days but wanted to let you know we did hold all three as scheduled.

One of the attendees asked for a copy of the PPT, so I also wanted to share it with you, before sharing with others. Look forward to speaking in the coming weeks as needed. We had a questionnaire and a PPT for each session, to collect feedback and share information.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
+1 312-869-8500 www.hillardheintze.com

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From: Marlin, Diane
Sent: Thursday, July 16, 2020 9:31:09 AM
To: !City Council
Cc: Mitten, Carol
Subject: Hillard Heintze; city council applications

DO NOT REPLY ALL

1. Reminder: If you have questions related to FOIA, please send them today so that we may address them in Monday's presentation.
2. The Hillard Heintze review is underway. City has provided them with the necessary documents, reports, footage, etc. related to the incident. They are scheduling the stakeholder zoom sessions, beginning the week after next. We will send them the list of participants today, with the understanding that a few more people may be added as we go along.
3. Based on their experience in other cities, Hillard Heintze strongly advises that elected officials do not participate in these initial stakeholder sessions, in order to ensure that community members feel free to express opinions, etc. Council members will have the opportunity to discuss the findings with HH when they make their presentation to city council and HH is going to schedule follow-up zoom sessions that include city council members after the report is done.

If you still wish to participate in an initial session, please let me know. We have to abide by OMA.

4. "Future of Public Safety and Policing-Next Steps" is included as a discussion item for Monday's agenda.
5. As of this morning, we have received two apps for the Ward 2 seat. (A third applicant did not live in the Ward.) Deadline is Friday, 5 pm. And that's firm.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Marlin, Diane
Sent: Thursday, July 16, 2020 12:47:24 PM
To: Mitten, Carol
Cc: Seraphin, Bryant
Subject: City of Urbana_Stakeholder_contacts

Attached is list to start with. There may be a few more names coming in, especially when folks start getting the flyers, so there is room for adding to each of three groups. City council members are highlighted in yellow. I emailed them this morning to advise them it's best not to participate. Maryalice and Bill acknowledged. Haven't heard from the others yet.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: ! Brown, Bill
Sent: Sunday, July 12, 2020 2:02:55 PM
To: Marlin, Diane
Cc: Mitten, Carol
Subject: Re: Contact info requested for focus groups with Hillard Heintze

I forgot to reply to this, but the only contact info I had was for ACLU. Carol Spindel is still on the board, but the new chapter president is Carol Left, [REDACTED]

If they have any groups this week I can participate, but then I'll be gone for a couple weeks.

Thanks,
Bill

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From: Marlin, Diane <dwmarlin@urbanaininois.us>
Sent: Monday, July 6, 2020, 11:41 AM
To: !City Council
Cc: Mitten, Carol
Subject: Contact info requested for focus groups with Hillard Heintze

DO NOT REPLY ALL

Hello All,

We met with the Hillard Heintze team this morning. The review is underway. Marcia Thompson will be coordinating the community engagement process for Hillard Heintze. She will set up a number of focus group sessions, with smaller breakout "pods" to drill down into community perceptions, concerns, questions. She will also set things up so that city council members can participate and comply with OMA requirements.

We have been asked to provide a list of community stakeholders to include in these sessions. Please send me names, emails, phone numbers (if possible) of individuals and groups you believe should be interviewed. Also, please indicate if you would like to participate as well. Many new groups have formed in the past month, and I don't have a clear idea of who speaks for them. We also need some longstanding community organizations as well, and a cross section of community members. Hillard Heintze expects to seek community input both now and after the report to the city is completed.

Please send me names by Wednesday. Thank you.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Marlin, Diane
Sent: Sunday, July 12, 2020 2:10:52 PM
To: ! Brown, Bill
Cc: Mitten, Carol
Subject: RE: Contact info requested for focus groups with Hillard Heintze

I had Carol Spindel for ACLU but can put Carol Leff instead. Thanks.

I don't think the groups will be ready to meet this week....HH actually advised that elected officials NOT be in the sessions so that folks felt completely free to say what they wanted. This is based on experience in other cities. We also have the issue of OMA. Couldn't have more than two council members in any given session..... I'm thinking that council could participate in the follow up group sessions....rather than these initial stakeholder listening session.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: ! Brown, Bill <bbrown@urbanailinois.us>
Sent: Sunday, July 12, 2020 2:03 PM
To: Marlin, Diane <dwwmarlin@urbanailinois.us>
Cc: Mitten, Carol <cjmitten@urbanailinois.us>
Subject: Re: Contact info requested for focus groups with Hillard Heintze

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Thanks,
Bill

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Sent: Monday, July 6, 2020, 11:41 AM
To: !City Council
Cc: Mitten, Carol
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Please send me names by Wednesday. Thank you.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: ! Brown, Bill
Sent: Sunday, July 12, 2020 2:13:32 PM
To: Marlin, Diane
Cc: Mitten, Carol
Subject: Re: Contact info requested for focus groups with Hillard Heintze

Sounds good, thanks.
Bill

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From: Marlin, Diane <dwmarlin@urbanaininois.us>
Sent: Sunday, July 12, 2020, 2:10 PM
To: ! Brown, Bill
Cc: Mitten, Carol
Subject: RE: Contact info requested for focus groups with Hillard Heintze

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From: ! Brown, Bill <bbrown@urbanaininois.us>
Sent: Sunday, July 12, 2020 2:03 PM
To: Marlin, Diane <dwmarlin@urbanaininois.us>
Cc: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Re: Contact info requested for focus groups with Hillard Heintze

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Bill

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From: Marlin, Diane <dwmarlin@urbanaininois.us>
Sent: Monday, July 6, 2020, 11:41 AM
To: !City Council
Cc: Mitten, Carol
Subject: Contact info requested for focus groups with Hillard Heintze

DO NOT REPLY ALL

Hello All,

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Please send me names by Wednesday. Thank you.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Giuffre, Mark
Sent: Monday, July 20, 2020 5:10:20 PM
To: Mitten, Carol
Subject: RE: Post deliverable engagement

Thanks Carol.
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Monday, July 20, 2020 4:57 PM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Post deliverable engagement

Addendum signed by the Mayor. Thanks!

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 16, 2020 2:09 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Subject: Post deliverable engagement

Carol,
Please find attached an Addendum for review, based on the Mayor's interest in a community engagement piece following our deliverable (originally July 31, now August 14). Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 9, 2020 7:59 AM
To: Mitten, Carol <cjmitten@urbanailinois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Budget Review and Approval

Carol,
Thank you.
Also, based on the Mayor's interest in a community engagement piece following our deliverable at the end of this month, I will send you an Addendum Statement of Work for review.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanailinois.us>
Sent: Thursday, July 9, 2020 7:57 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Budget Review and Approval

Mark:

This budget is fine. Please complete the work as budgeted.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 8, 2020 5:38 PM
To: Mitten, Carol <cjmitten@urbanailinois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: Budget Review and Approval

Carole,
We are providing you a budget for review and approval, based on our initial review of all received materials (documents, policies, police reports, public videos of incident, public presentation, body worn camera and car camera footage, dispatch and radio traffic) and interviews conducted and to be conducted, policy analysis, sufficiency review, the community engagement specified, and the anticipated time to conclude the deliverables is 80 hours (80 hours at the rate of \$195 per hour = \$15,600).

If additional needed work is identified during the course of the investigation, a separate budget will be submitted to you for authorization prior to engaging in the additional services.

If the budget meets with your approval, please respond by electronic mail which will authorize Hillard Heintze to complete the work as budgeted.

Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Wednesday, July 15, 2020 5:52:21 AM
To: Mitten, Carol
Subject: Follow-up

Carol,
Thanks for your telephone call yesterday.
I will be in officer interviews on another engagement from 8:30am until sometime in the afternoon today.

Per your request:

- We do have capacity to conduct the sessions one week later, the week of July 27
- We can add one additional session (total 3)
- We require an increase of 10 hours to add the additional session

We would propose a new delivery date of August 14, due to your requested delay of the sessions, and our other deadline commitments.

Marcia's proposed session dates/times would be:

Tuesday July 28

One or two day sessions between the hours of 10:00am to 2:00pm.

Wednesday July 29

Sessions between the hours of 2:30 – 7:00 if they want to do an evening session.

Please let me know if you would like to discuss further or have any questions.

Thanks!

-Mark

Mark Giuffre

Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: S N
Sent: Saturday, July 11, 2020 4:29:15 PM
To: !City Council
Subject: Hillard Heintze

Dear City Council,

I've learned that there is some confusion among community members currently as to whether or not the City has in fact gone ahead with the proposal to hire Hillard Heintze? Could someone let me know? It had been my understanding, the last time I had an update on this (which was at the Council's recent special meeting about policing issues), was that the firm had not been hired, and that the Council wanted to look further into the concerns that I, and Danielle Chenoweth (and, I believe, others) had raised.

Could one among you very kindly update me on where this process is at?

Also, I sincerely apologize for the delay in getting back to you on the issue of references for understanding the negative reputation that Hillard Heintze has garnered among communities, victims, and victim advocates involved in cases it has been asked to review.

The problem is, the further I have looked into this, the more troubling it becomes. And, I have been swamped this past week with other work, so I am still in the process of organizing the ever more concerning findings on Hillard Heintze. I hope to get them to you before Monday evening's scheduled City Council meeting.

Thanks,

Sarah Nixon

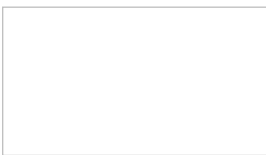
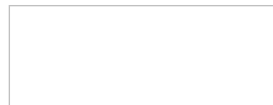
Family Court Reform Advocate



<https://www.batteredmotherscustodyconference.org/>

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[Health Innovators](#)

[Health Make-A-Thon Encourages Local Citizens to Dream Up Ideas](#)

[Inaugural ABE People's Choice Award](#)

From: Marlin, Diane
Sent: Thursday, July 09, 2020 2:01:30 PM
To: Mitten, Carol; Seraphin, Bryant
Subject: Draft list for HH stakeholder interviews

See what you think. Additions? Subtractions? In general, organizations are listed first, individuals second.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Thompson, Marcia
Sent: Monday, July 13, 2020 11:46:26 AM
To: Mitten, Carol; Giuffre, Mark
Cc: Thompson, Marcia
Subject: Community Engagement - Learning Sessions -- Proposed Dates

Morning Carol, thanks for the call last week, I have the proposed dates for your group to consider for our two learning sessions:

July 20th at the following times: 10 – 11:30am or 3 – 4:30pm or 5:30 – 7:00pm

July 23rd at the following times: 9 – 10:30am or 2 – 3:30pm or 5:30 – 7:00pm

If you could discuss with the remainder of the group and let Mark and I know which times on both days you'd like to schedule then we can get the advertisement prepared as well, for dissemination to the groups you've already identified.

Thanks in advance and looking forward to hearing back and receiving the emails for the POC's of each group as well. Let me know if you need anything else from me, in the interim.

Please do let me know as soon as practicable about the dates/times, so I can hold the two slots you select for you.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 9, 2020 10:10 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Mark and Marcia:

We came up with 9 themes and some related questions and comments for each. On the second page, for your general information, are some other issues that are swirling in the community. Again, thanks for your patience.

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 09, 2020 8:16 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Carol,
If possible, could you send us your teams top ten themes for Marcia's engagement format plan this morning? She wants to make sure the format includes them.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE

mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Wednesday, July 8, 2020 1:29 PM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Will do. In the meantime, I'm trying to pin down a time on Friday that works on our side. It looks like Bryant might be out – I need to see if he will have cell access... At the moment, I'm targeting 4 pm.

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 12:00 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Community Engagement - Listening Session Themes

Carol,

Marcia is formulating a format plan for us to discuss with you and the team on our next call. In order to incorporate the most important topics, could you coordinate with the Mayor, Chief and your team to collect and send to us the top ten themes you would like to see covered? When we receive those, Marcia will incorporate those into the plan.

If your schedules permit, we'd then like to schedule a Friday call for Marcia to discuss the plan with you.

In addition, time permitting, please forward a list of ten key community stakeholders the team feels are important to invite to participate in our sessions.

We look forward to hearing back from you.

Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
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mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Wednesday, July 15, 2020 2:09:14 PM
To: Mitten, Carol
Subject: RE: Follow-up

Good Afternoon Caro,
I OK. Thank you.
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Wednesday, July 15, 2020 11:47 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Follow-up

Hi Mark:

Thanks for your reply. We would like to add the third session (10 additional hours), and we are comfortable with the new delivery date of August 14.

Here are the times we would like for the sessions, per Marcia's availability:

Tuesday, July 28 from 10:00 am to 11:30 am
Wednesday, July 29 from 2:30 pm to 4:00 pm
Wednesday July 29 from 5:30 pm to 7:00 pm

The Mayor should have the contact list finalized by tomorrow.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 15, 2020 5:52 AM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Subject: Follow-up

Carol,
Thanks for your telephone call yesterday.
I will be in officer interviews on another engagement from 8:30am until sometime in the afternoon today.

Per your request:

- We do have capacity to conduct the sessions one week later, the week of July 27
- We can add one additional session (total 3)
- We require an increase of 10 hours to add the additional session

We would propose a new delivery date of August 14, due to your requested delay of the sessions, and our other deadline commitments.

Marcia's proposed session dates/times would be:

Tuesday, July 28
One or two day sessions between the hours of 10:00am to 2:00pm.
Wednesday, July 29
Sessions between the hours of 2:30 – 7:00 if they want to do an evening session.

Please let me know if you would like to discuss further or have any questions.

Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Thompson, Marcia
Sent: Tuesday, July 21, 2020 4:41:12 PM
To: Mitten, Carol
Cc: Giuffre, Mark; Thompson, Marcia
Subject: Invite for City of Urbana (Learning Sessions)

Carol-

Hi, as promised, I have created the invite for our 3 (learning sessions) sessions, and plan to send it out with assigned dates tonight.

They will have the option of changing their assigned time, if it doesn't work for them at all, but I am hoping most will stick with the division I suggest.

Wanted to see if you had any questions, before I send it off today, hope all is well.

Regards,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Marlin, Diane
Sent: Thursday, July 09, 2020 4:32:16 PM
To: Seraphin, Bryant; Mitten, Carol
Subject: Updated list

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Marlin, Diane
Sent: Tuesday, July 14, 2020 11:27:48 AM
To: Mitten, Carol
Subject: RE: Community Engagement - Learning Sessions -- Proposed Dates

July 20 is less than a week away. That doesn't give enough lead time. We are going to have to extend beyond 7/31. And pick a couple more dates. Three sessions would be better. I just got all the neighborhood watch group names this morning. And am asking ACLU, NAACP, Ministerial Alliance for some recommendations, too.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Monday, July 13, 2020 1:39 PM
To: Marlin, Diane <dwwmarlin@urbanaininois.us>
Subject: FW: Community Engagement - Learning Sessions -- Proposed Dates

Do you want to try and get three sessions? Also, if you want to give more lead time for people to sign up, we can extend the July 31 due date. Your call...

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Monday, July 13, 2020 11:46 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Community Engagement - Learning Sessions -- Proposed Dates

Morning Carol, thanks for the call last week, I have the proposed dates for your group to consider for our two learning sessions:

July 20th at the following times: 10 – 11:30am or 3 – 4:30pm or 5:30 – 7:00pm
July 23rd at the following times: 9 – 10:30am or 2 – 3:30pm or 5:30 – 7:00pm

If you could discuss with the remainder of the group and let Mark and I know which times on both days you'd like to schedule then we can get the advertisement prepared as well, for dissemination to the groups you've already identified.

Thanks in advance and looking forward to hearing back and receiving the emails for the POC's of each group as well. Let me know if you need anything else from me, in the interim.

Please do let me know as soon as practicable about the dates/times, so I can hold the two slots you select for you.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 9, 2020 10:10 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Mark and Marcia:

We came up with 9 themes and some related questions and comments for each. On the second page, for your general information, are some other issues that are swirling in the community. Again, thanks for your patience.

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 09, 2020 8:16 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Carol,
If possible, could you send us your teams top ten themes for Marcia's engagement format plan this morning? She wants to make sure the format includes them.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Wednesday, July 8, 2020 1:29 PM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Will do. In the meantime, I'm trying to pin down a time on Friday that works on our side. It looks like Bryant might be out – I need to see if he will have cell access... At the moment, I'm targeting 4 pm.

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 12:00 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Community Engagement - Listening Session Themes

Carol,
Marcia is formulating a format plan for us to discuss with you and the team on our next call. In order to incorporate the most important topics, could you coordinate with the Mayor, Chief and your team to collect and send to us the top ten themes you would like to see covered? When we receive those, Marcia will incorporate those into the plan.

If your schedules permit, we'd then like to schedule a Friday call for Marcia to discuss the plan with you.

In addition, time permitting, please forward a list of ten key community stakeholders the team feels are important to invite to participate in our sessions.

We look forward to hearing back from you.

Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 16, 2020 2:09:22 PM
To: Mitten, Carol
Subject: Post deliverable engagement

Carol,
Please find attached an Addendum for review, based on the Mayor's interest in a community engagement piece following our deliverable (originally July 31, now August 14). Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 9, 2020 7:59 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Budget Review and Approval

Carol,
Thank you.
Also, based on the Mayor's interest in a community engagement piece following our deliverable at the end of this month, I will send you an Addendum Statement of Work for review.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
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mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanailinois.us>
Sent: Thursday, July 9, 2020 7:57 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Budget Review and Approval

Mark:

This budget is fine. Please complete the work as budgeted.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 8, 2020 5:38 PM
To: Mitten, Carol <cjmitten@urbanailinois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: Budget Review and Approval

Carole,

We are providing you a budget for review and approval, based on our initial review of all received materials (documents, policies, police reports, public videos of incident, public presentation, body worn camera and car camera footage, dispatch and radio traffic) and interviews conducted and to be conducted, policy analysis, sufficiency review, the community engagement specified, and the anticipated time to conclude the deliverables is 80 hours (80 hours at the rate of \$195 per hour = \$15,600).

If additional needed work is identified during the course of the investigation, a separate budget will be submitted to you for authorization prior to engaging in the additional services.

If the budget meets with your approval, please respond by electronic mail which will authorize Hillard Heintze to complete the work as budgeted.

Thanks,
-Mark

Mark Giuffre

Director, Law Enforcement Consulting

—
+1 312-229-9820 WORK
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mark.giuffre@hillardheintze.com

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From: ! Miller, Jared
Sent: Wednesday, July 08, 2020 9:18:41 PM
To: Marlin, Diane
Cc: Mitten, Carol
Subject: Re: Contact info requested for focus groups with Hillard Heintze

Diane & Carol,

Please find the attached list of contacts that I believe would be great for Marcia Thompson to coordinate with on this. You may not know all of them Carol but I'm sure that Diane is familiar with many of these groups and individuals who have been doing this kind of work for many many years in CU. If I get any last minute interested parties I'll send those asap.

GROUPS

HV Neighborhood Transformation | Maurice Hayes | [REDACTED] | [REDACTED]

Paign To Peace | Naomi Dupree & Ayan Harris | [REDACTED]

CU-SURJ | Elizabeth Simpson | [REDACTED] | [REDACTED]

First Followers | James Kilgore | [REDACTED]

Justice For Aleyah Lewis | Danielle Chynoweth | [REDACTED] | [REDACTED]

INDIVIDUALS

Sundiata Cha Jua | [REDACTED]

Durl Kruse | [REDACTED]

Brian Dolinar | [REDACTED]

Barbara Kessel | [REDACTED]

Lucia Makdonado | [REDACTED]

I think it goes without saying but, of course, I want to participate, as should all Council Members.

From: Marlin, Diane
Sent: Monday, July 6, 2020 11:41 AM
To: !City Council
Cc: Mitten, Carol
Subject: Contact info requested for focus groups with Hillard Heintze

DO NOT REPLY ALL

Hello All,

We met with the Hillard Heintze team this morning. The review is underway. Marcia Thompson will be coordinating the community engagement process for Hillard Heintze. She will set up a number of focus group sessions, with smaller breakout "pods" to drill down into community perceptions, concerns, questions. She will also set things up so that city council members can participate and comply with OMA requirements.

We have been asked to provide a list of community stakeholders to include in these sessions. Please send me names, emails, phone numbers (if possible) of individuals and groups you believe should be interviewed. Also, please indicate if you would like to participate as well. Many new groups have formed in the past month, and I don't have a clear idea of who speaks for them. We also need some longstanding community organizations as well, and a cross section of community members. Hillard Heintze expects to seek community input both now and after the report to the city is completed.

Please send me names by Wednesday. Thank you.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Giuffre, Mark
Sent: Wednesday, July 08, 2020 5:38:07 PM
To: Mitten, Carol
Cc: Kirby, Debra
Subject: Budget Review and Approval

Carole,
We are providing you a budget for review and approval, based on our initial review of all received materials (documents, policies, police reports, public videos of incident, public presentation, body worn camera and car camera footage, dispatch and radio traffic) and interviews conducted and to be conducted, policy analysis, sufficiency review, the community engagement specified, and the anticipated time to conclude the deliverables is 80 hours (80 hours at the rate of \$195 per hour = \$15,600).

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Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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From: Marlin, Diane
Sent: Thursday, July 09, 2020 7:37:27 AM
To: Mitten, Carol
Subject: RE: Budget Review and Approval

Was there a budget attached?

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Mitten, Carol <cjmitten@urbanailinois.us>
Sent: Wednesday, July 08, 2020 5:58 PM
To: Marlin, Diane <dymarlin@urbanailinois.us>
Subject: FW: Budget Review and Approval

This is fine I think. Ok with you?

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 8, 2020 5:38 PM
To: Mitten, Carol <cjmitten@urbanailinois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: Budget Review and Approval

Carole,

We are providing you a budget for review and approval, based on our initial review of all received materials (documents, policies, police reports, public videos of incident, public presentation, body worn camera and car camera footage, dispatch and radio traffic) and interviews conducted and to be conducted, policy analysis, sufficiency review, the community engagement specified, and the anticipated time to conclude the deliverables is 80 hours (80 hours at the rate of \$195 per hour = \$15,600).

If additional needed work is identified during the course of the investigation, a separate budget will be submitted to you for authorization prior to engaging in the additional services.

If the budget meets with your approval, please respond by electronic mail which will authorize Hillard Heintze to complete the work as budgeted.

Thanks,
-Mark

Mark Giuffre
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From: Marlin, Diane
Sent: Wednesday, July 08, 2020 5:09:47 PM
To: Mitten, Carol
Subject: RE: Report on Independent Interview of Mr. Gregory Hugger

Well, GOOD!

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Wednesday, July 08, 2020 4:33 PM
To: Marlin, Diane <dymarlin@urbanaininois.us>
Subject: FW: Report on Independent Interview of Mr. Gregory Hugger
Importance: High

[Check this out!](#)

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 4:30 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Report on Independent Interview of Mr. Gregory Hugger
Importance: High

Carol,
Please find attached the Report on the Independent Interview of Mr. Gregory Hugger conducted by Hillard Heintze for the City of Urbana.
Please let me know if you have any questions or would like to discuss the report.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
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mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 09, 2020 7:59:16 AM
To: Mitten, Carol
Cc: Kirby, Debra
Subject: RE: Budget Review and Approval

Carol,
Thank you.
Also, based on the Mayor's interest in a community engagement piece following our deliverable at the end of this month, I will send you an Addendum Statement of Work for review.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 9, 2020 7:57 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Budget Review and Approval

Mark:

This budget is fine. Please complete the work as budgeted.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 8, 2020 5:38 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: Budget Review and Approval

Carole,
We are providing you a budget for review and approval, based on our initial review of all received materials (documents, policies, police reports, public videos of incident, public presentation, body worn camera and car camera footage, dispatch and radio traffic) and interviews conducted and to be conducted, policy analysis, sufficiency review, the community engagement specified, and the anticipated time to conclude the deliverables is 80 hours (80 hours at the rate of \$195 per hour = \$15,600).

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If the budget meets with your approval, please respond by electronic mail which will authorize Hillard Heintze to complete the work as budgeted.

Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE

mark.giuffre@hillardheintze.com

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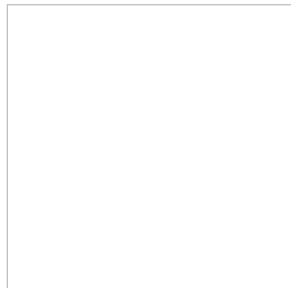
From: Hillard Heintze
Sent: Monday, July 06, 2020 1:52:42 PM
To: Mitten, Carol
Subject: What's Next for Policing?

Our experts map the way forward for public safety agencies.



Police Mission Statements Should Be Ground Zero for Change

Many of our nation's public safety agencies have lofty mission statements with all the "correct words," but now is the time to reassess if and how those adages are connected to tangible outcomes for better policing.

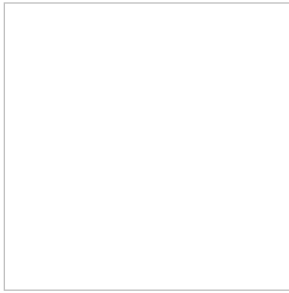


When at First You Don't Succeed ...

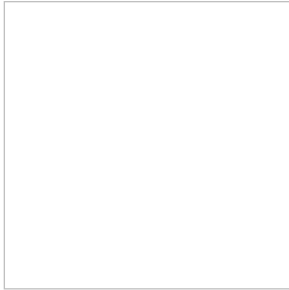
We recognize how even community-oriented policing strategies can fall short. Former Police Commissioner Robert C. Hass explains why - and how we can move forward.



**A Visionary Model for Policing and Public
Safety**

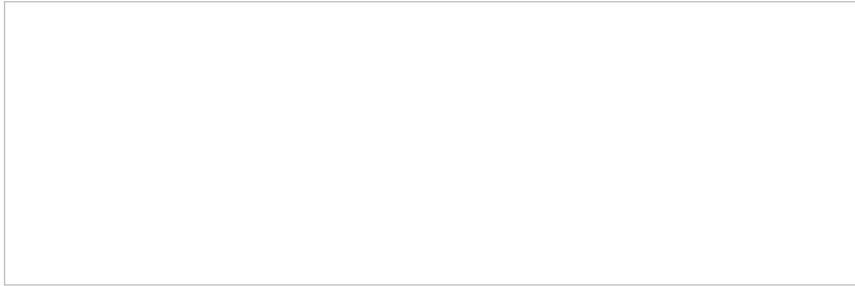


Learn more about Co-Produced Public Safety (CPPS), a model that prioritizes community members by granting them the power to change how they receive policing services. It may be the solution you're looking for.



Best Practices That Never Go Out of Style

As an industry, we must always be open to new and compelling ideas - but that doesn't mean totally returning to the drawing board. Catch up on the tried-and-true guidelines our experts helped build in the U.S. DOJ's COPS Guide.



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It's why our clients trust us.

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 30 South Wacker Drive, Suite 1400
 Chicago, Illinois 60606
 1.312.869.8500
www.hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 09, 2020 8:15:32 AM
To: Mitten, Carol
Cc: Thompson, Marcia
Subject: RE: Community Engagement - Listening Session Themes

Carol,
If possible, could you send us your teams top ten themes for Marcia's engagement format plan this morning? She wants to make sure the format includes them.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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Sent: Wednesday, July 8, 2020 1:29 PM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

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We look forward to hearing back from you.

Thanks!
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To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanainllinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainllinois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

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Thanks,

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To: Mitten, Carol <cjmitten@urbanainllinois.us>; Seraphin, Bryant <seraphbd@urbanainllinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainllinois.us>
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
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From: Marlin, Diane
Sent: Monday, July 06, 2020 11:41:13 AM
To: !City Council
Cc: Mitten, Carol
Subject: Contact info requested for focus groups with Hillard Heintze

DO NOT REPLY ALL

Hello All,

We met with the Hillard Heintze team this morning. The review is underway. Marcia Thompson will be coordinating the community engagement process for Hillard Heintze. She will set up a number of focus group sessions, with smaller breakout "pods" to drill down into community perceptions, concerns, questions. She will also set things up so that city council members can participate and comply with OMA requirements.

We have been asked to provide a list of community stakeholders to include in these sessions. Please send me names, emails, phone numbers (if possible) of individuals and groups you believe should be interviewed. Also, please indicate if you would like to participate as well. Many new groups have formed in the past month, and I don't have a clear idea of who speaks for them. We also need some longstanding community organizations as well, and a cross section of community members. Hillard Heintze expects to seek community input both now and after the report to the city is completed.

Please send me names by Wednesday. Thank you.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



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Sent: Wednesday, July 08, 2020 11:59:30 AM
To: Mitten, Carol
Cc: Thompson, Marcia
Subject: Community Engagement - Listening Session Themes

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From: Thompson, Marcia
Sent: Thursday, July 09, 2020 10:11:35 AM
To: Mitten, Carol; Giuffre, Mark
Cc: Thompson, Marcia
Subject: RE: Community Engagement - Listening Session Themes

Thanks, so much Carol.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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Mark and Marcia:

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From: Giuffre, Mark
Sent: Wednesday, July 08, 2020 4:29:35 PM
To: Mitten, Carol
Subject: Report on Independent Interview of Mr. Gregory Hugger

Carol,
Please find attached the Report on the Independent Interview of Mr. Gregory Hugger conducted by Hillard Heintze for the City of Urbana.
Please let me know if you have any questions or would like to discuss the report.
Thanks!
-Mark

Mark Giuffre

Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 09, 2020 11:19:54 AM
To: Mitten, Carol; Thompson, Marcia
Subject: RE: Community Engagement - Listening Session Themes

Terrific Carol. Thanks for coordinating. Yes, I'll send the invite.
Thanks,
-Mark

Mark Giuffre
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+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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To: Thompson, Marcia <marcia.thompson@hillardheintze.com>; Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Also, if 4 pm tomorrow works for a follow-up call, it will be me, Mayor Marlin, and Deputy Chief Surles. Can you send an invite? Thanks!

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Thursday, July 09, 2020 10:12 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Giuffre, Mark <mark.giuffre@hillardheintze.com>
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Thanks, so much Carol.

Be well,
Marcia

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Carol,

Marcia is formulating a format plan for us to discuss with you and the team on our next call. In order to incorporate the most important topics, could you coordinate with the Mayor, Chief and your team to collect and send to us the top ten themes you would like to see covered? When we receive those, Marcia will incorporate those into the plan.

If your schedules permit, we'd then like to schedule a Friday call for Marcia to discuss the plan with you.

In addition, time permitting, please forward a list of ten key community stakeholders the team feels are important to invite to participate in our sessions.

We look forward to hearing back from you.

Thanks!
-Mark

Mark Giuffre

Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

Serving our clients and partners during the COVID-19 pandemic:

Hillard Heintze, a Jensen Hughes company, continues to operate, while following all local and federal guidance. Please know that we are supporting you and our ongoing projects.



30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
+1 312-869-8500 www.hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Thursday, July 2, 2020 9:58 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanainllinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainllinois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanainllinois.us>; Seraphin, Bryant <seraphbd@urbanainllinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainllinois.us>
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers.

Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?

Thanks,
-Mark

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 9:35:59 AM
To: Mitten, Carol
Subject: FW: Conference call on Community Engagement

Carol,
Ref below, I've been having problems sending to you. Please confirm, if you receive it.
Thanks!
-Mark

From: Giuffre, Mark
Sent: Thursday, July 2, 2020 9:10 AM
To: cjmitten@urbanainillinois.us; Seraphin, Bryant <seraphbd@urbanainillinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainillinois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Conference call on Community Engagement

Carol and Bryant ,
Do you have availability next week to speak with us on the Community Engagement portion of this project? We would like to identify the process and community stake holders to participate. Our lead on this will be Marcia Thompson, Vice President, Law Enforcement Consulting.

We were looking at possible dates/time of:
Monday, July 6: anytime between 11:00am and 1:30pm
Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.
Thanks,
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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 10:04:37 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle
Subject: RE: Report on Interview of bystander regarding video of the incident

Carol,
Thanks. We will have the report to you early next week.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 10:02:39 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle; Thompson, Marcia; Kirby, Debra
Subject: RE: Conference call on Community Engagement

Carol,
Terrific. I will send everyone an invite with a conference call number and code to dial into.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 2, 2020 9:56 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Conference call on Community Engagement

Hi Mark:

I am holding 10 am on Monday for myself, Bryant and the Mayor for this call. I think she will want to join this conversation.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:10 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
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Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.
Thanks,
-Mark

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Director, Law Enforcement Consulting

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From: Marlin, Diane
Sent: Monday, June 29, 2020 7:46:12 AM
To: ! Brown, Bill
Cc: Simon, James; Mitten, Carol
Subject: Re: Independent Review

I will defer to legal for that answer.

On Jun 29, 2020, at 7:42 AM, ! Brown, Bill <bbrown@urbanailinois.us> wrote:

?

Ok thanks. Also, can you say if there has been legal action filed against the City or police for conduct by the police?

Bill

Get [Outlook for Android](#)

From: Marlin, Diane <dwmalin@urbanailinois.us>
Sent: Sunday, June 28, 2020 10:58:59 PM
To: ! Brown, Bill <bbrown@urbanailinois.us>
Subject: Re: Independent Review

Yes, it's public. Can post whole thing.

On Jun 28, 2020, at 9:21 PM, ! Brown, Bill <bbrown@urbanailinois.us> wrote:

?

Are these public? If not, I think it would at least be good to make this part public.

- Bill

3. SERVICES

Company will engage in an independent review of the administrative investigation into the use of force incident occurring in Urbana, Illinois on April 10, 2020. Company will also assess the policies and practices that guided the use of force incident. Additionally, Company will seek to engage key community stakeholders to obtain their perspective on the Urbana Police Department's (UPD) use of force policy and applicable law. This review will result in a published report of the independent review and assessment.

Company will attempt to interview a claim related to a specific bystander regarding video of the incident and subsequent required actions, if any, in writing.

Company's team will consist of subject-matter experts in policing and community engagement. Mark Giuffre will be the project manager and supported by Company staff. Given social distancing restrictions, a significant portion of the work will be conducted remotely, through use of digital engagement tools. Company will:

- Prepare an Independent Review of the internal UPD examination of the April 10 incident (Incident). Company will provide a review of the administrative sufficiency of the process in accordance with the applicable policies and procedures of the UPD.
 - Request, receive and review documentation and reports, including the internal examination of the incident, and any other reports or data developed by the UPD, including video footage in relation to the Incident and the internal UPD examination. This request will include any public report available and released by the Champaign County State's Attorney relative to decisions made.
 - Assess applicable UPD operational and tactical practices, supervision, policies and procedures relevant to the Independent Review. We anticipate that this will require interviews with internal subject-matter experts, policy review and benchmarking against law enforcement standards.
 - Seek to engage community stakeholders regarding their perception and expectation of the UPD regarding use of force. We will reach out to key community stakeholders as identified by the City and UPD and other community stakeholders as time and resources permit.
 - Attempt to interview the individual who posted a video of the Incident to address unattributed claims that one or more Urbana police officers asked him to remove the video from social media.
 - Conduct 10 civilian interviews and/or virtual focus group sessions. UPD interviews will be conducted with UPD employees responsible for setting and implementing policy and/or training. Combined, we anticipate no more than 16 interviews. 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.
- Deliverable: Company will deliver an Independent Review of the administrative sufficiency of the internal UPD examination of the Incident and provide an assessment of the relevant UPD use of force

policies and practices, including community perspectives on UPD's use of force. The goal will be to identify relevant recommendations to continue to advance police community engagement in Urbana. Company will use standards of practice and professional experience in conducting its review, as well as benchmarking against model policies and practices.

Company will engage upon execution of this agreement with an anticipated delivery date of July 31, 2020. This delivery date is subject to change based upon the production of documents and the availability of relevant individuals for interview.

Company will discuss in person, using virtual engagement tools, key findings and recommendations and will deliver a draft report. Client will have one week for review and edit of any errors, at which time Company will have one week to correct the errors and deliver a final independent review report.

Final delivery date is anticipated to be July 31, 2020.

- Subsequent work, edits and review, not attributable to factual errors, will be charged at the Company's consulting rate of \$195 per hour.

Company will also conduct a virtual high-level presentation that provides an overview of the findings and recommendations to the Urbana City Council after the delivery of the final report and at a date to be determined. Company will answer questions from the Urbana Council members during the meeting.

Implementation Touchpoint: As part of Company's services, if desired, Company will support Client's team in an assessment of the implementation of the top three key findings and recommendations six months after the delivery of Company's report. Company will discuss Client actions taken and provide a summary analysis and insight in a verbal presentation to Client and its selected team members.

From: Marlin, Diane

Sent: Sunday, June 21, 2020 11:54 AM

To: !City Council

Cc: Mitten, Carol; Seraphin, Bryant; Hannan, Elizabeth

Subject: Independent Review

DO NOT REPLY ALL

Attached is Memo, Statement of Qualifications, and Agreement for the Independent Review of the 4/10/2020 arrest of Aleyah Lewis. The company we are engaging is Hillard Heintze based in Chicago. As noted in the memo, it was important for the firm to have the experience to evaluate what happened, evaluate current UPD policy, and ability to meet with with council members and community stakeholders as part of the review process. As we negotiated the contract, we had a chance to discuss the questions and comments you provided, and HH has a good sense of what the community concerns are. Jared, I'm sorry I didn't have your comments and questions in time, but you'll have a chance to discuss them directly with the review team. The specific scope of work for the process is included in the Addendum at the end of the agreement.

I would like your suggestions as to which groups/individuals should be represented in the public engagement part of this process. Target date for final report is end of July.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456
[<image003.jpg>](#)

From: Marlin, Diane
Sent: Monday, June 29, 2020 12:12:51 PM
To: Marlin, Diane; Mitten, Carol
Subject: draft message to council

Comments? Edits?

DO NOT REPLY ALL

Hello Everyone,

This message is to update you on city activities for the next 4-6 weeks plus specific areas where you can collaborate in these efforts. As you know, the next Committee of the Whole meeting is 7/13. City offices are closed on Friday, July 3 for the holiday. Some city staff are taking a couple days off during this 2-week period. The last 3 months have been emotionally and physically exhausting for employees as they have kept core city services functioning during Phases 2, 3, and 4, along with construction season being in full swing and the focus on oversight and accountability in policing.

We are also taking this two week period to begin to transition some employees back to work at Public Works and the City Building, with the hope of opening to the public for limited hours to begin with. In some work areas, this will require temporary, physical modifications of work spaces to accommodate distancing.

Some work areas, especially those in IT and Finance in the basement, simply do not have enough room to have everyone working in the same space at the same time. We'll also have to make modifications to City Council chambers to accommodate safe distancing and function and will provide further details on public meetings when we get them worked out. The challenge of our city building is that so many different functions are under one roof. We are going to be in Phase 4 until this pandemic is over, so we need to plan for the long-term, and to do everything possible protect the health of employees and the public.

Priorities for next 4-6 weeks:

1. Nominate candidate for Ward 2 City Council seat. If you know of anyone who is interested in serving out the remainder of Eric's term, please let me know so that I can reach out.
2. Fill vacancy on the CPRB. This is a critical time for CPRB as we renovate this board and its functions. Darius White had to resign his seat due to the increased time commitment required. Please encourage people who are interested in serving on this board and who have the necessary time and energy required to do the work over the next year to apply. Staff will continue to work with Mikhail and Ricardo to move things forward.
3. Independent review by Hillard Heintze. As I reported last Monday, I signed the contract with the firm and this process is about to get underway. We currently are compiling all reports, footage, and other information necessary for the review. A very important part of the review process is direct interviews with community stakeholders. **Please send me contact information for individuals and groups whom you think should be represented in these interviews, as a starting point.** Once we get more guidance on logistics for this part of the review, I will work with you to pull a list of people together.
4. We'll brief city council on "One Door" in advance of a presentation at council via two by twos.
5. As of a few days ago, HR reported that we had received close to **100 applications for the Community Engagement Coordinator** position. I'm heartened by this response, because this person will play a very important role in our community.
6. Presentations coming up in council: Body cameras, FOIA process, Traffic Stops, One Door

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Marlin, Diane
Sent: Monday, June 29, 2020 3:22:36 PM
To: !City Council
Cc: !Department Heads; !City Clerk
Subject: City Council UPDATE

DO NOT REPLY ALL

Dear Maryalice, Shirese, Bill B., Dennis, Bill C., and Jared,
(Farewell and thank you to Eric!)

This message is to update you on city activities for the next 4-6 weeks plus specific areas where you can collaborate in these efforts. As you know, the next Committee of the Whole meeting is 7/13. We'll also hold a special city council meeting that night to approve an updated orientation and training plan for CPRB members.

City offices are closed on Friday, July 3 for the holiday. Some city staff are taking a couple days off during this 2-week period. The last 4 months have been emotionally and physically exhausting for employees as they have kept core city services functioning during Phases 3, and 4 of Restore Illinois, along with construction season being in full swing and the current focus on oversight and accountability in policing. (Bill Brown, thank you for your message to employees; it was greatly appreciated.)

We are also taking this two week period to begin to transition some employees back to work at Public Works and the City Building, with the hope of opening to the public for limited hours at first. In some work areas, this will require temporary, physical modifications of work spaces to accommodate distancing. Some work areas simply do not have enough room to have everyone working in the same space at the same time. We'll also have to make modifications to City Council chambers to accommodate safe distancing and function and will provide further details on public meetings when we get them worked out. The challenge of our city building is that a number of very distinct functions are under one roof and each function has very different needs for space, security, and accessibility. We are going to be in Phase 4 until this pandemic is over, so we need to plan for the long-term, and to do everything possible protect the health of employees and the public.

Priorities for next 4-6 weeks:

1. Nominate candidate for Ward 2 City Council seat. If you know of anyone who is interested in serving out the remainder of Eric's term, please let me know so that I can reach out.
2. Fill vacancy on the CPRB. This is a critical time for CPRB as we renovate this board and its functions. Darius White had to resign his seat due to the increased time commitment required. Please encourage people who are interested in serving on this board and who have the necessary time and energy required to do the work over the next year to apply. Staff are continuing to work with CPRB leadership to move forward.
3. Independent review by Hillard Heintze. As I reported last Monday, I signed the contract with the firm and this process is about to get underway. We currently are compiling all reports, footage, and other information necessary for the review. A very important part of the review process is direct interviews with community stakeholders. **Please send me contact information for individuals and groups whom you think should be represented in these interviews, as a starting point.** Once we get more guidance on logistics for this part of the review, I will work with you to pull a list of people together.
4. We'll brief city council on "One Door" via two by two's in advance of public presentation. In the same session, we also would like to discuss a proposed path forward to comprehensively re-imagine policing in Urbana. To be clear, this is not a proposal for WHAT will be done, but rather a framework for the public discussion.
5. As of a few days ago, HR reported that we had received close to **100 applications for the Community Engagement Coordinator** position. I'm heartened by this response, because this person will play a very important role in our community.
6. Presentations coming up in council: Body cameras, FOIA process, Traffic Stops, One Door

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: ! Brown, Bill
Sent: Sunday, June 28, 2020 9:21:10 PM
To: Marlin, Diane; Mitten, Carol; Seraphin, Bryant
Subject: Re: Independent Review

Are these public? If not, I think it would at least be good to make this part public.

- Bill

3. SERVICES

Company will engage in an independent review of the administrative investigation into the use of force incident occurring in Urbana, Illinois on April 10, 2020. Company will also assess the policies and practices that guided the use of force incident. Additionally, Company will seek to engage key community stakeholders to obtain their perspective on the Urbana Police Department's (UPD) use of force policy and applicable law. This review will result in a published report of the independent review and assessment.

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Deliverable: Company will deliver an Independent Review of the administrative sufficiency of the internal UPD examination of the Incident and provide an assessment of the relevant UPD use of force policies and practices, including community perspectives on UPD's use of force. The goal will be to identify relevant recommendations to continue to advance police community engagement in Urbana. Company will use standards of practice and professional experience in conducting its review, as well as benchmarking against model policies and practices.

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Cc: Mitten, Carol; Seraphin, Bryant; Hannan, Elizabeth
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DO NOT REPLY ALL

Attached is Memo, Statement of Qualifications, and Agreement for the Independent Review of the 4/10/2020 arrest of Aleyah Lewis. The company we are engaging is Hillard Heintze based in Chicago. As noted in the memo, it was important for the firm to have the experience to evaluate what happened, evaluate current UPD policy, and ability to meet with with council members and community stakeholders as part of the review process. As we negotiated the contract, we had a chance to discuss the questions and comments you provided, and HH has a good sense of what the community concerns are. Jared, I'm sorry I didn't have your comments and questions in time, but you'll have a chance to discuss them directly with the review team. The specific scope of work for the process is included in the Addendum at the end of the agreement.

I would like your suggestions as to which groups/individuals should be represented in the public engagement part of this process. Target date for final report is end of July.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Giuffre, Mark
Sent: Thursday, July 02, 2020 10:07:06 AM
To: Seraphin, Bryant; Mitten, Carol
Cc: Brooks, Michelle
Subject: RE: Report on Interview of bystander regarding video of the incident

Bryant,
Very well. We will deliver it early next week.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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Hillard Heintze, a Jensen Hughes company, continues to operate, while following all local and federal guidance. Please know that we are taking extensive and unprecedented precautions to keep our employees healthy, protected and productive to support you and our ongoing projects.



30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
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From: Seraphin, Bryant <seraphbd@urbanaininois.us>
Sent: Thursday, July 2, 2020 10:05 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark,

I agree with getting the report next week.

-Bryant

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 10:05 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Carol,
Thanks. We will have the report to you early next week.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 2, 2020 9:58 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers. Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 9:09:45 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle; Thompson, Marcia
Subject: Conference call on Community Engagement

Carol and Bryant,

Do you have availability next week to speak with us on the Community Engagement portion of this project? We would like to identify the process and community stake holders to participate. Our lead on this will be Marcia Thompson, Vice President, Law Enforcement Consulting.

We were looking at possible dates/time of:

Monday, July 6: anytime between 11:00am and 1:30pm

Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.

Thanks,

-Mark

Mark Giuffre

Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 9:17:59 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers. Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
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mark.giuffre@hillardheintze.com

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From: ! Miller, Jared
Sent: Saturday, June 27, 2020 5:11:32 PM
To: !City Council
Cc: Marlin, Diane; Mitten, Carol; Seraphin, Bryant; Simon, James; Brooks, Michelle; Borman Curt
Subject: One Door

**** PLEASE DO NOT REPLY ALL ****

Hello to all,

I want to thank everyone for taking the time to participate in the meeting this past Thursday. I know that no one had to be there and I think it means a lot that everyone took the time to do so despite busy schedules. Thank you.

I think we achieved what we set out to do (creating dialogue) that folks were happy we held the meeting and that they were able to actually engage us in conversation. There were, of course, downfalls and some criticisms but it was a good start.

Since there is quite a bit of time between now and our next meeting, I wanted to send a message because we need to stay proactive in the moment and I've got a couple of things I am concerned about.

I'm not sure where things are at with the whole One Door idea (or any other ideas about a non-police responses to calls for service) but I'm requesting that any information that can be shared with Council by staff/Mayor prior to a project being brought to Council be done so ahead of time. Perhaps our traditional two on two meetings, consultation with the leaders of the most vocal protest groups, etc, are in order.

I know this is just one starting point but we should be engaging in a collaborative process as much as possible as soon as possible to ensure that we don't need to spend two months worth of meetings trying to hash out the details of a new program.

Speaking of collaboration (and lack thereof): my other major concern is about the selection of Hillard Heintze as our independent reviewer of the arrest of Aleyah Lewis.

I'm not sure why, considering the circumstances, City staff/Mayor decided that it would be best to select an agency behind closed doors and without the review or consent of Council or vetting from the public. This issue is too important to be decided on without Council, in my opinion. The Mayor mentioned that a report will be given to Council and we'll have a chance to vet them then. Why would we not have been given the opportunity to vet them prior to their selection as we would with any other important agency that reviews City business? I just don't understand.

Transparency for the selection was non-existent and if anyone thinks that the general public is going to take any stock in an agency that was selected in private without consultation or consideration of the public or Council with such obvious and strong ties to law-enforcement throughout their leadership council and partners, you are going to be very disappointed.

If the paperwork has not already been signed then I would request that the selection be brought before Council for consideration. Please update us with the status of our engagement with the firm.

I know this is a very difficult time and I thank everyone for dedicating time and attention to these issues.

Respectfully,
- Jared -

**** PLEASE DO NOT REPLY ALL ****

From: Mitten, Carol
Sent: Tuesday, July 28, 2020 10:28:34 AM
To: Kolschowsky, William
Subject: FW: Public Safety and Policing

These slides are part of the discussion about next steps – follows public input during the meeting...

From: Marlin, Diane <dwmalin@urbanaininois.us>
Sent: Tuesday, July 28, 2020 10:27 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Public Safety and Policing

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Mitten, Carol
Sent: Thursday, July 30, 2020 6:51:05 PM
To: Thompson, Marcia
Cc: Giuffre, Mark
Subject: Re: Stakeholder List - Learning Sessions

Hi Marcia:

Thanks for the update. Can we get a list of those who attended? It would be helpful to know who chose to participate.

Talk soon!

Carol

Sent from my iPhone

On Jul 30, 2020, at 6:00 PM, Thompson, Marcia <marcia.thompson@hillardheintze.com> wrote:

Hi Carol, we had our last session yesterday evening, we had almost 20 people attend between the three sessions out of the 50 invites sent out, each was a unique group and enjoyable to speak with.

I will be drafting the themes and recommendations document in the coming days but wanted to let you know we did hold all three as scheduled.

One of the attendees asked for a copy of the PPT, so I also wanted to share it with you, before sharing with others. Look forward to speaking in the coming weeks as needed. We had a questionnaire and a PPT for each session, to collect feedback and share information.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com

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<Hillard Heintze Learning Session for the City of Urbana.pdf>

From: Mitten, Carol
Sent: Friday, July 31, 2020 8:56:53 AM
To: 'Thompson, Marcia'
Cc: Giuffre, Mark
Subject: RE: Stakeholder List - Learning Sessions

Hi Marcia:

If we could chat at 2:30 pm on Monday, that would be great.

Happy weekend J

Carol

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Friday, July 31, 2020 8:32 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Stakeholder List - Learning Sessions

Hi Carol, can we have a short call, to discuss participation on Monday? I am open anytime after 2:30, let me know what might work for you, short call and I can provide some initial observations as well.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 30, 2020 6:51 PM
To: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: Re: Stakeholder List - Learning Sessions

Hi Marcia:

Thanks for the update. Can we get a list of those who attended? It would be helpful to know who chose to participate.

Talk soon!

Carol

Sent from my iPhone

On Jul 30, 2020, at 6:00 PM, Thompson, Marcia <marcia.thompson@hillardheintze.com> wrote:

?

Hi Carol, we had our last session yesterday evening, we had almost 20 people attend between the three sessions out of the 50 invites sent out, each was a unique group and enjoyable to speak with.

I will be drafting the themes and recommendations document in the coming days but wanted to let you know we did hold all three as scheduled.

One of the attendees asked for a copy of the PPT, so I also wanted to share it with you, before sharing with others. Look forward to speaking in the coming weeks as needed. We had a questionnaire and a PPT for each session, to collect feedback and share information.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com

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<image005.png>

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<Hillard Heintze Learning Session for the City of Urbana.pdf>

From: Mitten, Carol
Sent: Wednesday, July 22, 2020 10:52:22 AM
To: 'Thompson, Marcia'
Cc: Giuffre, Mark
Subject: RE: Invite for City of Urbana (Learning Sessions)

Marcia:

Things got a little bogged down yesterday. I hope you went ahead and sent the invite out. It looks great.

Thanks!

Carol

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Tuesday, July 21, 2020 4:41 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Invite for City of Urbana (Learning Sessions)

Carol-

Hi, as promised, I have created the invite for our 3 (learning sessions) sessions, and plan to send it out with assigned dates tonight.

They will have the option of changing their assigned time, if it doesn't work for them at all, but I am hoping most will stick with the division I suggest.

Wanted to see if you had any questions, before I send it off today, hope all is well.

Regards,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Mitten, Carol
Sent: Sunday, July 19, 2020 12:49:42 PM
To: 'Thompson, Marcia'
Cc: Giuffre, Mark
Subject: RE: Stakeholder List

Marcia:

I see that you are also facilitating community engagement around police policies in Arlington, VA – that's where I was before I moved to Urbana. Great group of folks there.

When you are done in Arlington and Urbana, I would love to compare notes with you about the tone and tenor of the respective community conversations J

Cheers!

Carol

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Friday, July 17, 2020 4:08 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: Re: Stakeholder List

Thanks so much Carol, you have a great weekend as well and I'll be in touch!

Be well,
Marcia

Sent from the iPhone of Marcia K. Thompson, Esq. -- HH

On Jul 17, 2020, at 12:34 PM, Mitten, Carol <cjmitten@urbanaininois.us> wrote:

Hi Marcia:

Attached is the stakeholder list. The City Councilmembers are shown in yellow. The Mayor has urged them not to participate (per your advice), however, at least one of them is pretty intent on participating. In light of that, please include Councilmembers on the invitation. In doing the scheduling, please ensure that no more than two Councilmembers attend the same session. If you run into problems on that front, let me know and we will help sort it out.

Please let me know if you have any questions.

Happy Friday!

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454

<image003.jpg>

<Stakeholders_Hillard Heintze.xlsx>

From: Mitten, Carol
Sent: Friday, July 17, 2020 11:34:39 AM
To: 'Thompson, Marcia'
Cc: 'Giuffre, Mark'
Subject: Stakeholder List

Hi Marcia:

Attached is the stakeholder list. The City Councilmembers are shown in yellow. The Mayor has urged them not to participate (per your advice), however, at least one of them is pretty intent on participating. In light of that, please include Councilmembers on the invitation. In doing the scheduling, please ensure that no more than two Councilmembers attend the same session. If you run into problems on that front, let me know and we will help sort it out.

Please let me know if you have any questions.

Happy Friday!

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Wednesday, July 15, 2020 11:47:19 AM
To: 'Giuffre, Mark'
Subject: RE: Follow-up

Hi Mark:

Thanks for your reply. We would like to add the third session (10 additional hours), and we are comfortable with the new delivery date of August 14.

Here are the times we would like for the sessions, per Marcia's availability:

Tuesday, July 28 from 10:00 am to 11:30 am
Wednesday, July 29 from 2:30 pm to 4:00 pm
Wednesday July 29 from 5:30 pm to 7:00 pm

The Mayor should have the contact list finalized by tomorrow.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 15, 2020 5:52 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Follow-up

Carol,
Thanks for your telephone call yesterday.
I will be in officer interviews on another engagement from 8:30am until sometime in the afternoon today.

Per your request:

- We do have capacity to conduct the sessions one week later, the week of July 27
- We can add one additional session (total 3)
- We require an increase of 10 hours to add the additional session

We would propose a new delivery date of August 14, due to your requested delay of the sessions, and our other deadline commitments.

Marcia's proposed session dates/times would be:

Tuesday July 28

One or two day sessions between the hours of 10:00am to 2:00pm.

Wednesday July 29

Sessions between the hours of 2:30 – 7:00 if they want to do an evening session.

Please let me know if you would like to discuss further or have any questions.

Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Marlin, Diane
Sent: Sunday, June 21, 2020 11:54:19 AM
To: !City Council
Cc: Mitten, Carol; Seraphin, Bryant; Hannan, Elizabeth
Subject: Independent Review

DO NOT REPLY ALL

Attached is Memo, Statement of Qualifications, and Agreement for the Independent Review of the 4/10/2020 arrest of Aleyah Lewis. The company we are engaging is Hillard Heintze based in Chicago. As noted in the memo, it was important for the firm to have the experience to evaluate what happened, evaluate current UPD policy, and ability to meet with with council members and community stakeholders as part of the review process. As we negotiated the contract, we had a chance to discuss the questions and comments you provided, and HH has a good sense of what the community concerns are. Jared, I'm sorry I didn't have your comments and questions in time, but you'll have a chance to discuss them directly with the review team. The specific scope of work for the process is included in the Addendum at the end of the agreement.

I would like your suggestions as to which groups/individuals should be represented in the public engagement part of this process. Target date for final report is end of July.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Mitten, Carol
Sent: Monday, July 13, 2020 1:39:12 PM
To: Marlin, Diane
Subject: FW: Community Engagement - Learning Sessions -- Proposed Dates

Do you want to try and get three sessions? Also, if you want to give more lead time for people to sign up, we can extend the July 31 due date. Your call...

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Monday, July 13, 2020 11:46 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Community Engagement - Learning Sessions -- Proposed Dates

Morning Carol, thanks for the call last week, I have the proposed dates for your group to consider for our two learning sessions:

July 20th at the following times: 10 – 11:30am or 3 – 4:30pm or 5:30 – 7:00pm

July 23rd at the following times: 9 – 10:30am or 2 – 3:30pm or 5:30 – 7:00pm

If you could discuss with the remainder of the group and let Mark and I know which times on both days you'd like to schedule then we can get the advertisement prepared as well, for dissemination to the groups you've already identified.

Thanks in advance and looking forward to hearing back and receiving the emails for the POC's of each group as well. Let me know if you need anything else from me, in the interim.

Please do let me know as soon as practicable about the dates/times, so I can hold the two slots you select for you.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 9, 2020 10:10 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Mark and Marcia:

We came up with 9 themes and some related questions and comments for each. On the second page, for your general information, are some other issues that are swirling in the community. Again, thanks for your patience.

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 09, 2020 8:16 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Carol,
If possible, could you send us your teams top ten themes for Marcia's engagement format plan this morning? She wants to make sure the format includes them.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

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From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
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Carol,

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If your schedules permit, we'd then like to schedule a Friday call for Marcia to discuss the plan with you.

In addition, time permitting, please forward a list of ten key community stakeholders the team feels are important to invite to participate in our sessions.

We look forward to hearing back from you.

Thanks!
-Mark

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From: Mitten, Carol
Sent: Thursday, July 09, 2020 7:56:30 AM
To: 'Giuffre, Mark'
Cc: Kirby, Debra
Subject: RE: Budget Review and Approval

Mark:

This budget is fine. Please complete the work as budgeted.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 8, 2020 5:38 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: Budget Review and Approval

Carole,

We are providing you a budget for review and approval, based on our initial review of all received materials (documents, policies, police reports, public videos of incident, public presentation, body worn camera and car camera footage, dispatch and radio traffic) and interviews conducted and to be conducted, policy analysis, sufficiency review, the community engagement specified, and the anticipated time to conclude the deliverables is 80 hours (80 hours at the rate of \$195 per hour = \$15,600).

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-Mark

Mark Giuffre

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From: Mitten, Carol
Sent: Thursday, July 09, 2020 7:47:48 AM
To: Marlin, Diane
Subject: RE: Budget Review and Approval

No – it was just his calculation of 80 hours translating to a total of \$15,600.

From: Marlin, Diane <dwmarlin@urbanaininois.us>
Sent: Thursday, July 9, 2020 7:37 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: RE: Budget Review and Approval

Was there a budget attached?

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Wednesday, July 08, 2020 5:58 PM
To: Marlin, Diane <dwmarlin@urbanaininois.us>
Subject: FW: Budget Review and Approval

This is fine I think. Ok with you?

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 8, 2020 5:38 PM
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Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
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-Mark

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From: Mitten, Carol
Sent: Friday, July 10, 2020 3:39:20 PM
To: Seraphin, Bryant; Surles, Richard
Subject: FW: Report on Independent Interview of Mr. Gregory Hugger

Sorry for the delay in sending...

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 4:30 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Report on Independent Interview of Mr. Gregory Hugger
Importance: High

Carol,
Please find attached the Report on the Independent Interview of Mr. Gregory Hugger conducted by Hillard Heintze for the City of Urbana.
Please let me know if you have any questions or would like to discuss the report.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

—
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mark.giuffre@hillardheintze.com

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From: Mitten, Carol
Sent: Monday, July 20, 2020 4:56:52 PM
To: 'Giuffre, Mark'
Subject: RE: Post deliverable engagement

Addendum signed by the Mayor. Thanks!

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 16, 2020 2:09 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Post deliverable engagement

Carol,
Please find attached an Addendum for review, based on the Mayor's interest in a community engagement piece following our deliverable (originally July 31, now August 14). Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 9, 2020 7:59 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Budget Review and Approval

Carol,
Thank you.
Also, based on the Mayor's interest in a community engagement piece following our deliverable at the end of this month, I will send you an Addendum Statement of Work for review.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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From: Mitten, Carol <cjmitten@urbanailinois.us>
Sent: Thursday, July 9, 2020 7:57 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Budget Review and Approval

Mark:

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Thanks!

Carol

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From: Mitten, Carol
Sent: Wednesday, July 22, 2020 10:52:37 AM
To: Marlin, Diane
Subject: FW: Invite for City of Urbana (Learning Sessions)

FYI

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Tuesday, July 21, 2020 4:41 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Invite for City of Urbana (Learning Sessions)

Carol-

Hi, as promised, I have created the invite for our 3 (learning sessions) sessions, and plan to send it out with assigned dates tonight.

They will have the option of changing their assigned time, if it doesn't work for them at all, but I am hoping most will stick with the division I suggest.

Wanted to see if you had any questions, before I send it off today, hope all is well.

Regards,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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Sent: Wednesday, July 08, 2020 5:57:58 PM
To: Marlin, Diane
Subject: FW: Budget Review and Approval

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From: Mitten, Carol
Sent: Thursday, July 09, 2020 10:09:38 AM
To: 'Giuffre, Mark'
Cc: Thompson, Marcia
Subject: RE: Community Engagement - Listening Session Themes

Mark and Marcia:

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Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
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Carol,
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Subject: RE: Community Engagement - Listening Session Themes

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 2, 2020 9:58 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers. Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

—
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From: Mitten, Carol
Sent: Thursday, July 09, 2020 9:00:10 AM
To: 'Giuffre, Mark'
Cc: Thompson, Marcia
Subject: RE: Community Engagement - Listening Session Themes

Mark:

You will have them before noon. Thanks for your patience.

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 9, 2020 8:16 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
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Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
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To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Community Engagement - Listening Session Themes

Carol,
Marcia is formulating a format plan for us to discuss with you and the team on our next call. In order to incorporate the most important topics, could you coordinate with the Mayor, Chief and your team to collect and send to us the top ten themes you would like to see covered? When we receive those, Marcia will incorporate those into the plan.

If your schedules permit, we'd then like to schedule a Friday call for Marcia to discuss the plan with you.

In addition, time permitting, please forward a list of ten key community stakeholders the team feels are important to invite to participate in our sessions.

We look forward to hearing back from you.

Thanks!

-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanainillinois.us>
Sent: Thursday, July 2, 2020 9:58 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanainillinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainillinois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanainillinois.us>; Seraphin, Bryant <seraphbd@urbanainillinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainillinois.us>
Subject: Report on Interview of bystander regarding video of the incident

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FOLLOW

From: Mitten, Carol
Sent: Thursday, July 09, 2020 11:16:38 AM
To: 'Thompson, Marcia'; Giuffre, Mark
Subject: RE: Community Engagement - Listening Session Themes

Also, if 4 pm tomorrow works for a follow-up call, it will be me, Mayor Marlin, and Deputy Chief Surlis. Can you send an invite? Thanks!

From: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Sent: Thursday, July 09, 2020 10:12 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Thanks, so much Carol.

Be well,
Marcia

Marcia K. Thompson, Esq.
Vice President, Law Enforcement Consulting

Phone: 312.229.9818
Mobile: 773.619.1066
marcia.thompson@hillardheintze.com



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 9, 2020 10:10 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Mark and Marcia:

We came up with 9 themes and some related questions and comments for each. On the second page, for your general information, are some other issues that are swirling in the community. Again, thanks for your patience.

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 09, 2020 8:16 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Carol,
If possible, could you send us your teams top ten themes for Marcia's engagement format plan this morning? She wants to make sure the format includes them.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Wednesday, July 8, 2020 1:29 PM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Community Engagement - Listening Session Themes

Will do. In the meantime, I'm trying to pin down a time on Friday that works on our side. It looks like Bryant might be out – I need to see if he will have cell access... At the moment, I'm targeting 4 pm.

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 12:00 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Cc: Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Community Engagement - Listening Session Themes

Carol,

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We look forward to hearing back from you.

Thanks!
-Mark

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Thursday, July 2, 2020 9:58 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanainllinois.us>
Cc: Brooks, Michelle <mebrooks@urbanainllinois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

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From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanainninois.us>; Seraphin, Bryant <seraphbd@urbanainninois.us>
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Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,

We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers.

Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?

Thanks,

-Mark

Mark Giuffre

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From: Mitten, Carol
Sent: Wednesday, July 08, 2020 4:32:50 PM
To: Marlin, Diane
Subject: FW: Report on Independent Interview of Mr. Gregory Hugger

[Check this out!](#)

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 4:30 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Report on Independent Interview of Mr. Gregory Hugger
Importance: High

Carol,
Please find attached the Report on the Independent Interview of Mr. Gregory Hugger conducted by Hillard Heintze for the City of Urbana.
Please let me know if you have any questions or would like to discuss the report.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

—
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From: Mitten, Carol
Sent: Wednesday, July 08, 2020 4:32:34 PM
To: 'Giuffre, Mark'
Subject: RE: Report on Independent Interview of Mr. Gregory Hugger

Thanks – much appreciated!

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 4:30 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Report on Independent Interview of Mr. Gregory Hugger
Importance: High

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From: Mitten, Carol
Sent: Thursday, July 02, 2020 9:55:56 AM
To: 'Giuffre, Mark'; Seraphin, Bryant
Cc: Brooks, Michelle; Thompson, Marcia
Subject: RE: Conference call on Community Engagement

Hi Mark:

I am holding 10 am on Monday for myself, Bryant and the Mayor for this call. I think she will want to join this conversation.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:10 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Conference call on Community Engagement

Carol and Bryant ,
Do you have availability next week to speak with us on the Community Engagement portion of this project? We would like to identify the process and community stake holders to participate. Our lead on this will be Marcia Thompson, Vice President, Law Enforcement Consulting.

We were looking at possible dates/time of:
Monday, July 6: anytime between 11:00am and 1:30pm
Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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From: Mitten, Carol
Sent: Thursday, July 02, 2020 9:58:15 AM
To: 'Giuffre, Mark'; Seraphin, Bryant
Cc: Brooks, Michelle
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: Report on Interview of bystander regarding video of the incident

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From: Mitten, Carol
Sent: Wednesday, July 08, 2020 1:28:30 PM
To: 'Giuffre, Mark'
Cc: Thompson, Marcia
Subject: RE: Community Engagement - Listening Session Themes

Will do. In the meantime, I'm trying to pin down a time on Friday that works on our side. It looks like Bryant might be out – I need to see if he will have cell access... At the moment, I'm targeting 4 pm.

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Sent: Thursday, July 2, 2020 9:58 AM
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Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

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-Mark

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From: /O=CITY OF URBANA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=526E0316D24A471EAE2730CB61F3084E-MITTEN, C
Sent: Wednesday, July 15, 2020 11:32:30 AM
To: Giuffre, Mark
Subject: RE: Follow-up

Hi Mark:

Thanks for your reply. We would like to add the third session (10 additional hours), and we are comfortable with the new delivery date of August 14.

Here are the times we would like for the sessions, per Marcia's availability:

Tuesday, July 28 from 10:00 am to 11:30 am
Wednesday, July 29 from 2:30 pm to 4:00 pm
Wednesday July 29 from 5:30 pm to 7:00 pm

The Mayor should have the contact list finalized by tomorrow.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 15, 2020 5:52 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Follow-up

Carol,
Thanks for your telephone call yesterday.
I will be in officer interviews on another engagement from 8:30am until sometime in the afternoon today.

Per your request:

- We do have capacity to conduct the sessions one week later, the week of July 27
- We can add one additional session (total 3)
- We require an increase of 10 hours to add the additional session

We would propose a new delivery date of August 14, due to your requested delay of the sessions, and our other deadline commitments.

Marcia's proposed session dates/times would be:

Tuesday, July 28

One or two day sessions between the hours of 10:00am to 2:00pm.

Wednesday, July 29

Sessions between the hours of 2:30 – 7:00 if they want to do an evening session.

Please let me know if you would like to discuss further or have any questions.

Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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From: Mitten, Carol
Sent: Sunday, June 21, 2020 11:27:32 AM
To: Marlin, Diane
Subject: HH Contract

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Brooks, Michelle
Sent: Friday, June 19, 2020 9:13:28 AM
To: Mitten, Carol
Subject: [REDACTED]

On Jun 19, 2020, at 8:18 AM, Mitten, Carol <cjmitten@urbanaillinois.us> wrote:

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, June 18, 2020 5:30 PM
To: Mitten, Carol <cjmitten@urbanaillinois.us>; Brooks, Michelle <mebrooks@urbanaillinois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

Carol and Michelle,

Please find attached for your review and signature the MSA and SOW for the independent review/assessment/engagement. Please scan back to me when complete.

We look forward to working with the City of Urbana and Urbana Police Department.

Thanks,
-Mark

Mark Giuffre

Director, Law Enforcement Consulting

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+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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[<image001.png>](#)

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[<image003.png>](#) | [<image004.png>](#) | [<image005.png>](#)

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<Hillard Heintze City of Urbana MPSA + Addendum - 06-18-20.pdf>

From: Mitten, Carol
Sent: Friday, June 19, 2020 9:16:23 AM
To: 'Giuffre, Mark'; Brooks, Michelle
Cc: Kirby, Debra
Subject: RE: Hillard Heintze Proposal and Contract

Mark:

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The numbering of the subsections in Section 11 is off, too.

Can we get a quick fix for these?

I can turn the signed copy around quickly.

Thanks!

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, June 18, 2020 5:30 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Brooks, Michelle <mebrooks@urbanaininois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

Carol and Michelle,

Please find attached for your review and signature the MSA and SOW for the independent review/assessment/engagement. Please scan back to me when complete.

We look forward to working with the City of Urbana and Urbana Police Department.

Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

Serving our clients and partners during the COVID-19 pandemic:

Hillard Heintze, a Jensen Hughes company, continues to operate, while following all local and federal guidance. Please know that we are taking extensive measures to keep our employees healthy, protected and productive to support you and our ongoing projects.



30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
+1 312-869-8500 www.hillardheintze.com

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From: Mitten, Carol
Sent: Friday, June 19, 2020 8:18:08 AM
To: Brooks, Michelle
Subject: [REDACTED]

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, June 18, 2020 5:30 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Brooks, Michelle <mebrooks@urbanaininois.us>
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From: Giuffre, Mark
Sent: Thursday, June 18, 2020 5:29:54 PM
To: Mitten, Carol; Brooks, Michelle
Cc: Kirby, Debra
Subject: RE: Hillard Heintze Proposal and Contract

Carol and Michelle,

Please find attached for your review and signature the MSA and SOW for the independent review/assessment/engagement. Please scan back to me when complete.

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From: Brooks, Michelle
Sent: Friday, June 19, 2020 11:29:06 AM
To: Mitten, Carol
Cc: Kirby, Debra; Giuffre, Mark
Subject: Re: Hillard Heintze Proposal and Contract

Yes, thank you. Debra and Mark, I look first to working with you.

Wishing everything a great, or at least uneventful, weekend.

Michelle

On Jun 19, 2020, at 10:54 AM, Mitten, Carol <cjmitten@urbanaininois.us> wrote:

?

Executed copy attached. Thanks all!

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Friday, June 19, 2020 10:46 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Brooks, Michelle <mebrooks@urbanaininois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

Carol
Here is the updated version.

Thank you

Debra Kirby
Senior Vice President Operations

+1 312-229-9809 WORK
+1 773 852-3210 MOBILE
debra.kirby@hillardheintze.com

[<image002.png>](#)

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Friday, June 19, 2020 9:16 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Brooks, Michelle <mebrooks@urbanaininois.us>
Cc: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

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[<image009.png>](#)

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[<image010.png>](#)

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<Hillard Heintze Agreement Executed.pdf>

From: Mitten, Carol
Sent: Friday, June 19, 2020 10:54:54 AM
To: 'Kirby, Debra'; Brooks, Michelle
Cc: Giuffre, Mark
Subject: RE: Hillard Heintze Proposal and Contract

Executed copy attached. Thanks all!

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Friday, June 19, 2020 10:46 AM
To: Mitten, Carol <cjmitten@urbanailinois.us>; Brooks, Michelle <mebrooks@urbanailinois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

Carol
Here is the updated version.

Thank you

Debra Kirby
Senior Vice President Operations

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mark.giuffre@hillardheintze.com

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From: Kirby, Debra
Sent: Friday, June 19, 2020 10:46:27 AM
To: Mitten, Carol; Brooks, Michelle
Cc: Giuffre, Mark
Subject: RE: Hillard Heintze Proposal and Contract

Carol
Here is the updated version.

Thank you

Debra Kirby
Senior Vice President Operations

+1 312-229-9809 WORK
+1 773 852-3210 MOBILE
debra.kirby@hillardheintze.com



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From: Mitten, Carol
Sent: Wednesday, June 17, 2020 3:00:32 PM
To: Brickman Levy, Kathryn
Subject: RE: Hillard Heintze Proposal and Contract

We only talked to the guy today for about 15 minutes – I will leave Rich on his own if I have to.

From: Brickman Levy, Kathryn <klbrickmanlevy@urbanailinois.us>
Sent: Wednesday, June 17, 2020 3:00 PM
To: Mitten, Carol <cjmitten@urbanailinois.us>
Subject: RE: Hillard Heintze Proposal and Contract

You have Megan form 11 to noon tomorrow?

Kate Levy
EA to the Mayor and City Administrator
Deputy Local Liquor Commissioner

400 S Vine St | Urbana IL 61801
217.384.2456



From: Mitten, Carol <cjmitten@urbanailinois.us>
Sent: Wednesday, June 17, 2020 2:59 PM
To: Brickman Levy, Kathryn <klbrickmanlevy@urbanailinois.us>
Subject: FW: Hillard Heintze Proposal and Contract

Can you send out a Zoom invite for 11:30 am tomorrow to Debra and Mark from HH (see below) along with Bryant and Michelle?

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:54 PM
To: Mitten, Carol <cjmitten@urbanailinois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

It does, can you please include Mark Giuffre as cc'd on this email? Thanks.

Debra Kirby
Senior Vice President Operations

+1 312-229-9809 WORK
+1 773 852-3210 MOBILE
debra.kirby@hillardheintze.com



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Sent: Wednesday, June 17, 2020 2:34 PM
To: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

We can meet at 11:30 am tomorrow. If that works for you, we will send a Zoom invite. Thanks.

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:30 PM
To: Mitten, Carol <cjmitten@urbanailinois.us>
Subject: RE: Hillard Heintze Proposal and Contract

Here is the MSA, I would prefer we discuss the SOW.

Thanks and please let me know when we can meet.

Debra Kirby
Senior Vice President Operations

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Wednesday, June 17, 2020 2:20 PM
To: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

Did you intend to attach something?

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:18 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Subject: RE: Hillard Heintze Proposal and Contract

Hi Carol

As it relates to the MSA modifications – we can accept all changes but seek clarification on 9.2. Please see notes and proposed changes. I have proposed language in 3.3 that should address your concerns and a typo remain for your approval.

As it relates to the SOW, can we have a call tomorrow between 10am- 12pm or 3 pm to understand the scope?

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Tuesday, June 16, 2020 11:40 AM
To: Kirby, Debra <debra.kirby@hillardheintze.com>
Cc: Brooks, Michelle <mebrooks@urbanainllinois.us>
Subject: Hillard Heintze Proposal and Contract

Hi Debra:

The Mayor has asked Michelle Brooks (Assistant City Attorney) and me to be your points of contact for the contracting side of this assignment. I have attached a mark-up of the contract that reflects input from Legal. Further, I have attached the Scope of Work that we would like to see in the Proprietary Proposal.

Please let me know if you have any questions for us. We are looking forward to you and your team getting started.

Thanks,

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454

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City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Wednesday, June 17, 2020 2:19:48 PM
To: 'Kirby, Debra'
Subject: RE: Hillard Heintze Proposal and Contract

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Tuesday, June 16, 2020 11:40 AM
To: Kirby, Debra <debra.kirby@hillardheintze.com>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: Hillard Heintze Proposal and Contract

Hi Debra:

The Mayor has asked Michelle Brooks (Assistant City Attorney) and me to be your points of contact for the contracting side of this assignment. I have attached a mark-up of the contract that reflects input from Legal. Further, I have attached the Scope of Work that we would like to see in the Proprietary Proposal.

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Thanks,

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Wednesday, June 17, 2020 2:33:53 PM
To: 'Kirby, Debra'
Subject: RE: Hillard Heintze Proposal and Contract

We can meet at 11:30 am tomorrow. If that works for you, we will send a Zoom invite. Thanks.

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:30 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Subject: RE: Hillard Heintze Proposal and Contract

Here is the MSA, I would prefer we discuss the SOW.

Thanks and please let me know when we can meet.

Debra Kirby
Senior Vice President Operations

+1 312-229-9809 WORK
+1 773 852-3210 MOBILE
debra.kirby@hillardheintze.com



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Sent: Wednesday, June 17, 2020 2:20 PM
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Subject: RE: Hillard Heintze Proposal and Contract

Did you intend to attach something?

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:18 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Subject: RE: Hillard Heintze Proposal and Contract

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City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Wednesday, June 17, 2020 2:34:25 PM
To: Brooks, Michelle
Subject: FW: Hillard Heintze Proposal and Contract

Can you look at the MSA thing attached?

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:30 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Subject: RE: Hillard Heintze Proposal and Contract

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Subject: RE: Hillard Heintze Proposal and Contract

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City Administrator

City of Urbana
400 S. Vine Street
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From: Kirby, Debra
Sent: Tuesday, June 16, 2020 12:38:47 PM
To: Mitten, Carol
Cc: Brooks, Michelle
Subject: RE: Hillard Heintze Proposal and Contract

Thank you. We will review and return the document.

We look forward to working with you.

Debra Kirby
Senior Vice President Operations

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City of Urbana
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To: Mitten, Carol
Subject: RE: Hillard Heintze Proposal and Contract

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From: Kirby, Debra
Sent: Wednesday, June 17, 2020 2:29:49 PM
To: Mitten, Carol
Subject: RE: Hillard Heintze Proposal and Contract

Here is the MSA, I would prefer we discuss the SOW.

Thanks and please let me know when we can meet.

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Subject: RE: Hillard Heintze Proposal and Contract

Did you intend to attach something?

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To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: RE: Hillard Heintze Proposal and Contract

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City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Wednesday, June 17, 2020 2:57:37 PM
To: 'Kirby, Debra'
Cc: Giuffre, Mark
Subject: RE: Hillard Heintze Proposal and Contract

Will do – thanks.

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:54 PM
To: Mitten, Carol <cjmitten@urbanainillinois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

It does, can you please include Mark Giuffre as cc'd on this email? Thanks.

Debra Kirby
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City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Wednesday, June 17, 2020 2:58:40 PM
To: Brickman Levy, Kathryn
Subject: FW: Hillard Heintze Proposal and Contract

Can you send out a Zoom invite for 11:30 am tomorrow to Debra and Mark from HH (see below) along with Bryant and Michelle?

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:54 PM
To: Mitten, Carol <cjmitten@urbanainllinois.us>
Cc: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

It does, can you please include Mark Giuffre as cc'd on this email? Thanks.

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Senior Vice President Operations

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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Wednesday, June 17, 2020 2:20 PM
To: Kirby, Debra <debra.kirby@hillardheintze.com>
Subject: RE: Hillard Heintze Proposal and Contract

Did you intend to attach something?

From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Wednesday, June 17, 2020 2:18 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: RE: Hillard Heintze Proposal and Contract

Hi Carol

As it relates to the MSA modifications – we can accept all changes but seek clarification on 9.2. Please see notes and proposed changes. I have proposed language in 3.3 that should address your concerns and a typo remain for your approval.

As it relates to the SOW, can we have a call tomorrow between 10am- 12pm or 3 pm to understand the scope?

Please let me know. Thanks.

Debra Kirby
Senior Vice President Operations

+1 312-229-9809 WORK
+1 773 852-3210 MOBILE
debra.kirby@hillardheintze.com



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30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
+1 312-869-8500 www.hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Tuesday, June 16, 2020 11:40 AM
To: Kirby, Debra <debra.kirby@hillardheintze.com>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: Hillard Heintze Proposal and Contract

Hi Debra:

The Mayor has asked Michelle Brooks (Assistant City Attorney) and me to be your points of contact for the contracting side of this assignment. I have attached a mark-up of the contract that reflects input from Legal. Further, I have attached the Scope of Work that we would like to see in the Proprietary Proposal.

Please let me know if you have any questions for us. We are looking forward to you and your team getting started.

Thanks,

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Tuesday, June 16, 2020 11:39:31 AM
To: 'debra.kirby@hillardheintze.com'
Cc: Brooks, Michelle
Subject: Hillard Heintze Proposal and Contract

Hi Debra:

The Mayor has asked Michelle Brooks (Assistant City Attorney) and me to be your points of contact for the contracting side of this assignment. I have attached a mark-up of the contract that reflects input from Legal. Further, I have attached the Scope of Work that we would like to see in the Proprietary Proposal.

Please let me know if you have any questions for us. We are looking forward to you and your team getting started.

Thanks,

Carol

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Simon, James
Sent: Monday, June 15, 2020 5:13:42 PM
To: Mitten, Carol
Subject: [REDACTED]

James L. Simon
James L. Simon
City Attorney
City of Urbana
400 South Vine Street
Urbana, Illinois 61801
(217)384-2464 (phone)
(217)384-2460 (fax)
jlsimon@urbanaininois.us



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Monday, June 15, 2020 3:53 PM
To: Simon, James <jlsimon@urbanaininois.us>
Subject: [REDACTED]

From: Simon, James <jlsimon@urbanaininois.us>
Sent: Monday, June 15, 2020 1:53 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: [REDACTED]

James L. Simon
James L. Simon
City Attorney
City of Urbana
400 South Vine Street
Urbana, Illinois 61801
(217)384-2464 (phone)
(217)384-2460 (fax)
jlsimon@urbanaininois.us



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Monday, June 15, 2020 1:17 PM
To: Simon, James <jlsimon@urbanaininois.us>
Subject: [REDACTED]



Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Monday, June 15, 2020 1:19:34 PM
To: Simon, James
Subject: R [REDACTED]

From: Simon, James <jlsimon@urbanainllinois.us>
Sent: Monday, June 15, 2020 1:18 PM
To: Mitten, Carol <cimitten@urbanainllinois.us>
Subject: [REDACTED]

James L. Simon
James L. Simon
City Attorney
City of Urbana
400 South Vine Street
Urbana, Illinois 61801
(217)384-2464 (phone)
(217)384-2460 (fax)
jlsimon@urbanainllinois.us



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From: Mitten, Carol <cjmitten@urbanainllinois.us>
Sent: Monday, June 15, 2020 1:17 PM
To: Simon, James <jlsimon@urbanainllinois.us>
Subject: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Simon, James
Sent: Monday, June 15, 2020 1:52:57 PM
To: Mitten, Carol
Subject: [REDACTED]

James L. Simon
James L. Simon
City Attorney
City of Urbana
400 South Vine Street
Urbana, Illinois 61801
(217)384-2464 (phone)
(217)384-2460 (fax)
jlsimon@urbanaininois.us



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Monday, June 15, 2020 1:17 PM
To: Simon, James <jlsimon@urbanaininois.us>
Subject: [REDACTED]

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Monday, June 15, 2020 3:53:16 PM
To: Simon, James
Subject: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: Simon, James <jlsimon@urbanaininois.us>
Sent: Monday, June 15, 2020 1:53 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: [REDACTED]

[REDACTED]

[REDACTED]

James L. Simon
James L. Simon
City Attorney
City of Urbana
400 South Vine Street
Urbana, Illinois 61801
(217)384-2464 (phone)
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jlsimon@urbanaininois.us



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Monday, June 15, 2020 1:17 PM
To: Simon, James <jlsimon@urbanaininois.us>
Subject: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Mitten, Carol
Sent: Monday, June 15, 2020 1:16:35 PM
To: Simon, James
Subject: [REDACTED]

[REDACTED]

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Simon, James
Sent: Monday, June 15, 2020 1:18:23 PM
To: Mitten, Carol
Subject: [REDACTED]

James L. Simon
James L. Simon
City Attorney
City of Urbana
400 South Vine Street
Urbana, Illinois 61801
(217)384-2464 (phone)
(217)384-2460 (fax)
jlsimon@urbanaininois.us



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Monday, June 15, 2020 1:17 PM
To: Simon, James <jlsimon@urbanaininois.us>
Subject: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Carol J. Mitten
City Administrator

City of Urbana
400 S. Vine Street
Urbana IL 61801
217.384.2454



From: Marlin, Diane
Sent: Thursday, June 11, 2020 2:51:07 PM
To: Mitten, Carol; Seraphin, Bryant
Subject: FW: Hillard Heintze Proposal and Contract

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Thursday, June 11, 2020 2:31 PM
To: Marlin, Diane <dwmartin@urbanaininois.us>
Subject: Hillard Heintze Proposal and Contract

Good afternoon Mayor
Please find attached our proposal and contract. If you have any questions, please feel free to reach out to me.

Take care.

Debra Kirby
Senior Vice President Operations

+1 312-229-9809 WORK
+1 773 852-3210 MOBILE
debra.kirby@hillardheintze.com



30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
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From: Surles, Richard
Sent: Wednesday, July 08, 2020 8:03:13 PM
To: Seraphin, Bryant
Subject: Police Missions Become Ground Zero for Change | Hillard Heintze

https://www.hillardheintze.com/law-enforcement-consulting/police-mission-statements-ground-zero-for-change/?utm_source=LinkedIn&utm_medium=Social&utm_campaign=CPPS-LEC&utm_content=blog

Police Mission Statements Should Be Ground Zero for Change

Marcia K. Thompson, Esq July 1, 2020

This blog part of a series written by our subject matter experts that will explore key topics in reimagining policing in America. [Click here](#) to subscribe to our blog and receive the latest updates.

The global pandemic and national unrest have provided public safety leaders the unprecedented opportunity to reflect and truly reimagine how we police. For many, this begins with those mission statements often prominently plastered on the wall of the police department for all to see. Many of our nation's agencies have lofty mission statements with all the "correct words" meticulously written out and recited by new officers without taking a breath when asked to repeat it.

But this isn't about having the "right" words because our problems are not about the words featured in the hallowed halls; it's about how those words [reflect the community's priorities](#) and how to serve community members best. It is time for agency leaders to take a pause and revisit "why" we are here and "what" are we doing to protect and serve, and "how" we are modeling, teaching and holding our officers accountable to live by the values etched on the wall.

The Enduring Power of a Mission Statement Today

A mission statement is supposed to be a formal summary of the aims and values of an organization. Most public safety agencies in the U.S. have a mission statement that defines who they are externally to the world and internally to their officers. One of the first inquiries in interviews of applicants for public safety personnel positions is how they plan to embody that mission statement.

It's more important than ever to revisit a police department's mission.

As with anything, timing is important. The impact of an international pandemic and the untimely deaths of George Floyd and so many others in our nation have made everyone in this country and the world pause and ask, "What are we doing?" or even more importantly, "What am I doing?" We are asking these questions not just as individuals but as a collective seeking to address what has been unearthed in the last six months. We are taking an up close and personal look at the inequities that run through many of our systems of power, influence and authority, including police departments.

No one is exempt from the need for introspection – and that includes our public safety entities. Given the current climate, it is imperative that police organizations take time to revisit what they stand for and what they say to themselves internally and to the public about "what" they value and "who" they are. Stating what you value and who you are as a public safety agency should be the cornerstone of your approach to policing, as should having the actions of each and every officer in your agency become a true reflection of what is espoused in the mission statement.

How to Represent the Community's Voice for Co-Produced Public Safety

The first step towards gaining a greater understanding of the who and the what is to listen carefully to the community's priorities. Now is the time to redo, redesign, reimagine and reflect on agencies' missions to see if they truly embody the values of each department, and even more importantly, to determine whether those values serve the priorities of the communities that departments have taken an oath to serve and keep safe.

As a collective voice and nation, we should encourage our public safety entities to take this moment to create a [Co-Produced Public Safety](#) model with their communities that reflects the agency's own values and vision of itself while at the same time incorporating and embracing the values, priorities and needs of the communities they serve in a more inclusive and compassionate way. In reality, the values of a police agency and the community it serves should be one and the same. Words are only words until they are turned into actions. Now it is time for action.

Read about how our team has helped police organizations drive greater community engagement.

[View Reports](#)

From: ! Miller, Jared
Sent: Saturday, June 27, 2020 5:11:32 PM
To: !City Council
Cc: Marlin, Diane; Mitten, Carol; Seraphin, Bryant; Simon, James; Brooks, Michelle; Borman Curt
Subject: One Door

**** PLEASE DO NOT REPLY ALL ****

Hello to all,

I want to thank everyone for taking the time to participate in the meeting this past Thursday. I know that no one had to be there and I think it means a lot that everyone took the time to do so despite busy schedules. Thank you.

I think we achieved what we set out to do (creating dialogue) that folks were happy we held the meeting and that they were able to actually engage us in conversation. There were, of course, downfalls and some criticisms but it was a good start.

Since there is quite a bit of time between now and our next meeting, I wanted to send a message because we need to stay proactive in the moment and I've got a couple of things I am concerned about.

I'm not sure where things are at with the whole One Door idea (or any other ideas about a non-police responses to calls for service) but I'm requesting that any information that can be shared with Council by staff/Mayor prior to a project being brought to Council be done so ahead of time. Perhaps our traditional two on two meetings, consultation with the leaders of the most vocal protest groups, etc, are in order.

I know this is just one starting point but we should be engaging in a collaborative process as much as possible as soon as possible to ensure that we don't need to spend two months worth of meetings trying to hash out the details of a new program.

Speaking of collaboration (and lack thereof): my other major concern is about the selection of Hillard Heintze as our independent reviewer of the arrest of Aleyah Lewis.

I'm not sure why, considering the circumstances, City staff/Mayor decided that it would be best to select an agency behind closed doors and without the review or consent of Council or vetting from the public. This issue is too important to be decided on without Council, in my opinion. The Mayor mentioned that a report will be given to Council and we'll have a chance to vet them then. Why would we not have been given the opportunity to vet them prior to their selection as we would with any other important agency that reviews City business? I just don't understand.

Transparency for the selection was non-existent and if anyone thinks that the general public is going to take any stock in an agency that was selected in private without consultation or consideration of the public or Council with such obvious and strong ties to law-enforcement throughout their leadership council and partners, you are going to be very disappointed.

If the paperwork has not already been signed then I would request that the selection be brought before Council for consideration. Please update us with the status of our engagement with the firm.

I know this is a very difficult time and I thank everyone for dedicating time and attention to these issues.

Respectfully,
- Jared -

**** PLEASE DO NOT REPLY ALL ****

From: Marlin, Diane
Sent: Thursday, June 11, 2020 2:51:07 PM
To: Mitten, Carol; Seraphin, Bryant
Subject: FW: Hillard Heintze Proposal and Contract

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Kirby, Debra <debra.kirby@hillardheintze.com>
Sent: Thursday, June 11, 2020 2:31 PM
To: Marlin, Diane <dwmalin@urbanaininois.us>
Subject: Hillard Heintze Proposal and Contract

Good afternoon Mayor
Please find attached our proposal and contract. If you have any questions, please feel free to reach out to me.

Take care.

Debra Kirby
Senior Vice President Operations

+1 312-229-9809 WORK
+1 773 852-3210 MOBILE
debra.kirby@hillardheintze.com



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From: Marlin, Diane
Sent: Thursday, July 16, 2020 12:47:24 PM
To: Mitten, Carol
Cc: Seraphin, Bryant
Subject: City of Urbana_Stakeholder_contacts

Attached is list to start with. There may be a few more names coming in, especially when folks start getting the flyers, so there is room for adding to each of three groups.
City council members are highlighted in yellow. I emailed them this morning to advise them it's best not to participate. Maryalice and Bill acknowledged. Haven't heard from the others yet.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Surles, Richard
Sent: Wednesday, July 08, 2020 4:32:21 PM
To: Gardner, Cortez; McNaught, Tim; Smysor, David
Cc: 'Giuffre, Mark'; Seraphin, Bryant
Subject: Meeting with UPD Staff regarding Use of Force investigation related to the arrest of A. Lewis U20-1555

Sgt. Gardner, Det. Sgt. McNaught, and Det. Lt. Smysor,

The City of Urbana has hired an external firm, Hillard Heintze, to engage in an external review of the use of force related to the arrest of Ms. Lewis on April 10, 2020. There are many different parts to the external review, but one of the parts they need some staff assistance with is a discussion about the supervisory investigation of uses of force and the associated review of uses of force by the use of force board.

It seems to me that this conversation would be easiest to accomplish with all three of you concurrently and via Zoom with Mark Giuffre. Mark is our project manager for this external review. Mark has been incredibly easy to talk to and work with thus far. His bio is attached for your reference.

<https://www.hillardheintze.com/about/our-team/mark-giuffre-cfe-cams-cpp/>

Here is what I am asking of you. Can you three figure out a time to meet with Mark? He is copied here so feel free to discuss pros and cons of certain dates amongst the four of you. He didn't tell me how long he would need, but I am guessing that it would be in the neighborhood of 60-90 minutes. Might be less. I don't know what specific questions or conversation needs to be had. I asked for Mark's availability and he gave me the following:

7/13	Morning	Monday	Blue Day
7/14	Morning	Tuesday	Blue Day
7/17	Morning	Friday	Blue Day
7/21	Morning	Tuesday	Gold Day
7/22	Morning	Wednesday	Blue Day
7/23	Morning	Thursday	Blue Day

Once you determine the date and time, let me know and I will reserve the chief's conference room for you.

Mark,

On second thought, it would be easiest if you set up the Zoom appointment that way if I get run over by a bus you can run the meeting without me.

Rich Surles
Deputy Chief of Police, Urbana Police Department

217.384.2334 | [City of Urbana](#)
400 South Vine Street | Urbana, Illinois 61801



Please be advised that under the Illinois Freedom of Information Act (FOIA), any written communication to or from City of Urbana employees regarding city business is a public record and may be subject to public disclosure.

From: Mitten, Carol
Sent: Friday, July 10, 2020 3:39:20 PM
To: Seraphin, Bryant; Surles, Richard
Subject: FW: Report on Independent Interview of Mr. Gregory Hugger

Sorry for the delay in sending...

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Wednesday, July 08, 2020 4:30 PM
To: Mitten, Carol <cjmitten@urbanaininois.us>
Subject: Report on Independent Interview of Mr. Gregory Hugger
Importance: High

Carol,
Please find attached the Report on the Independent Interview of Mr. Gregory Hugger conducted by Hillard Heintze for the City of Urbana.
Please let me know if you have any questions or would like to discuss the report.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

—
+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

Serving our clients and partners during the COVID-19 pandemic:
Hillard Heintze, a Jensen Hughes company, continues to operate, while following all local and federal guidance. Please know that we are taking extensive and unprecedented precautions to keep our employees healthy, protected and productive to support you and our ongoing projects.



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30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
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From: Giuffre, Mark
Sent: Monday, June 22, 2020 12:44:50 PM
To: Seraphin, Bryant
Subject: Phone call

Chief,
Hope you had a great weekend.
Please let me know when you would be available for a phone call to discuss our project, and a good number to reach you at.
Thanks!
-Mark

Mark Giuffre

Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

Serving our clients and partners during the COVID-19 pandemic:

Hillard Heintze, a Jensen Hughes company, continues to operate, while following all local and federal guidance. Please know that we are taking extensive and unprecedented precautions to keep our employees healthy, protected and productive to support you and our ongoing projects.



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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 10:02:39 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle; Thompson, Marcia; Kirby, Debra
Subject: RE: Conference call on Community Engagement

Carol,
Terrific. I will send everyone an invite with a conference call number and code to dial into.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

Serving our clients and partners during the COVID-19 pandemic:

Hillard Heintze, a Jensen Hughes company, continues to operate, while following all local and federal guidance. Please know that we are taking extensive and unprecedented precautions to keep our employees healthy, protected and productive to support you and our ongoing projects.



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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 2, 2020 9:56 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: RE: Conference call on Community Engagement

Hi Mark:

I am holding 10 am on Monday for myself, Bryant and the Mayor for this call. I think she will want to join this conversation.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:10 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Conference call on Community Engagement

Carol and Bryant ,
Do you have availability next week to speak with us on the Community Engagement portion of this project? We would like to identify the process and community stake holders to participate. Our lead on this will be Marcia Thompson, Vice President, Law Enforcement Consulting.

We were looking at possible dates/time of:
Monday, July 6: anytime between 11:00am and 1:30pm
Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE

mark.giuffre@hillardheintze.com

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30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
+1 312-869-8500 www.hillardheintze.com

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 10:07:06 AM
To: Seraphin, Bryant; Mitten, Carol
Cc: Brooks, Michelle
Subject: RE: Report on Interview of bystander regarding video of the incident

Bryant,
Very well. We will deliver it early next week.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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From: Seraphin, Bryant <seraphbd@urbanaininois.us>
Sent: Thursday, July 2, 2020 10:05 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Mitten, Carol <cjmitten@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark,

I agree with getting the report next week.

-Bryant

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To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
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Subject: RE: Report on Interview of bystander regarding video of the incident

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From: Mitten, Carol <cjmitten@urbanainninois.us>
Sent: Thursday, July 2, 2020 9:58 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanainninois.us>
Cc: Brooks, Michelle <mebrooks@urbanainninois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanainninois.us>; Seraphin, Bryant <seraphbd@urbanainninois.us>
Cc: Brooks, Michelle <mebrooks@urbanainninois.us>
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
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Thanks,
-Mark

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From: Marlin, Diane
Sent: Sunday, June 21, 2020 11:54:19 AM
To: !City Council
Cc: Mitten, Carol; Seraphin, Bryant; Hannan, Elizabeth
Subject: Independent Review

DO NOT REPLY ALL

Attached is Memo, Statement of Qualifications, and Agreement for the Independent Review of the 4/10/2020 arrest of Aleyah Lewis. The company we are engaging is Hillard Heintze based in Chicago. As noted in the memo, it was important for the firm to have the experience to evaluate what happened, evaluate current UPD policy, and ability to meet with with council members and community stakeholders as part of the review process. As we negotiated the contract, we had a chance to discuss the questions and comments you provided, and HH has a good sense of what the community concerns are. Jared, I'm sorry I didn't have your comments and questions in time, but you'll have a chance to discuss them directly with the review team. The specific scope of work for the process is included in the Addendum at the end of the agreement.

I would like your suggestions as to which groups/individuals should be represented in the public engagement part of this process. Target date for final report is end of July.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Seraphin, Bryant
Sent: Wednesday, June 24, 2020 5:14:44 PM
To: Surles, Richard; Brooks, Michelle
Subject: FW: Phone call -- Mark Giuffre of Hillard Heintze

Rich,

Mark and I just spoke, and he will be the point of contact for the 'drop box' type of portal within which we are to upload the Aleyah Lewis documents that we have prepared thus far. Whenever you get a chance this week, please reach out to him to coordinate this uploading of documents.

Michelle, I have told Mark that you will also be a point of contact with regards to report drafts, etc., so FYI.

-Bryant

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Monday, June 22, 2020 12:45 PM
To: Seraphin, Bryant <seraphbd@urbanaininois.us>
Subject: Phone call

Chief,
Hope you had a great weekend.
Please let me know when you would be available for a phone call to discuss our project, and a good number to reach you at.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

—
+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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From: Seraphin, Bryant
Sent: Thursday, July 02, 2020 9:05:14 AM
To: 'Giuffre, Mark'
Subject: RE: Conference call on Community Engagement

Mark,

I noticed that Carol's email was appearing different in your "to" line, and that is because the email address is wrong. Her email is cjmitten@urbanailinois.us.

If you wouldn't mind, please resend so we can all start with the same emails to coordinate scheduling?

-Bryant

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 8:12 AM
To: cjmitten@urbana.illinois; Seraphin, Bryant <seraphbd@urbanailinois.us>
Cc: Brooks, Michelle <mebrooks@urbanailinois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Conference call on Community Engagement

Carol and Bryant,

Do you have availability next week to speak with us on the Community Engagement portion of this project? We would like to identify the process and community stake holders to participate. Our lead on this will be Marcia Thompson, Vice President, Law Enforcement Consulting.

We were looking at possible dates/time of:

Monday, July 6: anytime between 11:00am and 1:30pm

Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.

Thanks,

-Mark

Mark Giuffre

Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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From: Seraphin, Bryant
Sent: Thursday, July 02, 2020 10:05:29 AM
To: 'Giuffre, Mark'; Mitten, Carol
Cc: Brooks, Michelle
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark,

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-Bryant

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Sent: Thursday, July 02, 2020 10:05 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
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From: McNaught, Tim
Sent: Thursday, July 09, 2020 9:50:28 AM
To: Gardner, Cortez
Cc: Smysor, David; Surlles, Richard; Giuffre, Mark; Seraphin, Bryant
Subject: Re: Meeting with UPD Staff regarding Use of Force investigation related to the arrest of A. Lewis U20-1555

7/21 would work for me too as would the dates for the previous week.

I'm actually on vacation during these times but should be home/local except possibly being gone 7/22 - 7/25.

Sent from my iPhone

On Jul 9, 2020, at 5:55 AM, Gardner, Cortez <gardnecl@urbanailinois.us> wrote:

Seeing that I am on blue nights, the only date that ideally works for me is 7/21 but if that does not work for everyone else I could possibly do 7/17.

From: Smysor, David <smysordg@urbanailinois.us>
Sent: Wednesday, July 08, 2020 5:04 PM
To: Surlles, Richard <surllesrh@urbanailinois.us>
Cc: Gardner, Cortez <gardnecl@urbanailinois.us>; McNaught, Tim <mчнаughtd@urbanailinois.us>; Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanailinois.us>
Subject: Re: Meeting with UPD Staff regarding Use of Force investigation related to the arrest of A. Lewis U20-1555

14th and 23rd are the only conflicts on my calendar. However, I can miss those meetings if those dates work best for everyone else.

Sent from my iPhone

On Jul 8, 2020, at 4:32 PM, Surlles, Richard <surllesrh@urbanailinois.us> wrote:

Sgt. Gardner, Det. Sgt. McNaught, and Det. Lt. Smysor,

The City of Urbana has hired an external firm, Hillard Heintze, to engage in an external review of the use of force related to the arrest of Ms. Lewis on April 10, 2020. There are many different parts to the external review, but one of the parts they need some staff assistance with is a discussion about the supervisory investigation of uses of force and the associated review of uses of force by the use of force board.

It seems to me that this conversation would be easiest to accomplish with all three of you concurrently and via Zoom with Mark Giuffre. Mark is our project manager for this external review. Mark has been incredibly easy to talk to and work with thus far. His bio is attached for your reference.

<https://www.hillardheintze.com/about/our-team/mark-giuffre-cfe-cams-cpp/>

Here is what I am asking of you. Can you three figure out a time to meet with Mark? He is copied here so feel free to discuss pros and cons of certain dates amongst the four of you. He didn't tell me how long he would need, but I am guessing that it would be in the neighborhood of 60-90 minutes. Might be less. I don't know what specific questions or conversation needs to be had. I asked for Mark's availability and he gave me the following:

7/13	Morning	Monday	Blue Day
7/14	Morning	Tuesday	Blue Day
7/17	Morning	Friday	Blue Day
7/21	Morning	Tuesday	Gold Day
7/22	Morning	Wednesday	Blue Day
7/23	Morning	Thursday	Blue Day

Once you determine the date and time, let me know and I will reserve the chief's conference room for you.

Mark,

On second thought, it would be easiest if you set up the Zoom appointment that way if I get run over by a bus you can run the meeting without me.

Rich Surlles
Deputy Chief of Police, Urbana Police Department

217.384.2334 | [City of Urbana](#)
400 South Vine Street | Urbana, Illinois 61801

<image001.png>

<image002.png>

<image003.png>

Please be advised that under the Illinois Freedom of Information Act (FOIA), any written communication to or from City of Urbana employees regarding city business is a public record and may be subject to public disclosure.

From: Gardner, Cortez
Sent: Thursday, July 09, 2020 5:54:59 AM
To: Smysor, David; Surles, Richard
Cc: McNaught, Tim; Giuffre, Mark; Seraphin, Bryant
Subject: RE: Meeting with UPD Staff regarding Use of Force investigation related to the arrest of A. Lewis U20-1555

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To: Surles, Richard <surlesrh@urbanailinois.us>
Cc: Gardner, Cortez <gardnecl@urbanailinois.us>; McNaught, Tim <mcaugt@urbanailinois.us>; Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanailinois.us>
Subject: Re: Meeting with UPD Staff regarding Use of Force investigation related to the arrest of A. Lewis U20-1555

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Deputy Chief of Police, Urbana Police Department

217.384.2334 | [City of Urbana](#)
400 South Vine Street | Urbana, Illinois 61801

<image001.png>

<image002.png>

<image003.png>

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From: Brickman Levy, Kathryn

Sent: Monday, August 03, 2020 3:25:49 PM

To: Borman Curt; Brooks, Michelle; !MunisUsers-Cassady, Dawn; Choate, Celeste (UrbanaFree.org); Clark Phyllis; Dodd, Sheila; Gustafson, Vince; Hannan, Elizabeth; Heldman, Cassandra; Hess, Sanford; Hundley, Wendy; Kolschowsky, William; Lauss, Charles; Marlin, Diane; Meharry, Kay; Mitten, Carol; Pearson, Lorrie; Sanders, Joel; Seraphin, Bryant; Simon, James; Smysor, April; Surles, Richard; Swinford, Justin

Subject: August_3_2020_Cabinet MeetingFINAL

Join Zoom Meeting - 10:30 AM Tuesday

<https://us02web.zoom.us/j/82618590542?pwd=MGNzK3pnbTlwdXpjU3RueklFY2JVdz09>

Meeting ID: 826 1859 0542

Passcode: 785956

One tap mobile

+13126266799

CABINET MEETING

August 3, 2020 Meeting

1. Opening Comments from CA
2. Upcoming Awards/Recognitions/Proclamations
3. Last Minute Changes to Next Scheduled Meeting
4. Round Robin

Out of office:

Chuck Lauss: August 10-14, September 4-22

Future Agenda Items:

Snow Removal Ordinance

Stormwater Master Plan Condition Assessment Report

Public Events Ordinance

Subdivision and Land Development Ordinance/Manual of Practice

Traffic Stop Data Reports

CSSF Grant Agreements

KRT Extension Study

UBA, VCC, EDC Agreements and Presentations

Join Zoom Meeting

<https://us02web.zoom.us/j/82618590542?pwd=MGNzK3pnbTlwdXpjU3RueklFY2JVdz09>

Meeting ID: 826 1859 0542

Passcode: 785956

One tap mobile

+13126266799

August 10, 2020

CUNNINGHAM TOWNSHIP BOARD MEETING (6:30pm)

COUNCIL MEETING

1. Any items forwarded to Council by Committee
2. Any items forwarded to Council by Plan Commission
3. Economic Development Quarterly Report
4. Pedestrian Plan (from 7/27)

COMMITTEE MEETING

August 17, 2020

1. TUFL Annual Report
2. One Door Presentation
3. COVID-19 TBRA Grant Agreement
4. CSSF Grants
5. Emergency Solutions Grant – CV Agreements

ZBA MEETING

August 19, 2020

1. 102 W. Pennsylvania Ave. – Garage Variance (Major) – COW 9/7
2. 1304 S. Vine St. – Min. Lot Area for a Planned Unit Development Variance (Major) – COW 9/7
3. 312 W. Elm St. – Conditional Use Permit for Masonic Lodge

PLAN COMMISSION MEETING

August 20, 2020

COUNCIL MEETING

August 24, 2020

1. Any items forwarded to Council by Committee
2. Any items forwarded to Council by Plan Commission
3. Hillard Heintze Report

5th MONDAY
August 31, 2020

From: Marlin, Diane
Sent: Tuesday, August 04, 2020 10:11:01 AM
To: City Council
Cc: [REDACTED]; Mitten, Carol; Seraphin, Bryant; Surles, Richard
Subject: Community Safety Topic for 8/10

PLEASE DO NOT REPLY ALL—INFORMATION ONLY

Hello All,

First, let me officially welcome the newly sworn-in member of the Urbana City Council! We look forward to working with Julie on the many important issues before us. Julie took the oath of office at 9:30 am today in City Council chambers.

Second, the policing topic that we will be addressing next Monday is a response to comments and statistics provided during public input last night related to juvenile arrests in Urbana. The information presented was obtained via FOIA and unfortunately, it appears that many of the stats were misinterpreted or misunderstood. I believe that it's important to clarify and correct this publicly, and to describe the reality of juvenile detention and arrests in Urbana.

Third, we are inviting Richard Rosenthal to present on the basic models of community policing oversight and accountability to lay the groundwork for the future discussion. We'll aim for early September. Mr. Rosenthal has extensive experience in this area. Following 15 years as Deputy District Attorney for Los Angeles County, he was hired to be Portland, Oregon's first Director of the Independent Police Review Division in the City Auditor's office. He was subsequently hired to be the City of Denver's first independent monitor. He served for 5 years on the Board of Directors for the National Association of Civilian Oversight of Law Enforcement (NACOLE) and he has held numerous teaching positions at various universities.

This presentation will add to the body of community education topics which also include the FOIA Process and Use of Force.

The other discussion topics for August are:

August 17 One Door—Alternative Mental Health Crisis Response model

August 24 Hillard Heintze report on Aleyah Lewis arrest and related issues

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Marlin, Diane
Sent: Thursday, July 09, 2020 2:01:30 PM
To: Mitten, Carol; Seraphin, Bryant
Subject: Draft list for HH stakeholder interviews

See what you think. Additions? Subtractions? In general, organizations are listed first, individuals second.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Smysor, David
Sent: Wednesday, July 08, 2020 5:04:03 PM
To: Surles, Richard
Cc: Gardner, Cortez; McNaught, Tim; Giuffre, Mark; Seraphin, Bryant
Subject: Re: Meeting with UPD Staff regarding Use of Force investigation related to the arrest of A. Lewis U20-1555

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It seems to me that this conversation would be easiest to accomplish with all three of you concurrently and via Zoom with Mark Giuffre. Mark is our project manager for this external review. Mark has been incredibly easy to talk to and work with thus far. His bio is attached for your reference.

<https://www.hillardheintze.com/about/our-team/mark-giuffre-cfe-cams-cpp/>

Here is what I am asking of you. Can you three figure out a time to meet with Mark? He is copied here so feel free to discuss pros and cons of certain dates amongst the four of you. He didn't tell me how long he would need, but I am guessing that it would be in the neighborhood of 60-90 minutes. Might be less. I don't know what specific questions or conversation needs to be had. I asked for Mark's availability and he gave me the following:

7/13	Morning	Monday	Blue Day
7/14	Morning	Tuesday	Blue Day
7/17	Morning	Friday	Blue Day
7/21	Morning	Tuesday	Gold Day
7/22	Morning	Wednesday	Blue Day
7/23	Morning	Thursday	Blue Day

Once you determine the date and time, let me know and I will reserve the chief's conference room for you.

Mark,

On second thought, it would be easiest if you set up the Zoom appointment that way if I get run over by a bus you can run the meeting without me.

Rich Surles

Deputy Chief of Police, Urbana Police Department

217.384.2334 | [City of Urbana](#)
400 South Vine Street | Urbana, Illinois 61801

[<image001.png>](#)

[<image002.png>](#)

[<image003.png>](#)

Please be advised that under the Illinois Freedom of Information Act (FOIA), any written communication to or from City of Urbana employees regarding city business is a public record and may be subject to public disclosure.

From: Mitten, Carol
Sent: Thursday, July 02, 2020 9:55:56 AM
To: 'Giuffre, Mark'; Seraphin, Bryant
Cc: Brooks, Michelle; Thompson, Marcia
Subject: RE: Conference call on Community Engagement

Hi Mark:

I am holding 10 am on Monday for myself, Bryant and the Mayor for this call. I think she will want to join this conversation.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:10 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Conference call on Community Engagement

Carol and Bryant ,
Do you have availability next week to speak with us on the Community Engagement portion of this project? We would like to identify the process and community stake holders to participate. Our lead on this will be Marcia Thompson, Vice President, Law Enforcement Consulting.

We were looking at possible dates/time of:
Monday, July 6: anytime between 11:00am and 1:30pm
Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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30 South Wacker Drive, Suite 1400, Chicago, Illinois 60606
+1 312-869-8500 www.hillardheintze.com

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From: Mitten, Carol
Sent: Thursday, July 02, 2020 9:58:15 AM
To: 'Giuffre, Mark'; Seraphin, Bryant
Cc: Brooks, Michelle
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers. Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?
Thanks,
-Mark

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 10:04:37 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle
Subject: RE: Report on Interview of bystander regarding video of the incident

Carol,
Thanks. We will have the report to you early next week.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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mark.giuffre@hillardheintze.com

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From: Mitten, Carol <cjmitten@urbanaininois.us>
Sent: Thursday, July 2, 2020 9:58 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: RE: Report on Interview of bystander regarding video of the incident

Mark:

If you will be recommending some action that needs to be taken as it relates to the bystander video, I think the sooner we receive it, the better. Bryant may have thoughts to share, as well.

Thanks,

Carol

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 9:18 AM
To: Mitten, Carol <cjmitten@urbanaininois.us>; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>
Subject: Report on Interview of bystander regarding video of the incident

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 9:12:11 AM
To: cjmitten@urbanainllinois.us.; Seraphin, Bryant
Cc: Brooks, Michelle
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers. Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?
Thanks,
-Mark

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 9:17:59 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle
Subject: Report on Interview of bystander regarding video of the incident

Carol and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers. Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?
Thanks,
-Mark

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 9:12:52 AM
To: Seraphin, Bryant
Subject: RE: Conference call on Community Engagement

Bryant,
Thanks for catching. Will do.
Thanks,
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

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From: Seraphin, Bryant <seraphbd@urbanaininois.us>
Sent: Thursday, July 2, 2020 9:05 AM
To: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Subject: RE: Conference call on Community Engagement

Mark,

I noticed that Carol's email was appearing different in your "to" line, and that is because the email address is wrong. Her email is cjmitten@urbanaininois.us.

If you wouldn't mind, please resend so we can all start with the same emails to coordinate scheduling?

-Bryant

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Thursday, July 02, 2020 8:12 AM
To: cjmitten@urbanaininois.us; Seraphin, Bryant <seraphbd@urbanaininois.us>
Cc: Brooks, Michelle <mebrooks@urbanaininois.us>; Thompson, Marcia <marcia.thompson@hillardheintze.com>
Subject: Conference call on Community Engagement

Carol and Bryant,
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We were looking at possible dates/time of:
Monday, July 6: anytime between 11:00am and 1:30pm
Wednesday, July 9: anytime between 9:00am and 11:00am

Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.
Thanks,
-Mark

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From: Marlin, Diane
Sent: Monday, June 29, 2020 3:22:36 PM
To: !City Council
Cc: !Department Heads; !City Clerk
Subject: City Council UPDATE

DO NOT REPLY ALL

Dear Maryalice, Shirese, Bill B., Dennis, Bill C., and Jared,
(Farewell and thank you to Eric!)

This message is to update you on city activities for the next 4-6 weeks plus specific areas where you can collaborate in these efforts. As you know, the next Committee of the Whole meeting is 7/13. We'll also hold a special city council meeting that night to approve an updated orientation and training plan for CPRB members.

City offices are closed on Friday, July 3 for the holiday. Some city staff are taking a couple days off during this 2-week period. The last 4 months have been emotionally and physically exhausting for employees as they have kept core city services functioning during Phases 3, and 4 of Restore Illinois, along with construction season being in full swing and the current focus on oversight and accountability in policing. (Bill Brown, thank you for your message to employees; it was greatly appreciated.)

We are also taking this two week period to begin to transition some employees back to work at Public Works and the City Building, with the hope of opening to the public for limited hours at first. In some work areas, this will require temporary, physical modifications of work spaces to accommodate distancing. Some work areas simply do not have enough room to have everyone working in the same space at the same time. We'll also have to make modifications to City Council chambers to accommodate safe distancing and function and will provide further details on public meetings when we get them worked out. The challenge of our city building is that a number of very distinct functions are under one roof and each function has very different needs for space, security, and accessibility. We are going to be in Phase 4 until this pandemic is over, so we need to plan for the long-term, and to do everything possible protect the health of employees and the public.

Priorities for next 4-6 weeks:

1. Nominate candidate for Ward 2 City Council seat. If you know of anyone who is interested in serving out the remainder of Eric's term, please let me know so that I can reach out.
2. Fill vacancy on the CPRB. This is a critical time for CPRB as we renovate this board and its functions. Darius White had to resign his seat due to the increased time commitment required. Please encourage people who are interested in serving on this board and who have the necessary time and energy required to do the work over the next year to apply. Staff are continuing to work with CPRB leadership to move forward.
3. Independent review by Hillard Heintze. As I reported last Monday, I signed the contract with the firm and this process is about to get underway. We currently are compiling all reports, footage, and other information necessary for the review. A very important part of the review process is direct interviews with community stakeholders. **Please send me contact information for individuals and groups whom you think should be represented in these interviews, as a starting point.** Once we get more guidance on logistics for this part of the review, I will work with you to pull a list of people together.
4. We'll brief city council on "One Door" via two by two's in advance of public presentation. In the same session, we also would like to discuss a proposed path forward to comprehensively re-imagine policing in Urbana. To be clear, this is not a proposal for WHAT will be done, but rather a framework for the public discussion.
5. As of a few days ago, HR reported that we had received close to **100 applications for the Community Engagement Coordinator** position. I'm heartened by this response, because this person will play a very important role in our community.
6. Presentations coming up in council: Body cameras, FOIA process, Traffic Stops, One Door

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: ! Brown, Bill
Sent: Sunday, June 28, 2020 9:21:10 PM
To: Marlin, Diane; Mitten, Carol; Seraphin, Bryant
Subject: Re: Independent Review

Are these public? If not, I think it would at least be good to make this part public.

- Bill

3. SERVICES

Company will engage in an independent review of the administrative investigation into the use of force incident occurring in Urbana, Illinois on April 10, 2020. Company will also assess the policies and practices that guided the use of force incident. Additionally, Company will seek to engage key community stakeholders to obtain their perspective on the Urbana Police Department's (UPD) use of force policy and applicable law. This review will result in a published report of the independent review and assessment.

Company will attempt to interview a claim related to a specific bystander regarding video of the incident and subsequent required actions, if any, in writing.

Company's team will consist of subject-matter experts in policing and community engagement. Mark Giuffre will be the project manager and supported by Company staff. Given social distancing restrictions, a significant portion of the work will be conducted remotely, through use of digital engagement tools. Company will:

- Prepare an Independent Review of the internal UPD examination of the April 10 incident (Incident). Company will provide a review of the administrative sufficiency of the process in accordance with the applicable policies and procedures of the UPD.
- Request, receive and review documentation and reports, including the internal examination of the incident, and any other reports or data developed by the UPD, including video footage in relation to the Incident and the internal UPD examination. This request will include any public report available and released by the Champaign County State's Attorney relative to decisions made.
- Assess applicable UPD operational and tactical practices, supervision, policies and procedures relevant to the Independent Review. We anticipate that this will require interviews with internal subject-matter experts, policy review and benchmarking against law enforcement standards.
- Seek to engage community stakeholders regarding their perception and expectation of the UPD regarding use of force. We will reach out to key community stakeholders as identified by the City and UPD and other community stakeholders as time and resources permit.
- Attempt to interview the individual who posted a video of the Incident to address unattributed claims that one or more Urbana police officers asked him to remove the video from social media.
- Conduct 10 civilian interviews and/or virtual focus group sessions. UPD interviews will be conducted with UPD employees responsible for setting and implementing policy and/or training. Combined, we anticipate no more than 16 interviews. 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.

Deliverable: Company will deliver an Independent Review of the administrative sufficiency of the internal UPD examination of the Incident and provide an assessment of the relevant UPD use of force policies and practices, including community perspectives on UPD's use of force. The goal will be to identify relevant recommendations to continue to advance police community engagement in Urbana. Company will use standards of practice and professional experience in conducting its review, as well as benchmarking against model policies and practices.

Company will engage upon execution of this agreement with an anticipated delivery date of July 31, 2020. This delivery date is subject to change based upon the production of documents and the availability of relevant individuals for interview.

Company will discuss in person, using virtual engagement tools, key findings and recommendations and will deliver a draft report. Client will have one week for review and edit of any errors, at which time Company will have one week to correct the errors and deliver a final independent review report.

Final delivery date is anticipated to be July 31, 2020.

- Subsequent work, edits and review, not attributable to factual errors, will be charged at the Company's consulting rate of \$195 per hour.

Company will also conduct a virtual high-level presentation that provides an overview of the findings and recommendations to the Urbana City Council after the delivery of the final report and at a date to be determined. Company will answer questions from the Urbana Council members during the meeting.

Implementation Touchpoint: As part of Company's services, if desired, Company will support Client's team in an assessment of the implementation of the top three key findings and recommendations six months after the delivery of Company's report. Company will discuss Client actions taken and provide a summary analysis and insight in a verbal presentation to Client and its selected team members.

From: Marlin, Diane
Sent: Sunday, June 21, 2020 11:54 AM
To: !City Council
Cc: Mitten, Carol; Seraphin, Bryant; Hannan, Elizabeth
Subject: Independent Review

DO NOT REPLY ALL

Attached is Memo, Statement of Qualifications, and Agreement for the Independent Review of the 4/10/2020 arrest of Aleyah Lewis. The company we are engaging is Hillard Heintze based in Chicago. As noted in the memo, it was important for the firm to have the experience to evaluate what happened, evaluate current UPD policy, and ability to meet with with council members and community stakeholders as part of the review process. As we negotiated the contract, we had a chance to discuss the questions and comments you provided, and HH has a good sense of what the community concerns are. Jared, I'm sorry I didn't have your comments and questions in time, but you'll have a chance to discuss them directly with the review team. The specific scope of work for the process is included in the Addendum at the end of the agreement.

I would like your suggestions as to which groups/individuals should be represented in the public engagement part of this process. Target date for final report is end of July.

Diane Wolfe Marlin
Mayor

City of Urbana | Executive Department
400 S Vine St | Urbana IL 61801
217.384.2456



From: Giuffre, Mark
Sent: Thursday, July 02, 2020 8:22:07 AM
To: cjmitten@urbana.illinois; Seraphin, Bryant
Cc: Brooks, Michelle; Kirby, Debra
Subject: Report on Interview of bystander regarding video of the incident

Carole and Bryant,
We have completed our interview of the bystander regarding video of the incident and actions of Urbana Police Department officers. Would you like us to deliver that to you early next week, or deliver it with our other reports at the end of the month?
Thanks,
-Mark

Mark Giuffre
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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 9:09:45 AM
To: Mitten, Carol; Seraphin, Bryant
Cc: Brooks, Michelle; Thompson, Marcia
Subject: Conference call on Community Engagement

Carol and Bryant ,
Do you have availability next week to speak with us on the Community Engagement portion of this project? We would like to identify the process and community stake holders to participate. Our lead on this will be Marcia Thompson, Vice President, Law Enforcement Consulting.

We were looking at possible dates/time of:
Monday, July 6: anytime between 11:00am and 1:30pm
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Please let us know if any of these would work, and if not, what availability you have. Also, if there are others on your team you would like in on this initial discussion, by all means, please include them.

We look forward to hearing back from you and working with the City of Urbana and the Urbana Police Department.
Thanks,
-Mark

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Director, Law Enforcement Consulting

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From: Giuffre, Mark
Sent: Thursday, July 02, 2020 8:12:18 AM
To: cjmitten@urbana.illinois; Seraphin, Bryant
Cc: Brooks, Michelle; Thompson, Marcia
Subject: Conference call on Community Engagement

Carol and Bryant ,
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Thanks,
-Mark

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From: Brooks, Michelle
Sent: Wednesday, June 24, 2020 7:21:26 PM
To: Surles, Richard
Cc: Seraphin, Bryant
Subject: Re: Phone call -- Mark Giuffre of Hillard Heintze

Got it, thanks.

On Jun 24, 2020, at 6:32 PM, Surles, Richard <surlesrh@urbanaininois.us> wrote:

Understood. Thank you.

Rich Surles
Deputy Chief of Police

Urbana Police Department
400 South Vine Street
Urbana, Illinois 61801
217.384.2334 - Work
217.384.2363 - Fax

Please be advised that under the Illinois Freedom of Information Act (FOIA), any written communication to or from City of Urbana employees regarding city business is a public record and may be subject to public disclosure.

From: Seraphin, Bryant
Sent: Wednesday, June 24, 2020 5:14 PM
To: Surles, Richard; Brooks, Michelle
Subject: FW: Phone call -- Mark Giuffre of Hillard Heintze

Rich,

Mark and I just spoke, and he will be the point of contact for the 'drop box' type of portal within which we are to upload the Aleyah Lewis documents that we have prepared thus far. Whenever you get a chance this week, please reach out to him to coordinate this uploading of documents.

Michelle, I have told Mark that you will also be a point of contact with regards to report drafts, etc., so FYI.

-Bryant

From: Giuffre, Mark <mark.giuffre@hillardheintze.com>
Sent: Monday, June 22, 2020 12:45 PM
To: Seraphin, Bryant <seraphbd@urbanaininois.us>
Subject: Phone call

Chief,
Hope you had a great weekend.
Please let me know when you would be available for a phone call to discuss our project, and a good number to reach you at.
Thanks!
-Mark

Mark Giuffre
Director, Law Enforcement Consulting

—
+1 312-229-9820 WORK
+1 312-735-1254 MOBILE
mark.giuffre@hillardheintze.com

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[<image005.png>](#)

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Sent: Wednesday, June 24, 2020 6:32:19 PM
To: Seraphin, Bryant; Brooks, Michelle
Subject: Re: Phone call -- Mark Giuffre of Hillard Heintze

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Rich Surles
Deputy Chief of Police

Urbana Police Department
400 South Vine Street
Urbana, Illinois 61801
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