



IntegrAssure

SONOMA COUNTY

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LIFE OPENS UP

Request for Proposals for

Independent Police Auditor

Submittal Date: October 27, 2022



October 26, 2022

City of Petaluma
Aaron Zavala, Senior Management Analyst
Office of the City Clerk
11 English Street, Room 4
Petaluma, CA 94952-2610

Re: Request for Proposals for an Independent Police Auditor

Dear Mr. Zavala:

IntegrAssure, LLC. (“IntegrAssure”) is pleased to present this response to the City of Petaluma’s Request for Proposal for an Independent Police Auditor. IntegrAssure brings a team approach to this assignment with a core group of oversight experts and a deep bench of additional policing expertise. The IntegrAssure Team is uniquely qualified to assist the City in its laudable quest to establish an Independent Police Auditor to enhance and facilitate trust between the community and the Petaluma Police Department. It is through endeavors such as this that City of Petaluma demonstrates its commitment to continuous improvement of the City’s police departments, thereby building public trust, promoting officer well-being, mitigating potential harm to the community, and enhancing public safety.

The IntegrAssure Team’s unique qualification comes from the marrying of practical operational law enforcement expertise from around the country with extensive experience in providing police oversight. Our experts are nationally recognized and have a proven track record of imagining, developing, implementing, and overseeing best and promising practices and have extensive experience with California law enforcement agencies. It is the utilization and synthesis of this combined experience led by Mr. Schlanger that sets the IntegrAssure Team apart from the competition.

Simply put, the IntegrAssure Team brings unparalleled expertise and experience that would best meet the needs of Petaluma for this project.

The submission consists of a cover, cover letter, and four exhibits: Exhibit A- Scope of Services; Exhibit B- Billing Rates; Exhibit C- Statement of Qualifications; Exhibit D- Terms of Service Agreement; and a signed certification stating that IntegrAssure has neither directly nor indirectly entered into an agreement, participated in any collusion or otherwise taken any action in restraint of free competitive bidding in connection with this proposal.

By submitting this proposal in response to the RFP, we affirm that we have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan gratuitly, special discount, trip, favor or service to a public servant or any employee or representative of same, in connection with this procurement.



The IntegrAssure Team is available to start this assignment immediately, fully committed to completing this assignment in the most professional, expedient, and timely manner possible, and complying with the procedures identified in this RFP.

We look forward to the opportunity to support you on this vital work.

DESIGNATED CONTACT:

Name: Jeff Schlanger, President and CEO
Address: 2660 South Ocean Blvd, Suite 303 N, Palm Beach, FL 33480
Phone number: (561) 425-7860
Email address: jeff.schlanger@integrassure.com
Fax number: N/A

If you have any questions or need any additional information, please do not hesitate to contact me at jeff.schlanger@integrassure.com or by telephone at (561) 425-7860.

Sincerely,

A handwritten signature in black ink that reads "Jeff Schlanger".

Jeffrey Schlanger
President and CEO

EXHIBIT A- SCOPE OF SERVICES

Mr. Schlanger and the IntegrAssure team are ready to hit the ground running with respect to the implementation of the IPA. During the entire length of the engagement, as Project Lead, Mr. Schlanger will be accessible to City and Department personnel, 24 hours a day and 7 days a week.

PROGRAM START-UP

Starting up a program such as the IPA, as the City has thoughtfully envisioned it, takes insightful planning and a process that is designed for efficiency and success. Mr. Schlanger and his team have extensive experience in the implementation and management of similar initiatives in both the public and private sectors. This experience will be extremely helpful in providing the blueprint for efficient and effective implementation of IPA for the City and in setting the right tone and preventing missteps so as to achieve the desired outcomes within the shortest time period.

Critical to the start-up process is a series of first-week post-award meetings with the appropriate Petaluma Police Department (PPD), City and Community stakeholders. These meetings would serve as both orientation and goal setting and would provide the team with a fulsome appreciation of any current challenges facing the PPD. During these meetings we would spend a significant portion of time with the PPD leadership and staff, specifically with Professional Standards Division (PSD), to gain an understanding of the current state of the quality and timeliness of administrative investigations, as well as any particular challenges they face. We would come to understand the current workflow including supervisory review and any additional quality assurance processes. We would review all pertinent documentation including the most recent policies, procedures, and training materials in order to fully appreciate the current practices. Protocols for the IPA to interface with the Professional Standards Division, including transfer of investigative files along with related documents for review, would be developed and refined during this first week.

In addition, we would want to fully understand the current workflow for other important PPD processes including citizen complaints, existing protocols for response to and review of critical incidents including officer-involved shootings, and the workflow of the disciplinary system. We would also be meeting with those responsible for policy formulation and training in order to understand the current state and plans for future revisions.

Perhaps most importantly, during the first week of this engagement, Mr. Schlanger and team members will meet with senior PPD staff, including supervisors and staff with the goal of promoting the best possible working relationship. Nothing is more important to the success of the program than a good working relationship. This is especially true when oversight is involved. Those being overseen are sometimes understandably defensive and being able to overcome these reactions will, at least partially, determine the success of the IPA. In the best case, members of the PPD will recognize and respect the role in which the IPA will be functioning, and will welcome the program for what it is meant to be and achieve: the best police department that Petaluma residents can have.

While the first week's meetings are always crucial to the success of a project, on-going dialogue and interaction with the parties, and refinement of protocols and processes are likewise extremely important. As such, we would expect that there would be frequent interaction between the IPA team and PPD personnel throughout the life of the assignment.

Additional initial steps beyond the first week meetings would be focused on drilling down in a number of different areas so as to enable each of the tasks delineated in the scope of work to be performed in the best possible fashion.

CITIZEN COMPLAINTS AND INTERNAL INVESTIGATIONS REVIEW

The IPA may receive citizen complaints directly and will forward a summary of the complaint and contact information for the complainant directly to the department's Professional Standards Division (PSD) through the Office of the Chief of Police. The IPA team, with PPD, will review all civilian complaints and determine whether a criminal investigation should be conducted whenever a complaint involves allegations of excessive force, violation of civil rights, or other potential criminal conduct. In conducting this review, we will work with the Department to obtain all relevant evidence, including all body-worn camera recordings and mandated forms for the incident, and interviews of civilian witness or complainants. If a review's findings indicate misconduct, we will establish a protocol to ensure that appropriate treatment within the disciplinary system is followed. We will also discuss with the Department the role of mediation in this process as it can be an effective tool for better understanding of each other's perspectives.

RECEIPT OF CASES

The IPA team will work with PPD's PSD to prepare and design a documented process to ensure that the IPA is notified of all complaints, including the classification and assigned investigator in an accurate and timely manner. Such notifications must occur within three days of PPD's receipt of a complaint or initiation of an internal misconduct investigation and will include the nature of the allegation along with all pertinent details. Upon notification, the IPA and the PPD will review each citizen complaint/internal misconduct investigation to determine whether a criminal component exists and proceed accordingly. The IPA team will be available to conduct this review in a timely manner and be flexible to accommodate the Department's availability.

INVESTIGATIONS REVIEW

With respect to investigations, the IPA team will be discussing with PSD staff the methodology that will be employed in conducting reviews of their investigations. We will be discussing workflow and how we will assess the quality and timeliness of each investigation including that we would be reviewing to make certain that all appropriate witnesses to an event were interviewed, that all available evidence, including available body-worn camera video, was obtained and considered, and that an appropriate adjudication of the allegation was made by applying the appropriate evidentiary standard to all available evidence. This process will help foster a culture of continuous improvement in the Department through the identification of potential ancillary issues relative to tactics and conduct of officers, which may not reach the level of

substantiated misconduct¹. We will also be reviewing supervisory oversight in each incident to determine whether the supervision was adequate and appropriate.

Additionally, the IPA team will regularly assess the PPD's PSD's complaint database to evaluate the complaint classification based on the nature of the complaints and evaluate whether investigation timelines are being met and other related compliance issues. As needed, the IPA will discuss the investigative plan with the Department and arrange for a mutually convenient way to update IPA on the progress of the investigation. This discussion will include the ideal timeline for an investigation to conclude based on best practices. The IPA will discuss with the Department the best stages of the investigation to update the IPA based on best practices to allow the IPA to provide timely technical assistance along the way. These check-ins will be to receive real-time updates on investigations for monitoring and reporting purposes. The IPA will review each citizen complaint and internal affairs investigation to determine thoroughness, activity, and appropriateness of disposition with ten working days of completion. After reviewing the completed investigations, the IPA will confer with the Department to evaluate results and discuss any suggestions for additional follow-up. Once all aspects of the investigation are complete, the IPA will confer with the Chief of Police to resolve any issues related to the process, disposition, or the recommendations outlined in the investigation. The IPA will track each case through its conclusion to ensure that each investigation is completed in a timely manner. The evaluations of each investigation, once completed, will be to ensure its thoroughness, completeness, and whether it was conducted in an objective manner. Notably, these qualitative components are the same points that the IPA team would've discussed and defined with PSD staff at the onset of the investigation.

The IPA will provide explanation if it finds that additional investigation steps are needed, or recommends a change in the findings. Finally, the IPA will document any recommendations on policy, procedure, or training growing out of a complaint investigation.

The IPA team will be receptive in understanding the staff's view of any shortcomings in the process. We anticipate that we would be working with PSD throughout our tenure, and after our initial meetings would be discussing, on an on-going basis, any changes to the process which would result in process improvement.

In preparation for the written evaluation, when there is a question over the final conclusion, including the appropriate level of discipline, the IPA team will confer among themselves and with the PSD staff to make sure differing perspectives are considered. In any instance in which we believe there are additional investigative steps that should be taken or disagree with findings and/or discipline, we will make that fact known. To the extent that any further investigation is required, we will make such recommendation to those working on the matter, and if necessary, to the Chief of Police.

¹ Please see additional discussion on the early intervention system under "Audit of Misconduct Complaint and Discipline Process" section.

Throughout this process, it is inevitable that certain trends will emerge regarding specific violations and/or uses of force. These trends will be identified and discussed with appropriate parties in a timely manner to provide prompt remediation as necessary. These findings will be incorporated into the semi-annual report as well.

Most importantly, the IPA will work with the Department to have full, unrestricted access to all information, evidence, and other materials relevant to complaint investigation files. Such materials will include that which the IPA deems necessary or helpful in the performance of our duties, including any analysis, proposed findings, and any proposed discipline. The IPA will require access to the PSD complaint database to allow regular assessments of issues such as the nature of complaints, how complaints are classified, and whether investigation timelines are being met.

THE AUDIT OF PPD MISCONDUCT COMPLAINT AND DISCIPLINE PROCESS

Our IPA team will be assessing the disciplinary system to determine whether cases are being resolved fairly and with appropriate levels of discipline. The IPA will also regularly audit the complaint database to assess how complaints are classified and whether investigation timelines are being met. To this end, we will be discussing the system with relevant stakeholders, determining the manner in which levels of disciplinary measures and/or corrective actions are arrived at, and will report on any improvements to the process that we think would be appropriate. Moreover, we will be reviewing the disciplinary system to determine whether, with respect to any substantiated misconduct case, appropriate discipline is being utilized to both correct behavior and ultimately protect the City from potential liability.

This will require the IPA to have access to the PPD PSD complaint database personnel and discipline records, to be able to evaluate the disciplinary process for fairness and appropriate levels of discipline. The IPA will identify and report trends and patterns regarding Department training and education.

In addition, the IPA will monitor and review the Department's use of and Early Warning System for use of force, complaints, collisions, and pursuits. Beyond monitoring and reviewing the Department's use for these specified areas, the IntegrAssure team has significant expertise and background on best practices regarding early intervention systems. Many departments have early warning programs, sometimes referred to as early intervention programs, that allow departments to track officer conduct and identify patterns that indicate the potential for future misconduct. These programs allow departments to intervene and provide remedial instruction, counseling, or supervision to either address any actual misconduct or reduce its likelihood and are intended to be proactive efforts to stop misconduct before it occurs. Most programs are intended to be effective in identifying behaviors that truly indicate a likelihood of future misconduct while also being careful to not falsely flag an officer whose potential for misconduct is minimal. As such, most systems rely on behavioral metrics that clearly tend to indicate the need for intervention, such as civilian complaints of excessive use of force. Officers flagged by an early warning system therefore may be labeled negatively by their peers, which shifts the perception of the program toward being disciplinary in nature rather than remedial. This perception tends to contradict departmental messaging around these programs, which tries to characterize them as corrective rather than punitive. Nonetheless, officer wariness of early warning systems and the implications of being

flagged by one largely persists. Moreover, because these systems typically trigger interventions after the occurrence of multiple incidents, rather than being “early” the response may, in fact, be late.

The IntegrAssure team has found that a better approach is the implementation of a true early warning system by providing and ensuring enhanced supervision through the review of critical incidents and random review of officer performance. This enhanced supervision permits front-line supervisors to review and monitor officer performance along multiple metrics, not just negative behaviors. The system would incorporate not just negative actions or behavior but also identifies situations in which officer wellness might be implicated. Similarly, it would identify incidents in which exemplary conduct was observed and allow for appropriate commendation and use of such situations in training. Under this approach, available interventions would include those that are intended to correct sub-standard tactics or behavior, commend exemplary conduct, and promote officer well-being. With respect to promoting officer well-being, in-house psychologists and mental health professionals could also be integrated into the early warning response process, allowing for the program to address not just actual field performance but also officer readiness. IntegrAssure will be happy to discuss these concepts and more with the City and the Department.

Additionally, the IPA will identify and report trends and patterns with respect to arrests and citations, and include race/ethnicity of arrestees and offenders for a fulsome analysis. This review should aid in PPD’s compliance with the California Racial and Identity Profiling Act of 2015 (RIPA) requirements. The IPA will discuss with the City and PPD the degree to which continuous monitoring of data can be used to mitigate potential biased policing or claims thereof. In doing so, we are keenly aware that disparities in demographic composition of those involved in police action alone is not necessarily indicative of biased policing.

Lastly, the IPA will monitor training and/or policy issues that arise during the investigations of complaints and identify and report trends and patterns regarding use of force and Department sworn employee-involved shootings.

NOTICE OF DEATH, SERIOUS INJURY, OFFICER-INVOLVED SHOOTINGS AND OTHER CRITICAL INCIDENTS

The IPA team will be notified by PPD of critical incidents as soon as possible and no later than 24 hours after the incident. The IPA will be given full access to observe interviews or any other aspects of the incident investigation. Critical incidents include: officer involved shootings, regardless of whether a person was hit by gunfire, a traffic collision involving police officers that result in death or serious bodily injury to another person; a use of force resulting in death or serious bodily injury to another person, or all deaths while an arrestee/detainee is in the custodial care of the Department. The IPA team will review PPD’s investigation, analysis, or report of such occurrences for thoroughness, objectivity, and appropriateness of disposition. The IPA will also make any recommendations on the investigation and findings. The IPA may also make recommendations to the Police Chief regarding training and policy notifications. The IPA will include a summary of each such occurrence in their semi-annual report including the findings and any recommendations. In conducting this review, we will engage with appropriate experts on the team to

provide the most appropriate and comprehensive review of, what are invariably, a very complex set of facts and factors. The process for these incidents will entail a review all pertinent evidence and statements, including body-worn camera footage, all relevant official data and documentation, and noting any omission in evidence collection or documentation. With respect to the investigation, we will note any deviations from standard operating procedures or training.

To the extent that any further investigation is required, we will make such recommendation to those working on the matter, and if necessary, to the Police Chief.

CONDUCTING OF INDEPENDENT INVESTIGATIONS

To the extent that we believe that a particular matter has not been investigated or that our recommendations for any additional investigation in any particular matter has not been followed, we will provide written notification to the City Manager and City Attorney requesting permission to conduct an independent investigation into such matter. If such investigations take place, the IPA will have full, unrestricted access to all information, evidence, and all other materials relevant to incident files that the IPA deems necessary or helpful in the performance of an additional, independent investigation.

AUDITS OF POLICIES, PROCEDURES, AND TRAINING

Similar to the audit of complaints and discipline, our IPA team will prioritize and audit PPD policies, procedures, or training related to the topics above or other matters that may be identified and take precedence for auditing purposes. We will discuss our methodology in auditing body camera usage to demonstrate how the IntegrAssure team will approach such audits. If body camera usage by officers and review by supervisors are audited, we will monitor for mandatory activation and for late activation or early termination. This will include analyzing an appropriate sample of body camera recordings. BWC is a tremendous tool that historically has been grossly underutilized. BWC gives law enforcement the ability to remotely supervise and to supervise supervisors. BWC analysis must be used to reward outstanding performance, and to remediate issues when performance is found to fall short of the mark. We will compare body camera usage by officers and review by supervisors as compared to professional standards and assess how well PPD is utilizing its BWC footage. We will discuss with relevant stakeholders the degree to which continuous monitoring of data is being used to mitigate failures to activate and the extent to which supervisory review of body camera footage is being utilized to assess the performance of individual officers.

Lastly, in addition to the audits conducted by the Commission on Peace Officer Standards and Training (POST), the IPA will audit completed background investigations of PPD personnel and background investigative processes to ensure compliance with existing state law and best practices to ensure that candidates for a peace officer position be of good moral character.

RECOMMEND CHANGES/IMPROVEMENTS TO POLICIES, PROCEDURES AND TRAINING

The IPA team will also be systematically review and evaluate new or changed policies and training related to Professional Standards, ensuring that each comports with best practice, especially with respect to the critical issues in policing, are being met. Written recommendations with respect to significant findings, recommendations for improvement or changes to PPD policies, procedures, or training will be made to the Chief of Police and shared publicly.

ASSESS THE WORK OF PROFESSIONAL STANDARDS DIVISION

The IPA team will incorporate in the annual report to the City Manager on the effectiveness of PSD. This assessment will involve understanding the current workflow for their various roles and functions, especially internal investigations and citizen complaints investigations, and benchmarking that against national best practices. We will be reviewing their compliance with agreed upon timelines and thoroughness, objectivity, and completeness in their investigations. We will also review their policy and training development governance and provide insight into how they are performing those duties as well. We will assess their auditing and preparation process for CALEA accreditation. Lastly, we will assess their thoroughness, objectivity, and completeness in background investigations of PD personnel and benchmark that with national best practices as well, understanding the need for qualified and diverse work force for PPD.

COMMUNITY OUTREACH

As indicated above, we will start our first week as IPA meeting with city and the Department for goal setting which will provide the team with a fulsome appreciation of any particular challenge facing PPD and the community.

We understand the City is in the process of forming a Public Safety Advisory Group made up of community members to serve in a review and community engagement role with police community relations. We are quite familiar with how IPA and a community board can effectively co-exist as we currently serve as the IPA for San Leandro. San Leandro also has a Community Police Review Board made up of community members to serve in a review and community engagement role with police community relations. Mr. Schlanger also instituted Community Advisory Council as part of the monitorship in Aurora as well. Beyond San Leandro and Aurora, the team has significant experience and expertise in collaboratively working with various communities throughout its multiple monitorships. We will work collaboratively with city staff, the Public Safety Advisory Group, and community members to address police/community relations, policies, and practices. At minimum, we will provide the Public Safety Advisory Council with annual reports and audits prepared for the City Council and will strategize with the city and PPD on how to best leverage the Public Safety Advisory Group to improve police/community relations.

We will also provide an email address, phone number and a multilingual website devoted to the City of Petaluma during our engagement as IPA. We will receive and respond to complaints and issues from community members and will commit to a service level agreement for such responses. An example of these efforts can be found at auroramonitor.org and sanleandro-ipa.com.

We will increase police department awareness and promote engagement with the community and city staff members by utilizing various mechanisms, including our dedicated Petaluma webpage. We will at every opportunity participate in ride-alongs which will be used not only for the purpose of community engagement, but engagement with the officers of the Petaluma Police Department.

REPORTING AND PRESENTATION

The IPA is tasked with providing the City Manager with quarterly reports. These reports will address the IPA's activities for the quarter, including reviews of citizen complaints and internal investigations as discussed above and any audits that took place during the quarter.

In addition to the quarterly reports, there will be two semi-annual reports to the City Manager and City Council, which will also contain a statistical breakdown of the number of complaints/investigations and any developing trends based on review of complaints/investigations. The reports will also contain the initial allegation(s), the findings and the number and type of recommendations made to the Chief of Police. The reports will not contain any specific information that would identify the involved officers either internally. The team will also include a summary of each critical incident reviewed within the semi-annual period including the findings and any recommendations made to the Chief of Police regarding training and policy modifications identified as a result of the evaluation of such incidents. The reports will also include any recommendations we have made on policy, procedure, or training growing out of complaint/investigations review and audit of policies and training and any trends and patterns regarding use of force and Department sworn employee-involved shootings. When a report is submitted, we will formally meet with the City Council, City Manager, and the Chief of Police to provide the report and discuss any trends. The reports will also be shared publicly by publishing our Petaluma IPA dedicated webpage as well as discuss with the members of the Public Safety Advisory Group.

Lastly, every year the IPA will produce a written report detailing its activities including a summary of its evaluations of internal investigations and citizen complaints and audits for the prior year and will present those findings to the Public Safety Advisory Group, City Council, the City Manager, and Chief of Police. Additionally, the annual report will contain our assessment of the Professional Standards Division as detailed above. The report and presentation will include any major recommendations for addressing areas of concern and the steps which have been taken by the Department and the City to address concerns which have been raised. The report will note any trends observed and results of audits.

IntegrAssure believes that constant collaboration and communication is key to IPA's success. As such, nothing that will be contained in any report (quarterly, semi-annual, or annual) that would come as a surprise to any of the stakeholders. Any and all issues identified would've been discussed at length with all of the relevant stakeholders before they are included in a public report.

EXHIBIT B- BILLING RATES

In order to facilitate all of these aspects of the IPA's work, protocols will need to be collaboratively developed with the City and PPD. The IPA team will perform all of this work as efficiently and effectively as it can possibly be done, utilizing available technology for on-going communications, and for the tracking of tasks and presentation of deliverables. In addition, we will best match our team members' skill sets to the tasks needed to be accomplished.

In essence, IntegrAssure will be establishing a fully functioning program, staffed with highly qualified individuals, which will provide the City of Petaluma and its residents with the comfort that comes through truly independent oversight and transparent public reporting. Our work will be done impeccably with stringent quality assurance processes embedded.

IntegrAssure's experts have all of the necessary attributes to make the City's bold endeavor successful including deep subject matter expertise, extensive experience with independent oversight and California law enforcement agencies, and the proven track record of building organizations from the ground up designed to deal with complex investigative and administrative issues and meaningful community engagement.

As noted in the cover letter as well in Exhibit C, IntegrAssure will field a team of subject matter experts, led by Mr. Schlanger, to perform each of the enumerated tasks called for in the scope of work. Mr. Schlanger will be available 7 days a week and 24 hours a day to respond to questions or issues that the City or the Department may have. This team-based structure for the IPA will provide the City the greatest return on its investment. It will allow for flexible access to both expert oversight in the varied areas called for by the scope of work. The diverse skill sets that will be brought to bear by IntegrAssure are best suited for the assignment because of the multi-faceted requirements of the role of IPA and different skill and experience levels involved in each of the requirements.

The success of the program will be measured in many ways, but perhaps most of all through improved public sentiment regarding the police department derivative from the continuous improvement that the independent oversight process will bring. The independent oversight and the continuous improvement process that it brings will have the natural effect of limiting any inappropriate conduct of officers in the areas of use of force; stops, searches and seizures; biased policing and general customer service. This will, in turn, increase the trust of the community in their police department, reduce potential liability, and at the same time, increase officer safety.

Based on the statistics published on the Department's Transparency Portal on use of force statistics and citizen complaints data, we anticipate the following estimated level of effort expressed in each instance in a not to exceed number of hours annually:

CITIZEN COMPLAINTS AND INTERNAL INVESTIGATIONS REVIEW

With respect to investigations review, IntegrAssure anticipates, based on the number of investigations published on the Department's website that review of these investigations and discussion with the City and stakeholders will not exceed 160 hours per year.

RECEIPT OF CASES AND DATA

IntegrAssure anticipates that establishing the initial system of notifications, access to necessary databases, and relevant data will be a one-time investment of time for both the IPA and PPD of approximately 20 hours for the first year.

THE AUDIT OF PPD MISCONDUCT COMPLAINT AND DISCIPLINE PROCESS

IntegrAssure anticipates this audit, in conjunction with the citizen complaints review as well as internal investigations review, will not exceed 40 hours per year.

OFFICER-INVOLVED SHOOTINGS AND OTHER CRITICAL INCIDENTS:

With respect to officer-involved shootings and other critical incidents, IntegrAssure anticipates, based on the statics published on the Department's website, we would expect that the hours will not exceed 40 hours per year. This would include all steps necessary to assess the investigation.

CONDUCTING OF INDEPENDENT INVESTIGATIONS

While predicting whether independent investigations will be necessary is impossible as is the scope and complexity of any such investigation, our pricing does include 80 hours for an evaluation of any investigation underlying a critical incident and determination as to whether the incident warrants such independent investigation. The scope and pricing of any independent investigations requested or approved by the City to be conducted by the IPA will be determined at the time of approval.

AUDITS OF PPD POLICIES, PROCEDURES, AND TRAINING AND RECOMMENDATIONS TO POLICY, PROCEDURE, OR TRAINING

IntegrAssure anticipates that all assorted audits under this function, will not exceed 80 hours per year.

ASSESS THE WORK OF THE PROFESSIONAL STANDARDS DIVISION

IntegrAssure anticipates that all assorted audits and reviews under this function, in conjunction with all of the other related tasks noted above, will not exceed 50 hours per year.

COMMUNITY OUTREACH

IntegrAssure anticipates that all efforts under this function, in conjunction with reporting and presentation to the public and the Public Safety Advisory Group, will not exceed 20 hours per year.

REPORTING AND PRESENTATION

IntegrAssure estimates that the reporting process for quarterly reports to the City Manager will not exceed 80 hours per year.

IntegrAssure estimates that the reporting process for the semi-annual reports to the City Manager, City Council, Police Chief, and the Public Safety Advisory Group will not exceed 60 hours per year.

IntegrAssure estimates that the annual reporting process and the presentation to the City Manager, City Council, Police Chief, and the Public Safety Advisory Group will not exceed 50 hours per year.

TOTAL ESTIMATE OF LEVEL OF EFFORT

Our not to exceed price proposal for this project is derived from our estimate that the tasks as described would not exceed 680 hours for the first year. At our combined hourly rate of \$250/per hour across all labor categories, IntegrAssure is offering to perform the tasks described within the RFP for a not to exceed amount of \$170,000¹ exclusive of travel and associated costs with establishing an IPA website which would be billed at cost to the City.

This budget was formulated with our best estimate of the work required to provide the City with the highest quality deliverables. It is our intent to provide the City with the best customer service as well as the highest quality deliverables.

We propose a monthly billing to the City on the 5th of each month for hours worked and any additional amounts for travel that occurred within that last month at cost billed to the City with net 30 days for payment. Within the invoice, IntegrAssure will include summary of its activities as IPA during the invoice period as well as attach any reports that were published during that time frame.

¹ As noted above, the scope and pricing of any independent investigations requested or approved by the City to be conducted by the IPA will be determined at the time of approval.

EXHIBIT C- STATEMENT OF QUALIFICATIONS

Proposer's Organization:

IntegrAssure was founded by Jeff Schlanger who brings more than four decades of law enforcement, criminal justice and risk management experience and expertise to his assignments. IntegrAssure's mission is to promote and provide confidence in both public and private institutions through independent processes that identify, analyze, remediate, and monitor operational, regulatory, and reputational risks. Supported by Erin Pilnyak, the Chief Operating Officer of IntegrAssure, and a team of subject matter experts in law enforcement, IntegrAssure is dedicated to advancing integrity through a variety of risk management, continuous improvement, and integrity assurance services for law enforcement based on intelligence-led policing and best practices in 21st Century Policing.

While IntegrAssure is a start-up that was founded in March of 2021 with one employee (Erin Pilnyak), immediately after the departure of Mr. Schlanger from his role as Deputy Commissioner of Risk Management at NYPD, the combination of Mr. Schlanger and Ms. Pilnyak's extensive experience in both the private and public sectors, along with that of the team they will bring to the assignment, as detailed below, will, in fact, best meet the needs of the City in regard to this assignment. Indeed, it is precisely because of a desire to bring the processes of risk management within the police context as honed within the largest police department in the nation, to smaller jurisdictions throughout the nation, that IntegrAssure was founded.

IntegrAssure is incorporated in the State of Delaware with offices currently located in Florida, Colorado, and New York, with its associates operating from home-based locations throughout the country. Mr. Thomas will be providing services from his base in Southern California and Ms. Lewis will be providing services from her base in Nevada (both short travel times from Petaluma). If successful, it is the intention of IntegrAssure to establish a Bay Area presence. In order to best meet the budgetary requirements of the assignment, services will be provided through a combination of virtual and on-site presence. On-site presence, especially in the beginning of the assignment, will be necessary to effectively establish the relationships necessary to successfully fulfill the goals of the office of IPA. Working with the City stakeholders, we will find the appropriate balance between in-person and virtual work minimizing travel costs while at the same time building strong professional relationships. Mr. Schlanger will, of course, be present for all major presentations to stakeholders, both City and public, and other critical events.

Led by Jeff Schlanger, IntegrAssure will bring a team approach to the execution of the tasks enumerated in the scope of work. Our oversight and policing experts (additional experts on the team can be found at <https://www.integrassure.com/who-we-are>) will provide the City with diverse resources to best meet the requirements of the position and will provide the City with immediate access to that team for any related, but out of scope assignments. We would expect to hit the ground running and to transition seamlessly into the position.

Proposer's Experience with California Agencies

IntegrAssure has extensive California law enforcement agency experience. In addition to these experiences of IntegrAssure listed below, Mr. Thomas and Ms. Lewis have extensive experience with California law enforcement agencies as detailed in their biographies below.

LOS ANGELES POLICE DEPARTMENT MONITORSHIP

Mr. Schlanger served almost nine years as the First Deputy Monitor of the LAPD. He developed the methodology by which the monitorship would operate and over the entire course of the monitorship was directly responsible for all its operations including community engagement and each of the reviews of LAPD's compliance with all reform mandates. This included a review of use of force and disciplinary cases for compliance under their Consent Decree, as well as the production of more than thirty quarterly reports¹, covering the more than 150 reforms of the Consent Decree. He pioneered the use of the quarterly "report card" indicating the level of compliance in each of the substantive paragraphs of the Decree. During this process Mr. Schlanger worked extremely closely with the Chief and executive staff of the Department, with the Police Commission, the Inspector General, the City Attorney, the City Council, the Court, and interfaced regularly with the police union and community groups. Indeed, taken in its totality, the federal monitorship in Los Angeles itself stands as, perhaps, the best example of how outside oversight concentrating on ensuring that best practices across the policing spectrum are implemented in policy, training and in the field. It was during this time that Mr. Schlanger met Mr. Thomas and Ms. Lewis while they were working at LAPD. Mr. Thomas was serving as an Adjutant to the Chief of Police and Ms. Lewis oversaw establishing and leading the Audit Unit.

In a Harvard Kennedy School study conducted in 2009, researchers found that the Consent Decree had brought about remarkable change over its eight years: "Stepping back from the dozens of specific provisions of the LAPD consent decree that have been implemented, we see a staggering scale of change. The LAPD is the largest and most complicated police agency ever subjected to the oversight of a Federal Court under the 1994 law giving the Justice Department authority to bring pattern-and-practice cases against states and municipal governments; and the consent decree in LA is among the most complex ever entered by a police department. If local governments and police departments elsewhere are ever going to consent to such reform programs in the future, they will need to know that success is possible. The changes in Los Angeles should be encouraging in that respect...Public satisfaction is up, with 83 percent of residents saying the LAPD is doing a good or excellent job; the frequency of the use of serious force has fallen each year since 2004...Our analysis confirmed what others have previously reported: that serious crime is down substantially in Los Angeles over this same period. Indeed, recorded crime is down in every police division in the city. A majority of Los Angeles residents no longer rate crime as a big problem,

substantially down from only four years ago, and that is true among Black and Hispanic as well as White and Asian residents.”¹

This contract started in June of 2001 and ended in July of 2009.

INDEPENDENT POLICE AUDITOR FOR THE CITY OF SAN LEANDRO

Mr. Schlanger currently serves as the Independent Police Auditor for the City of San Leandro. This assignment started on August 15, 2022. IntegrAssure has been selected for this assignment with Mr. Schlanger designated as the Independent Police Auditor. In this role, IntegrAssure serves the role of an independent monitor of the San Leandro Police Department. The scope of service for this assignment is very similar to the role as envisioned by the City of Petaluma. The scope of work defining the role of the IPA is designed to ensure that every internal and civilian complaint investigation and the resulting disciplinary outcome is fair, unbiased, thorough, and performed in a timely manner. As the IPA, IntegrAssure is also notified of all officer-involved shooting and other critical incidents as well as review the investigations to ensure it was complete, thorough, objective, and fair. IntegrAssure is also charged with auditing the San Leandro Police Department’s policies, procedures, and training and provide annual reports to the City management, Police Chief, Community Police Review Board, and the City Council on all of its work and findings and recommendations that rise out of the audits and reviews of investigations. Given the team’s vast experience, the team has been able to provide guidance to the Department and the City on how to best establish the roles for both the IPA and the Community Police Review Board including guidance on how to jump-start the role of IPA without unnecessary delays. This guidance include setting up workflows between the Department and the IPA with an eye toward minimizing the work for the Department without compromising efficiency. This expertise has been critical in establishing a good working relationship with the Department.

Moreover, the IPA serves as the subject matter expert to the Community Police Review Board, which currently comprises of eight members from the community. The Board’s functions include receiving community feedback and complaints and refer them for further review, as appropriate, to the IPA or the internal affairs function of the department. The Board also receives reports from the IPA regarding personnel discipline and complaints, critical incidents, police department policies, and other law enforcement matters. The Board also evaluates the police department policies of compelling community-wide concern based on the trends and data, which is provided by the IPA to the Board. The Board implements an annual work plan that consists of a community outreach plan to assure all members of the community to have an opportunity to share concerns about policing. The City of San Leandro has been seeking insight from the IntegrAssure team on how to best establish the Board given the team’s extensive oversight and monitoring experiences. Given the expertise the team has in establishing similar monitoring roles in other jurisdictions, we met with the members of the Board individually before the inaugural

¹ The study can be found at <https://lapdonlinestrgeacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/12/Harvard-LAPD-Study.pdf>

meeting of the Board in-person to establish a foundational relationship to build upon over the coming years. These meetings allowed the IntegrAssure team to get to know the members more in depth as well as for the members to have a better understanding of the team's backgrounds and objectives in serving as the IPA. It resulted in a very well-run inaugural meeting of the Board with no tension nor confusion. Additionally, IntegrAssure created a 30- hour curriculum for the Board, which includes courses on Public Safety Officer Procedural Bill of Rights, Public Records Act, and Brown Act as well as policing in America, policing oversight overview, best practices in policing, among other topics.

This contract started on August 15, 2022 and the work is ongoing. The contract is for three years with an option for two additional years.

In addition to our experience with California law enforcement agencies, we have vast experience with agencies across the United States. This includes University of Cincinnati (below), City of Aurora (below), Detroit Police Department (below), and NYPD (as detailed in Mr. Schlanger and Ms. Pilnyak's biographies below).

UNIVERSITY OF CINCINNATI POLICE DEPARTMENT REVIEW AND MONITORSHIP

In 2015, Mr. Schlanger assembled and led a team of policing professionals, including members of the 21st Century Policing Task Force, in the comprehensive review of the University of Cincinnati Police Department (UCPD), conducted in response to a fatal officer-involved shooting. The project included a thorough review of the UCPD and an analysis of its current practices relative to best practices in policing. The report found more than 100 areas for improvement and made more than 275 specific actionable recommendations for improving the Department while at the same time rebuilding trust between the UCPD and its community.² Mr. Schlanger was then chosen to be the monitor of the department, overseeing the implementation of those recommendations in 2017. Notably, this monitorship was voluntary, supported and embraced by the University and the community to provide assurance to the public that the reforms to which the UCPD had committed were actually being undertaken. The concept of voluntary monitorship was an innovative approach to ensuring proper oversight over the reform process. The monitorship successfully concluded two years later. Ms. Lewis served as the Deputy Monitor and Mr. Thomas served as a subject matter expert on this monitorship with Mr. Schlanger. The contract started in June 2016 and ended in March 2019.

INDEPENDENT CONSENT DECREE MONITOR FOR THE CITY OF AURORA (CO)

IntegrAssure performs the work of the Independent Consent Decree Monitor as delineated in the Consent Decree, entered into by the City of Aurora with the Attorney General of the State of Colorado on November 22, 2021. As the Independent Consent Decree Monitor, IntegrAssure oversees the City of

² The report from the comprehensive review and the subsequent reports from the monitorship can be found here: <https://www.uc.edu/about/publicsafety/reform/external-monitor.html>

Aurora's implementation of the Consent Decree, issuing public updates to the Court on the City's compliance with the Consent Decree, and providing guidance and recommendations on compliance with the Consent Decree to the City, the Aurora Police Department, and Aurora Fire Rescue, including reviewing and commenting on policies, training, and initiatives developed under the Consent Decree. IntegrAssure has published two public reports on the City's progress. The reports can be found at <https://www.auroramonitor.org/reports>.

This contract started on February 15, 2022 and the estimated end date for the contract is December 31, 2026.

FEDERAL MONITOR FOR THE DETROIT POLICE DEPARTMENT

The consent decree was entered in 2003 and required comprehensive reforms of the Detroit Police Department (DPD) to remedy its patterns and practices of use of excessive force and unlawful detentions and arrests identified by the Justice Department following a two-and-half-year investigation. A second, concurrent consent judgment was also entered addressing unconstitutional conditions of confinement in the DPD's holding cells. A court-appointed monitor was selected to evaluate the city's compliance with both judgments. Ms. Lewis was a member of the federal Independent Monitoring team of the DPD where she provided DPD with the Technical Assistance to stand up their internal audit unit. In addition to training the DPD audit staff, Ms. Lewis also conducted compliance assessments of DPD's various reform efforts including best practices and applicable standards for investigations, uses of force, training, holding cell facilities, and assessment of the audits completed by DPD. The contract started in December of 2003 and ended in August of 2009.

Proposer's Employees

IntegrAssure has extensive experience in performing similar auditor/monitor oversight services to various cities, designing police auditing mechanisms, and conducting independent reviews of police departments, including excessive uses of force and fatal officer-involved shootings. Most importantly, throughout all our assignments, we prioritize collaboration and transparent communication to ensure the reforms that are implemented with our oversight have sustainability and to embed a spirit of continuous improvement in the police department.

Mr. Schlanger will be designated as the IPA. Erin Pilnyak will assist Mr. Schlanger as the Deputy IPA. Denise Lewis and John Thomas will work directly with Mr. Schlanger as designated principals on this assignment given their specific experiences with law enforcement agencies in California and physical proximity to Petaluma. The full IntegrAssure team will provide all necessary support and resources to Mr. Schlanger and to the City to perform all of the duties as listed in the Scope of Services.

JEFF SCHLANGER (PROPOSED INDEPENDENT POLICE AUDITOR)

Jeff Schlanger is the founder, and CEO of IntegrAssure LLC and has a deep understanding of institutional change management with more than four decades of experience at the highest levels of law, law enforcement, independent investigations, and monitorships. Mr. Schlanger, who began his career as a

prosecutor in the Manhattan DA's Office, served almost nine years as the First Deputy Monitor for the LAPD Monitorship (detailed above). During that same time period, Mr. Schlanger performed a number of significant independent investigations at the request of large police departments throughout the country, including the Tennessee Highway Patrol (an investigation into corruption in the hiring and promotion process), the San Francisco Police Department (an investigation into an internal affairs investigation probe involving the son of a Chief in the Department), and the Austin Police Department (investigative reviews of two separate fatal officer-involved shootings). He also served on the Executive Committee of the Working Group for National Guidelines for Monitors, which developed the National Guidelines for Police Monitors. In 2014, Mr. Schlanger left the private sector, to re-join the public sector as the Chief of Staff to Manhattan District Attorney Cyrus Vance, where, among other responsibilities, he developed and oversaw the process of "Extreme Collaboration" with the NYPD and its then-Commissioner, William Bratton. In 2015, Mr. Schlanger returned to the private sector and in 2016, assembled and led a team of policing professionals, to review and ultimately monitor the University of Cincinnati Police Department (UCPD) following a fatal officer-involved shooting (more details below). In 2018, Mr. Schlanger joined the NYPD as Counsel to the Police Commissioner, and then was asked to take on the position as the first-ever Deputy Commissioner for Risk Management. This position was the "tip of the spear" in terms of Department improvement efforts. Mr. Schlanger pioneered a true risk management and continuous improvement approach to police re-engineering, re-imagination, and reform, and served in this capacity until March 19, 2021, helping to guide the Department through its most tumultuous period, implementing reforms brought about by both the federal monitorship arising out of stop and frisk abuses and the tragic murder of George Floyd. He served on the NYPD's Discipline Committee, Force Review Board, and established and chaired the Use of Force and Tactics Workgroup. Mr. Schlanger is a graduate of the State University of New York at Binghamton (now Binghamton University) and the New York University School of Law. He currently leads a team of nine experts as the Independent Consent Decree Monitor for City of Aurora (CO) (detailed above). He also currently serves as the Independent Police Auditor for the City of San Leandro (detailed above).

While IntegrAssure will draw as needed on the full resources of its staff³, we are including the biographies of the three members of the team who will be principally responsible for performance on this assignment with Mr. Schlanger. The primary team has been chosen given their specific experiences and familiarity with law enforcement agencies in California and with managing similar assignments. Our team of experts are seasoned professionals who are nationally recognized and have a proven track record of imagining, developing, implementing, and overseeing best and promising practices and will bring that knowledge base to bear on the issues facing San Leandro.

ERIN LANG CHOI PILNYAK

Erin Lang Choi Pilnyak (the proposed Deputy IPA) has served in a variety of public sector positions overseeing projects and driving results in each. Ms. Pilnyak began her career at the Manhattan District

³ We will note that Chris Ortiz of the IntegrAssure team has expertise in organizational management, including workload-based methodology.

Attorney's Office (DANY), where she spent 10 years and was a member of the Sex Crimes and Crime Strategies Unit among other units. After DANY, she served as the Deputy Director of Crime Strategies at the New York City Mayor's Office of Criminal Justice (MOCJ) where she oversaw all criminal justice strategies in New York City and devised and implemented criminal justice reform initiatives for the City. During her tenure, she worked closely with senior leadership for the New York State court system, public defenders, prosecutors, NYPD, Department of Correction, other law enforcement partners, elected officials, and community groups to implement major criminal justice reform efforts, such as significant changes to the juvenile justice system, lightening the touch of low-level enforcement, and community-based solutions to reframe the concept of public safety. Ms. Pilnyak left MOCJ to join Mr. Schlanger at NYPD where she served in the two-star position of Assistant Deputy Commissioner at the Risk Management Bureau. She worked with Mr. Schlanger on developing policies and programs to guide the Department on implementing reforms and running the day-to-day operations of the approximately 200-person Bureau. Ms. Pilnyak, who is a graduate of the University of California at Berkeley and Cornell University School of Law, currently serves as the Chief Operating Officer of IntegrAssure and the Deputy Monitor for the City of Aurora. She also currently serves as the Deputy IPA for the City of San Leandro.

DENISE LEWIS

Denise Lewis has spent over 30 years developing and honing her expertise in the areas of law enforcement, internal and external investigations of police agencies, and most notably, the independent monitoring of police organizations. She attended Citrus College before joining LAPD in 1989. She held a variety of patrol and supervisory assignments conducting both criminal and internal investigations before retiring from LAPD. In 2000, then-Sergeant Lewis was assigned to the internal investigation team reviewing the causal factors of the LAPD's Rampart CRASH corruption incident – a scandal that led to the Department of Justice investigation of that organization, and eventually LAPD's agreement to a Federal Consent Decree. During her tenure with the LAPD, Ms. Lewis led the newly created Audit Unit, which was mandated by the Consent Decree. In the Audit Unit, she supervised both sworn and civilian staff in completing on-going audits designed to determine the department's level of compliance with Consent Decree mandates. Since retiring from LAPD, Ms. Lewis was a member of the Independent Monitoring team of the Detroit Police Department (DPD) where she provided DPD with the Technical Assistance to stand up their internal audit unit. In addition to training the DPD audit staff, Ms. Lewis also conducted compliance assessments of DPD's various reform efforts including best practices and applicable standards for investigations, uses of force, training, holding cell facilities, and assessment of the audits completed by DPD. Ms. Lewis has also assisted numerous police departments, including the Los Angeles Airport Police Department and the San Jose Police Departments in establishing and institutionalizing the internal audit function, including the development of the requisite audit protocols, policies, procedures to help manage the many risks associated with law enforcement activities. In addition, she has provided training to police departments on the evaluation of policies and procedures related to use of force, arrest, and detention. Ms. Lewis also served as Deputy Monitor of the University of Cincinnati's Police Department (UCPD) during its voluntary monitorship (more details above). She is an associate (independent contractor) of IntegrAssure and has been with the company since its inception. She currently serves on the Independent

Consent Decree Monitoring Team for the City of Aurora as the Team Lead on Accountability and Transparency and serves on the Independent Police Auditor team for the City of San Leandro.

JOHN THOMAS

John Thomas is a law enforcement professional with almost 40 years of experience in both urban and university policing. He recently retired as the Executive Director/Chief of the University of Southern California's Department of Public Safety ("DPS") overseeing approximately 300 sworn and civilian employees. When Chief Thomas arrived at USC he established Compstat and ran it every week since 2013 until his recent retirement. Notably, Chief Thomas opened CompStat to the public and to relevant stakeholders, such as Los Angeles City Attorneys, LAPD, Los Angeles Fire Department, community interventionists, homeless advocates, and student groups. Before leading DPS, Chief Thomas spent 21 years as a member of LAPD, where he served as Adjutant to four LAPD Police Chiefs. As a member of LAPD, Chief Thomas worked patrol assignments primarily in South Los Angeles in Wilshire, 77th Street, Southwest, Newton Street, and Pacific Divisions, and was assigned to the Department's Gang Enforcement Detail in South Los Angeles where he worked in an undercover capacity. Chief Thomas was awarded the City of Los Angeles' City Angel Award for outstanding community enhancement and the Department's Meritorious Unit Citation. Chief Thomas has been on the Board of Directors for The Challenger's Boys & Girls Club in South LA and has been on the Board of Directors for Los Angeles Police Historical Society since 1999. He has researched and written extensively on the Early Black History of LAPD and Los Angeles. He serves on the Board of Directors for the Police Officers' Association of Los Angeles County (POALAC) and on the Board of Advisors for the University of Southern California (USC) Price School's Safe Communities Institute. He is a member of the International Association of Campus Law Enforcement Administrators, the Police Executive Research Forum, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, Pac 12 Campus Chiefs' Association, Campus Safety Magazine Advisory Board, California College & University Police Chiefs Association, and the FBI National Academy Associates. He holds a BA in Liberal Arts and a Master's Degree in Executive Leadership from the USC Sol Price School of Public Policy. He is currently an associate (independent contractor) of IntegrAssure and has been with the company since its inception. He currently serves on the Independent Consent Decree Monitoring Team for the City of Aurora as the Community Liaison and also as part of the Independent Police Auditor team for the City of San Leandro.

Proposer's References

For the LAPD Monitorship, UCPD Review and Monitorship, Aurora Monitorship, and the San Leandro Independent Police Auditor assignment noted below, Mr. Schlanger was directly responsible for assembling the team of experts who worked on each project. For the UCPD Review and subsequent Monitorships, Mr. Schlanger drew on the formidable talents of Mr. Thomas and Ms. Lewis, as well as nine other policing experts, two of whom had served on President Obama's President's Task Force on 21st Century Policing. We are also including Ms. Lewis's experience with the Detroit Police Department Monitorship as a reference as well.

LOS ANGELES POLICE DEPARTMENT MONITORSHIP

The details about this assignment is discussed above under “Proposer’s Experience with California Agencies” section.

Contact: William Bratton, Chief LAPD (Ret.)
Phone number: 917-858-2405
Email address: bill.bratton@brattonmail.com

UNIVERSITY OF CINCINNATI POLICE DEPARTMENT REVIEW AND MONITORSHIP

The details about this assignment is discussed above under “Proposer’s Experience with California Agencies” section.

Contact: Chief Maris Harold
Phone number: 513-806-6272
Email address: heroldm@bouldercolorado.gov

INDEPENDENT POLICE AUDITOR FOR THE CITY OF SAN LEANDRO

The details about this assignment is discussed above under “Proposer’s Experience with California Agencies” section.

Contact: Eric Engelbart, Deputy City Manager of City of San Leandro
Phone number: 510-577-3389
Email address: EEngelbart@sanleandro.org

INDEPENDENT CONSENT DECREE MONITOR FOR THE CITY OF AURORA (CO)

The details about this assignment is discussed above under “Proposer’s Experience with California Agencies” section.

Contact: Jason Batchelor, Deputy City Manager for the City of Aurora (CO)
Phone number: 303-739-7010
Email address: jbatchel@auroragov.org

FEDERAL MONITOR FOR THE DETROIT POLICE DEPARTMENT

The details about this assignment is discussed above under “Proposer’s Experience with California Agencies” section.

Contact: Hazel De Burgh, Team Lead for the Independent Monitoring Team
Phone number: (416) 558-2929
Email address: hazel.deburgh@gmail.com

In addition to these references above, IntegrAssure’s familiarity with best practices with intelligence-led policing and best practices in 21st Century Policing can be demonstrated by a project that was recently completed for the State of Colorado. IntegrAssure provided the Colorado General Assembly and law enforcement agencies in the State with a report featuring evidence-based, community-focused best policing practices and policies. IntegrAssure was chosen for the project pursuant to HB21-1250, which allocated funds to contract with a nationally recognized research and consulting entity that is “an expert in data-driven, evidence-based policing that is community-focused.” The IntegrAssure Team provided the Colorado General Assembly and Colorado law enforcement agencies practical operational law enforcement expertise from around the country supported by academic research based on the principles of intelligence-led policing and best practices of the 21st Century Policing.

The final report was published was in June 2022, ahead of the statutory deadline. Both interim and the final reports can be found at <https://cdola.colorado.gov/community-development-planning/best-practices-in-policing-study>

EXHIBIT D- TERMS OF PROPOSED SERVICE AGREEMENT

IntegrAssure does not propose to amend any section of the Terms of Proposed Service Agreement at this time.

IntegrAssure does not have any past, ongoing, or potential conflicts of interest which we may have as a result of performing the work for this Project.

IntegrAssure is also able to comply with the City's insurance requirements. A certificate of insurance is included as part of this Exhibit.

Collusion

This is to certify that the undersigned bidder has neither directly nor indirectly entered into an agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this proposal submitted this date to the City of Petaluma.

All terms and conditions of this Request for Proposal have been thoroughly examined and are understood.

NAME OF BIDDER

IntegrAssure, LLC

AUTHORIZED REPRESENTATIVE

Jeff Schlanger

SIGNATURE

President and CEO

TITLE

ADDRESS

2660 South Ocean Blvd, Suite #303N, Palm Beach, FL 33480
