



## CITY OF ANN ARBOR, MICHIGAN

UPDATED RESPONSE TO RFP #990

Detailed Project Plan for Revised Phase 1 with  
Proposed Scope of Work for Phases 2 and 3

*February 10, 2017*



February 10, 2017

Mr. Howard S. Lazarus  
City Administrator  
City of Ann Arbor  
301 East Huron Street  
Ann Arbor, Michigan 48107

Dear Mr. Lazarus:

Thank you for the opportunity to submit a more detailed scope of work demonstrating how Hillard Heintze can support the City of Ann Arbor and the Ann Arbor Police Department Policy (AAPD) by conducting a comprehensive review of the Department's services to all communities within Ann Arbor and to gauge the appropriate level of civilian review. We understand the importance of this analysis as a vital process of self-examination – one that allows leading police departments to continue delivering the best possible services to the communities they serve.

Our original bid outlined the scope of work and the cost to address *Phase 1 – Community Review and Early Action Deliverables*. Per your request, we have enclosed a more detailed work plan for *Phase 1* with the inclusion of a civilian oversight piece originally proposed in *Phase 2*, and a proposed scope of work and associated costs for *Phase 2 - Policy and Practice Review* and *Phase 3 – Follow-Up and Sustainment*. We have also amended the proposed fees to meet the new requirements.

Hillard Heintze is one of the leading law enforcement consulting firms in the United States. We help law enforcement organizations and senior municipal leaders protect people, performance, interests and reputations by delivering advisory services that provide insight, deliver assurance and instill confidence. As evidence of our capabilities, Hillard Heintze was chosen by the Department of Justice to be the sole service provider for the COPS Office Collaborative Reform Initiative for Technical Assistance (CRI-TA). Through CRI-TA, we assist law enforcement agencies across the country with internal review and reform in keeping with the tenets of the *Final Report of the President's Task Force on 21<sup>st</sup> Century Policing*.

As your trusted independent advisor in this matter, we will serve the City of Ann Arbor and your diverse community members and their interests with integrity and distinction.

Sincerely,  
HILLARD HEINTZE LLC

A handwritten signature in black ink that reads "Arnette Heintze". The signature is fluid and cursive, written in a professional style.

Arnette Heintze  
Chief Executive Officer



## **OUR UNDERSTANDING OF YOUR REQUIREMENTS**

First, we fully understand the reasons behind the City of Ann Arbor’s pursuit of an independent third-party provider to conduct a comprehensive review of the policies and procedures governing the operations, conduct and culture of the Ann Arbor Police Department (AAPD) in support of the goals of the AAPD Review Committee.

We understand that the primary goals of police reform engagements focus on the law enforcement agencies and communities served. Our purpose is to help the City of Ann Arbor reach these objectives:

- Increase trust, confidence and legitimacy from the perspective of the community.
- Reduce the frequency of the problematic behavior and events that lead to potential crises.
- Clearly define the role of the formal civilian police review board.
- Progress toward achieving CALEA accreditation.
- Advance AAPD’s implementation of community policing.
- Sustain the positive changes that result from reform.

The Hillard Heintze Team (Team) will support the City of Ann Arbor by preparing a strategy to enhance trust through community partnerships, organizational transformation and problem solving. As we demonstrate in this proposal, the Hillard Heintze Team has the experience, expertise, project management methodologies and depth of subject matter experts and social science research specialists to exceed the goals of the program effectively and efficiently.

### **What Will Hillard Heintze Bring to the City of Ann Arbor?**

This assessment aims to ensure the entire Department provides professional, compassionate, meaningful and impactful police services for all individuals regardless of race, religious beliefs, national origin, sexual orientation, gender identity or socioeconomic status. Equally importantly, you seek to ensure that the Ann Arbor community trusts that AAPD provides such quality policing services in an equitable and unbiased manner. We believe this is the single most important goal of policing and is the basis of our work at Hillard Heintze.



## **OUR PROPOSED APPROACH**

Each phase and site visit will focus on issue identification, fact-finding, observations, interviews and stakeholder engagement. Pursuant to the RFP, **Phase 1** will address five key areas: (1) community engagement, (2) citizen complaints and discipline, (3) CALEA readiness, (4) personnel management practices and (5) training. **Phase 2** will focus on reviewing policy, developing recommendations and implementing the recommendations arising out of Phase 1. **Phase 3** will center on the providing technical assistance and supporting the implementation of recommendations. Each phase will build upon its predecessor: without the initial assessment of Phase 1, we are challenged to provide specificity around Phases 2 and 3. Nonetheless, we describe the general scope of work below and propose a timeline. A final report containing findings and recommendations as appropriate will accompany each phase.

### **Assessment Work Plan Development**

Both the Hillard Heintze Project Director and Project Manager will work collaboratively with the City, identified stakeholders and AAPD to develop a detailed assessment work plan that bridges all three phases of this project. This assessment work plan will outline the areas to be assessed and define the initial areas of observation and data collection, including: (1) individuals to be interviewed; (2) focus of the interviews and observations; (3) policies to be reviewed; (4) data to be requested and analyzed; and (5) activities, procedures and practices to be observed. It will be an iterative plan, meaning that each phase will affect planned actions in the next phase. The Team will use a work breakdown structure (WBS) to manage scheduling and project activities and will continually adapt to emerging ideas and issues.

## **PROPOSED SCOPE OF WORK – PHASE 1**

### **Community Engagement and Evaluation of Civilian Oversight**

We will conduct a detailed assessment of AAPD through surveys, interviews of staff, interviews of community members interacting with police and any other means necessary to obtain necessary information for determining the need for, structure of and best practices model for a formal civilian board or commission to review police matters.

The assessment will:

1. Survey the Department and community members to assess their attitudes, opinions, experiences and perceptions of the AAPD.
2. Facilitate at least one Community Listening Session and attend other community forums and meetings. During such forums or meetings, the Team will bring together a diverse mix of Ann Arbor's communities and present information on this assessment to the entire group. The team will then facilitate small group discussions and gather feedback regarding the issues facing the AAPD and the community.
3. Assess issues and viewpoints on civilian oversight and models to validate best practices endorsed by the Department of Justice (DOJ), International Association of Chiefs of Police (IACP), National Association for Civilian Oversight of Law Enforcement (NACOLE) and other agencies.
4. Interview partners to the accountability processes, including the City Attorney, the District Attorney's Office and any other relevant oversight groups to understand their roles and the existing protocols to hold officers accountable.



5. Assess the Department's effectiveness and progress in engaging the citizens of Ann Arbor in addressing key community issues, including working with diverse populations and bias-based policing.
6. Assess various community policing programs and present recommendations on community involvement across issues including violence and crime reduction.
7. Assess the quality and effectiveness of any measurement tools the AAPD is using to determine the success of their programs.
8. Evaluate how outcomes adverse to community members are addressed organizationally, including training in understanding the communities being policed, implicit bias, conflict resolution, nonviolent communication, de-escalating situations, community dynamics, adolescent development and other such forms of training that foster wise, equitable, and minimally coercive approaches.
9. Assess AAPD's efforts toward community engagement with representatives of often underserved communities including African American, Asian, Latino, Native American, documented and undocumented immigrants, refugees, LGBTQ, homeless, drug involved people, people with mental health issues and people under community supervision through the Department of Corrections. In addition, given the nearby college, assess the AAPD's efforts toward addressing the needs of youth across all communities.
10. Assess the quality of police services provided to residents and visitors to Ann Arbor through observations, surveys and interviews.
11. Provide recommendations for a model and implementation plan for Civilian Oversight of the APD.

### **Citizen Complaints and Discipline**

The Team will request detailed documentation, conduct interviews, document observations and analyze data specifically related to whether AAPD's accountability and oversight policies and practices related to community complaints and their investigation comport with national standards and best practices. Our focus will be on a detailed, systematic review of quantitative and qualitative data, complaints, investigative reports, policies, processes and practices. The assessment will:

1. Evaluate the overall timeliness and transparency of the complaint and disciplinary process related to the intake, investigation and disposition of complaints to ensure it is objective, timely and transparent.
2. Examine how the process engages complainants and if the complaint process is easily accessed, timely, thorough, respectful to the complainant, unbiased and accurate in the determination of complaint outcomes.
3. Determine whether the practices and procedures are conducted with fairness and impartiality when addressing discipline issues, including holding officers accountable for misconduct.
4. Evaluate whether AAPD's policies, practices and procedures effectively define the roles, authority and operational responsibilities for each of the partners in the complaint and disciplinary process.
5. Examine the role of supervisors in ensuring procedural justice, their authority to supervise, their effectiveness as supervisors, and their knowledge and ability to facilitate the intake and proper processing of complaints to assess whether they serve as role models for equitable, ethical and honest behavior.



6. Determine whether there are internal reviews of the discipline and community complaint processes to identify and address any underlying institutional policies and procedures that may affect officer conduct and therefore contribute to public complaints.
7. Interview internal affairs commanders, supervisors and investigators to develop a more thorough understanding of how complaints are received and investigated. Interview district commanders and supervisors to learn how they handle complaints brought to them from the community.
8. Assess the policies, practices, knowledge and perceptions about the Department's early intervention system (EIS) or other tools serving as data driven mechanisms for accountability that have the capacity to identify and correct performance problems.
9. Interview community members to understand their perceptions about the Department's complaint process, specifically their perspectives on the accessibility, fairness and timeliness of the process.
10. Interview representatives from labor organizations regarding the complaint and disciplinary process.

#### **CALEA Readiness**

Accreditation can provide an operational and management framework for the AAPD and is an essential element to ensuring operational efficiency and pursuing professional excellence. The accreditation process strengthens the agency's accountability, both within the Department and within the community it serves. The Team will:

1. Request all work regarding accreditation preparation to date, including reviewing the AAPD's accreditation plan, CALEA self-assessment and steps toward CALEA accreditation.
2. Randomly select high priority policies, including those associated with use of force and complaint and discipline matters, and test them for readiness. In addition, test the organizational understanding and approach to these policies.
3. Interview the Police Chief and Command staff regarding their perceptions of the benefits of accreditation and current methods of self-evaluation.
4. Validate the level of organizational buy-in, especially among the supervisory ranks, to ensure consistent implementation and compliance with CALEA standards.
5. Examine AAPD field practices using field observation, interviews with officers, analysis of AAPD records, interviews of community members interacting with police and any other means necessary to obtain desired information.
6. Conduct ride-alongs with patrol officers in various districts to observe traffic and pedestrian stops and citizen interactions to determine behaviors and compliance with policy and to understand AAPD officers' perspectives as they conduct these stops. In addition, observe training related to these topics, if occurring during the course of the assessment.



### **Personnel Management Practices**

To evaluate AAPD's abilities to ensure employee suitability and diversity and to determine the Department's adherence with national standards and best practices, the Team will request detailed documentation, conduct interviews, attend hiring and promotional activities (if conducted during the assessment), document observations, and analyze data specifically related to recruitment, hiring, specialized unit personnel selection and promotion practices.

The assessment will:

1. Review diversity in AAPD across all units and ranks.
2. Examine recruitment practices, including community outreach.
3. Assess hiring standards, practices, procedures and protocols to ensure adherence to national standards and best practices, state law and city ordinances. In particular, the Team will focus on how AAPD assesses candidates' suitability for policing in a department that embraces the concepts of procedural justice. The Team will also examine if the selection process components primarily screen out candidates with behaviors, traits and background history that make them unsuitable for the job or screen in candidates that are most qualified for the job based on identified desirable behaviors, traits and background history.
4. Evaluate promotional policies, procedures and practices for efforts to ensure fair and transparent outcomes.
5. Assess the AAPD's ability to provide effective mentoring and promotional assistance to all Department personnel.
6. Review AAPD's practices and benchmark against nationally recognized best practice and standards documents, including those published by the COPS Office, IACP, Major Cities Chiefs Association and the Police Executive Research Forum in support of this objective.
7. Interview senior Command staff, including those responsible for human resources; Department members responsible for recruiting, testing and screening applicants to AAPD; line supervisors and officers; and fraternal organizations within AAPD. Interviews will focus on determining how recruiting and marketing materials are used, the Department's other outreach practices, what communities are reached and how communities are engaged.
8. The Team will request and analyze data reflecting information, including demographics, about applicants for positions within the Department, applicants deemed eligible for hire and hired individuals. The Team will focus on AAPD's effectiveness in hiring local individuals already familiar with Ann Arbor and its neighborhoods. In addition, the Team will request and analyze similar information for promotions within the Department. Finally, the Team will conduct an analysis and review of the demographics of current Department members and their assignments, including a comparison to the Ann Arbor community.



### Training

We will assign subject matter experts in police training to determine if the AAPD is conducting effective training. The assessment will:

1. Assess whether AAPD teaches appropriate knowledge, skills and abilities (KSA) for the subject and instills these KSAs in a way that translates into improved officer behavior and performance, especially in policing racially and ethnically diverse, vulnerable or marginalized communities, including those of the homeless and mentally ill.
2. Evaluate whether KSAs are aligned with the philosophy of improving behaviors and beliefs about protecting the sanctity of life; emphasizing the concept of de-escalation techniques whenever possible before using any level of force; minimizing use of deadly force; eliminating race-, gender- and lifestyle-biased decision making; and instilling community policing in everyday activities.
3. Identify whether AAPD training and practices should result in understanding of and optimal sensitivity and responses to culturally related behavioral variations.
4. Ensure supervisors (both sworn and non-sworn) and command officers have received effective training in supervision, mentoring, procedural justice concepts, addressing implicit biases, community policing strategies, crisis intervention techniques, completing performance evaluations, facilitating the proper handling of complaints and identifying behaviors of at-risk employees
5. Review a sampling of training curricula to assess the quality of course content, with a focus on adherence to the principles of constitutional policing, procedural justice, community policing and bias-free policing.
6. Assess the quality of the processes used to document training of department personnel and the methodology used to measure the quality and effectiveness of training delivery.
7. If feasible, attend a sampling of training courses to assess training quality and course content.

### Civilian Oversight Body

Based upon information requested by the City during the interview process, **we will also focus on the development of a civilian oversight body during Phase 1**, including developing specific policy and direction. We will begin this process by outlining requirements for the civilian oversight body, working with AAPD and the City to create the appropriate authority and structure for civilian oversight. Specifically, we will provide technical assistance in the formation of the civilian oversight body for AAPD:

1. Developing of structure for oversight protocols and policies for civilian review, transparency and engagement to ensure adherence to national practice, the Ann Arbor community's vision and stakeholder goals.
2. Begin identifying and recommending changes to the Ann Arbor Code of Ordinances to legally establish the body and define its governing purpose.
3. Defining the roles, responsibilities, appointment process and requirements for Board Candidates.
4. Presenting the report, findings and recommendations for civilian oversight to the City Council.
5. Beginning the process of seeking qualified candidates.





**DETAILED AND RELIABLE SCHEDULING**

Hillard Heintze will coordinate the proposed high-level project schedule for the engagement with the City and AAPD. A work breakdown structure (WBS) will support the proposed schedule, including all project tasks, activities, sequencing, level of effort and duration. By identifying all project activities, we will be able to ensure that proper resources are in place to execute operational tasks. The WBS feeds into a larger Integrated Master Schedule (IMS) that provides a regularly updated program-level overview on pre-established intervals that addresses work progress, deliverable submissions, milestone achievements, resource assignments, costs incurred and projected time to completion. The IMS will play a crucial role as we work toward Phase 2 and Phase 3 of your proposed vision for AAPD’s placement as a national model for policing.

<b>Ann Arbor Police Department Assessment Schedule – Phase 1</b>	
<b>Site Visits &amp; Data Collection</b>	<b>Timing</b>
Project planning and objectives development with client	February 2017
Site Visits 1-4: Data Collection, Observation and Interviews	February – June 2017
Pre-Site Visit <ul style="list-style-type: none"> <li>• Policy review</li> <li>• Develop Department and community surveys</li> <li>• Schedule and plan future site visits</li> </ul>	February 2017
Site Visit 1: CALEA, Basic Fact Finding and Community Engagement <ul style="list-style-type: none"> <li>• Initial stakeholder interviews, ride-alongs and key meetings</li> <li>• Data identification and examination</li> <li>• CALEA accreditation status and overview</li> </ul>	February 2017
Site Visit 2: Community Groups and Civilian Oversight Exploration <ul style="list-style-type: none"> <li>• Community Listening Session and small community groups</li> <li>• Civil oversight issues and proofing</li> <li>• Data identification and examination</li> </ul>	March 2017
Site Visit 3: Accountability <ul style="list-style-type: none"> <li>• Review of accountability practices</li> <li>• Data identification, validation and examination</li> <li>• Ongoing meetings and discussions of civilian oversight</li> </ul>	March 2017
Site Visit 4: Training Validation and Final Proofing <ul style="list-style-type: none"> <li>• Observe and assess training</li> <li>• Data identification, validation and examination</li> <li>• Stakeholder meetings</li> </ul>	April 2017



Analysis & Report Development	Timing
Statistical analysis of data	February – April 2017
Draft report development	May 2017
Peer review and content refinement	June 2017
Refinement & Presentation of Report	Timing
Submission of draft report	Mid-June 2017
Review period	June - July 2017
Final report with findings and recommendations	August 7, 2017

**COMPENSATION FOR SERVICES**

As detailed in the table below, we estimate that it will require 722 hours over a 12- to 16-week period to deliver the services proposed. Hillard Heintze currently holds a General Services Administration Schedule 84 Total Solutions for Law Enforcement contract with an approved U.S. Government rate of \$378.09 per hour for similar services. We are proposing a fee for these services for the City at a blended hourly rate of \$225, representing a 40% discount. We believe that this discount offers the best value for the City of Ann Arbor for this engagement.

**Project-Related Expenses**

The table also details our direct project-related expenses, including travel, meals, and lodging. These costs are based on two to three Subject Matter Experts traveling to Ann Arbor on four separate occasions for a total of eighty days on the ground in Ann Arbor. We will submit these expenses on a no-markup, reimbursable basis.

**How We Arrived at the Costs**

The following table shows the components of both labor and expenses that allow us to commit to a not-to-exceed fee of \$201, 250 to complete the work outlined in our revised Phase 1 proposal, which includes establishing a civilian oversight body, previously scheduled for Phase 2.

Labor Component – Phase 1	Proposed Effort	Proposed Cost
Initial Site Visit	190 hours	\$42,750
Site visit 2	190 hours	\$42,750
Site visit 3	190 hours	\$42,750
Analysis & report writing	200 hours	\$45,000
Presentations	72 hours	\$16,200
<b>Labor Total</b>	<b>842 hours</b>	<b>\$189,450</b>



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Expense Component	Unit Cost	Frequency	Estimated Expenses
Hotels	\$140	40	\$5,600
Travel - mileage	\$0.54	4 trips	\$1,080
Meal daily per diem	\$59	80 days	\$4,720
<b>Expenses Total</b>			<b>\$10,420</b>
<b>Phase I Project Total</b>			<b>\$199,870</b>

### PROPOSED SCOPE OF WORK – PHASE 2

Hillard Heintze has used the model of comparative analysis to national best practices in its evaluation of police departments since 2010, with a specific focus on sustainable long-term implementation of the recommendations that have been included in the recent *Final Report of the President's Task Force on 21<sup>st</sup> Century Policing*. The Hillard Heintze Team understands clearly the value of focusing on successful, tested practices. Therefore, the Team will assess key policies regarding the use of force, less-lethal weapons, firearms, handcuffing and other defensive tactics, crisis intervention and de-escalation tactics to determine whether they comport with national standards and best practices. In addition, the team will review and assess such key areas as community policing, procedural justice, addressing bias, engaging with diverse communities and practices centered on constitutional policing.

Evaluating organizational policies is a method for ensuring the Department is in fact instituting the mission, values and goals as part of its operational practices. CALEA accreditation is a great start, but our experience has shown that CALEA often establishes the baseline for effective policies. A department's true community service ethos derives from the way it does business and how it institutionalizes its policies, including supervisory engagement and adherence. Therefore, the Team's overall evaluation will use appropriate subject matter experts to conduct a comprehensive review of the AAPD's key written policies, standard operating procedures and directives.

We propose an initial high-level review of the data collection, reporting and analysis capacity within AAPD and analysis of the data to identify potential trends and to determine whether disparities exist in interactions with discernable subsets of the community (including race, ethnicity, gender (including the LGBT population), mental health, alcohol and/or substance abuse, and age/educational status).

Specifically, the assistance will:

1. Confirm if key policies are compliant with Ann Arbor and Washtenaw, Michigan ordinances and resolutions as well as Michigan and applicable federal statutes and standards for police oversight.
2. Validate if key policies align with national best practices in policing as well as tenets of community policing and the *Final Report of the President's Task Force on 21<sup>st</sup> Century Policing*.



3. Determine whether written policies and procedures are implemented in the Department's day-to-day operations, with fidelity to the intended manner.
4. Identify required changes or adaptations to improve the effectiveness or clarity of policy and procedures.
5. Assess whether appropriate training, monitoring and ongoing review of key policies is planned and ongoing.
6. Conduct a high-level review of police data to assess whether data is collected in appropriate manner and whether disparities exist in interactions with discernable subsets of the community.
7. Provide ongoing technical assistance in the formation of the civilian oversight body for:
  - Developing a Charter
  - Developing the Strategic Plan including the Guiding Principles, Authority, Mission, Vision
  - Defining processes for operation including structure, budget, information sharing, staffing, communications, etc.
  - Establishing the initial outreach to the community
  - Creating the agenda for the first meeting

The Phase 2 Schedule is divided it into two components: the overall policy and data assessment identified in the RFP and the work that will be specific to the implementation of civilian oversight. We anticipate a level of synergy between these components, in that overall improvements within AAPD will not occur independent of the advancement of civilian oversight. Our goal is to leverage the work completed in Phase 1 to help drive the work in Phase 2, and, establish the foundation for the Phase 3 scope of work. We expect that there will be some flexibility in moving work for Phase 2 forward during the review period for the report in Phase 1, and a similar overlap for Phases 2 and 3.

We would like to work with the City of Ann Arbor and the invested stakeholders, to identify the priorities and internal vision to drive Phase 2 and 3 forward in a manner consistent with that vision. As proposed, we anticipate the original project, as contained within the RFP, to take 510 hours. This includes three site visits, of varying length by no more than three team members, a site visit by the research specialist reviewing the data, and the assessment work.

The work specific to the establishment of the civilian oversight process in Ann Arbor is expected to take 284 hours, including a monthly site visit by a single Hillard Heintze Staff member to work with the City, APD and newly formed Committee. Ideally, we will maximize site visits to accomplish share objectives and work that intersections with civilian oversight and the AAPD policy work. We anticipate this level of effort will result in a civilian oversight body that has fully defined legal authority, scope including strategic plan, mission and vision, and maintain its sustainability. Our goal would to facilitate its ability to host its first public meeting no later than the end of Phase 3.



<b>Ann Arbor Police Department Assessment Schedule – Phase 2</b>	
<b>Site Visits &amp; Data Collection</b>	<b>Timing</b>
Project planning and objectives development with client	July – October 2017
Site Visits 1-2: data collection, observation and interviews	August – November 2017
Pre-Site Visit <ul style="list-style-type: none"> <li>• Schedule and plan site visits</li> <li>• Conduct policy analysis</li> <li>• Review accepted recommendations from Phase 1, assess implementation plans and priorities</li> <li>• Identify data collection, reporting and analysis</li> </ul>	August 2017
Site Visit 1 <ul style="list-style-type: none"> <li>• CALEA accreditation status and overview</li> <li>• Plan and complete policy revisions and updates</li> <li>• Key interviews, observations and data collection</li> <li>• Data collection and analysis</li> <li>• Stakeholder engagement, interviews and observations</li> <li>•</li> </ul>	August 2017
Site Visit 2 <ul style="list-style-type: none"> <li>• Community Listening Session</li> <li>• Stakeholder engagement, interviews and observations</li> <li>• Civilian oversight policy, protocol development</li> <li>• Data Refinement</li> </ul>	September 2017
Site Visit 3 <ul style="list-style-type: none"> <li>• Key interviews, observations and data review</li> <li>• Technical assistance on charter, initiation and sustaining documents</li> </ul>	October 2017
Site Visit 4 <ul style="list-style-type: none"> <li>• Technical assistance on charter, initiation and sustaining documents</li> </ul>	November 2017
Site Visit 5 <ul style="list-style-type: none"> <li>• Technical assistance on charter, initiation and sustaining documents</li> </ul>	December 2017
<b>Analysis &amp; Report Development</b>	<b>Timing</b>
Analysis of data –standards, policies, practices,	August – October 2017
Draft report development	October - November 2017



Refinement & Presentation of Report	Timing
Submission of draft report	November 2017
Collaborative conference	November 2017
Final report with findings and recommendations	December 2017
Presentations (as requested)	December 2017

**COMPENSATION FOR SERVICES**

As detailed in the table below, we estimate that it will require 794 total hours over a 14- to 16-week period to deliver the services proposed.

**Project-Related Expenses**

The table also details our direct project-related expenses, including travel, meals, and lodging. These costs are based on up to five subject matter experts traveling to Ann Arbor on five separate occasions for no more than 70 days total on the ground in Ann Arbor. We will treat these expenses on a no-markup, “pass through” basis to the City. The table represents the components of both labor and expenses that allow us to commit to a not to exceed labor fee of \$178,650 plus expenses to complete the work outlined in our proposal for Phase 2.

Labor Component – Phase 2	Proposed Effort	Proposed Cost
Initial site visit	174 hours	\$39,150
Site visit 2	174 hours	\$39,150
Site visit 3	174 hours	\$39,150
Site Visit 4	24 hours	\$5,400
Data analysis – Sr. Researcher	50 hours	\$11,250
Analysis and report writing	100 hours	\$22,500
Presentations	24 hours	\$5,400
<b>Labor Total</b>	<b>720 hours</b>	<b>\$162,000</b>

  

Expense Component	Unit Cost	Frequency	Estimated Expenses
Hotels	\$140	45	\$6,300
Travel - Airfare (Maury)	\$300	2	\$600
Travel - mileage	\$0.54	12 trips	\$3,240
Meal daily per diem	\$59	62 days	\$3,658
<b>Expenses Total</b>			<b>\$13,798</b>
<b>Phase 2 Project Total</b>			<b>\$175,798</b>



**PROPOSED PLAN OF WORK – PHASE 3**

Transparency and accountability are the hallmarks of an effective policing program. We are confident in our ability to help the City of Ann Arbor and the AAPD engage the community through a transparent civilian oversight program that addresses the needs of the communities and residents of Ann Arbor. We believe that this is but one aspect of a larger approach to community policing that embraces a mission, vision and goal that are shared and supported by the AAPD and the communities it serves. We will strive to assist Ann Arbor in achieving not only positive and sustainable outcomes but highly innovative, game-changing results.

Our Team’s focus will be on assessing and identifying opportunities for the AAPD to solidify strengths and improve on weaknesses in their community policing, evidence-based policing, bias-free and constitutional policing programs. Our assessment’s findings and recommendations will help the AAPD develop knowledge – both existing and emerging – of community policing programs, activities and strategies that work and will increase awareness of community policing strategies at every level of the agency as well as across the community. The assessment will:

1. Assist the Department in ensuring its activities align with emerging best practices like intelligence-led community policing, community prosecution and community partnerships and other restorative justice and treatment-based programs.
2. Assess the community’s involvement in developing AAPD policy and present recommendations on methods for the AAPD to allow the community to have an equal, meaningful and constructive voice in the way their neighborhoods are policed and to assume co-responsibility for public safety.
3. Provide technical assistance in engaging with all communities, particularly those that are socio-economically disadvantaged or marginalized, in a proactive and effective manner that embraces challenges and supports mutually shared goals and outcomes.
4. Evaluate the role of community stakeholders and provide technical assistance in developing processes and protocols for active engagement that allows stakeholders to have a voice in policing decisions.
5. Assess and provide technical assistance on the implantation of protocols, practices and procedures for civilian oversight within the City of Ann Arbor and the AAPD.

Ann Arbor Police Department Assessment Schedule – Phase 3	
Site Visits & Data Collection	Timing
Initial goals and objectives development	December 2017 – February 2018
Site Visit 1: <ul style="list-style-type: none"> <li>• Technical assistance, observation and interviews</li> <li>• Oversight policy</li> <li>• Co-produced community policing activities</li> <li>• Technical Assistance with first community oversight meeting</li> </ul>	January 2018



Site Visit 2: <ul style="list-style-type: none"> <li>• Technical assistance, observation and interviews</li> <li>• Community engagement</li> <li>• Community role and development</li> <li>• Process validation at AAPD</li> </ul>	February 2018
Site Visit 3: <ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Oversight roles, engagement and future planning</li> <li>• Community engagement</li> </ul>	February 2018
<b>Analysis &amp; Report Development</b>	<b>Timing</b>
Draft report development	March 2018
<b>Refinement &amp; Presentation of Report</b>	<b>Timing</b>
Submission of draft report	April 2018
Collaborative conference	April 2018
Final report with findings and recommendations	April 2018
Presentations (as requested)	April 2018

**COMPENSATION FOR SERVICES**

Phase 3 is a challenge to effectively forecast at this stage in the development of the work plan. Much of the work in this phase will be driven by the decisions made by the City of Ann Arbor and the AAPD during Phase 1 and Phase 2. The nature and need for technical assistance will vary based upon how the earlier recommendations are advanced, as well as the nature of the technical assistance desired. We have the ability and capacity to scale up or down as needed and as required by the work requested. We have provided for a maximum of three subject matter experts on the ground for a maximum of three site visits. The need for subject matter experts will vary depending upon the type of technical assistance and engagement required. As an initial overview, and as detailed in the table below, we estimate that it will require 561 hours over a 14 to 16-week period to undertake and deliver the services proposed to the City of Ann Arbor.

**Project-Related Expenses**

The table also details our direct project-related expenses, including travel, meals and lodging. These costs are based on two to three subject matter experts traveling to Ann Arbor on three separate occasions for no more than 45 days total on the ground in Ann Arbor. We will treat these expenses on a no-markup basis.





### How We Arrived at the Costs

The following table represents the components of both labor and expenses that allow us to propose a not to exceed labor fee of \$126, 225 plus expenses to complete the work outlined in our proposal for Phase 3.

Labor Component – Phase 3	Proposed Effort	Proposed Cost
Site Visit 1	150 hours	\$33,750
Site Visit 2	150 hours	\$33,750
Site Visit 3	150 hours	\$33,750
Analysis and report writing	75 hours	\$16,,875
Presentations	36 hours	\$8,100
<b>Labor Total</b>	<b>561 hours</b>	<b>\$126,225</b>

Expense Component	Unit cost	Frequency	Estimated Expenses
Hotels	\$140	36	\$5,040
Travel - mileage	\$0.54	3 trips	\$810
Meal daily per diem	\$59	45 days	\$2,655
<b>Expenses Total</b>			<b>\$8,505</b>
<b>Phase 3 Project Total</b>			<b>\$134,730</b>