

September 26, 2018

Ms. Carole S. Rendon
Mr. Richard M. Knoth
Baker Hostetler
Key Tower
127 Public Square, Suite 2000
Cleveland, OH 44114-1214
crendon@bakerlaw.com
rknoth@bakerlaw.com

RE: Chicago Police Consent Decree Independent Monitor Selection Process
Request for Supplemental Information

Dear Ms. Rendon and Mr. Knoth:

Thank you for responding to the Request for Proposals issued jointly by the Office of the Illinois Attorney General and the City of Chicago (collectively, “the Parties”) seeking individuals or firms interested in serving as the Independent Monitor. The Parties have had an opportunity to review your submission and would like to request supplemental information.

Please review the requests attached to this letter and provide your responses on or before the close of business October 10, 2018. Your written responses should be submitted in electronic format (PDF) and in hard copy. Please send the electronic responses to the OAG at LTScruggs@duanemorris.com and to the City at Aslagel@taftlaw.com. Please include “City of Chicago Police Department Independent Monitoring Proposal – Supplemental Information” in the email subject line and on the package containing a hard copy of the proposal. Hard copies should be sent to the addresses below by USPS Priority Mail or overnight carrier (e.g., FedEx, UPS, DHL) to ensure timely delivery to the addresses below:

For the Attorney General for the State of
Illinois:

Lisa T. Scruggs
Special Assistant Attorney General
Duane Morris LLP
190 South LaSalle Street, Suite 3700
Chicago, IL 60603

For the City of Chicago:

Allan T. Slagel
Counsel for the City
Taft Stettinius & Hollister LLP
111 East Wacker Drive, Suite 2800
Chicago, IL 60601

The Parties have set the following dates for interviews and two public forums that finalists will be required to attend. Please plan accordingly. The interviews will take place on November 1 and 2, 2018 with the specific time and place to be determined later. The public

forums are scheduled to take place on Saturday, November 3, 2018 at the James R. Thompson Center, 100 W. Randolph St., Chicago, IL.

We expect to provide additional information and more detailed schedules after October 15. In the meantime, if you have any questions, please direct them to the Parties via email to Lisa Scruggs and Alan Slagel.

Sincerely,

Lisa T. Scruggs
For the Office of the Attorney General
for the State of Illinois

Alan T. Slagel
For the City of Chicago

**City of Chicago Police Department Independent Monitoring RFP
Parties' Joint Request for Supplemental Information**

Please review the requests listed below and provide your responses on or before the close of business October 10, 2018. Your written responses should be submitted in electronic format (PDF) and in hard copy. To the extent that you believe any of the information requested was already provided as part of your initial response to the RFP, please so state and identify the page(s) where the information can be located.

1. Please provide a description of the roles and responsibilities for each member listed on your team. Please clearly define the roles and responsibilities and map them specifically to each task of monitor team members. Please be sure to tell us what the day-to-day responsibilities of each member of your leadership team will be. In your answer, you should, a) specify which of your team members will provide subject matter expertise regarding specified law enforcement functions and operations, engage in statistical or data analysis, participate in outreach to stakeholder communities, provide legal analysis, undertake project management responsibilities, or write reports and b) identify the projected amount of time or percentage of time each member will engage in each function.
2. Please describe how the size and composition of your team will allow for efficient operations. If you plan to modify the size or composition of your team, please describe your plan in more detail. If you expect to make any changes, identify the potential individual team member(s) involved and the role you expect the team member(s) to fulfill or activities they will handle and how the change will affect your overall monitoring plan. Also, to the extent changes in the team composition may affect your cost estimate, please so indicate and detail how the cost estimate would be modified.
3. Describe the distribution of work between the lawyers and the subject matter experts (SMEs) who will serve on your team, particularly between the division of responsibilities between the lawyers and the SMEs who have served in law enforcement.
4. The Parties have agreed to an annual budget cap of \$2.85 million. If your response to this request for supplemental information changes your cost estimate, or if your cost estimate exceeds the cap or you did not provide a complete cost estimate with your initial application, please provide an updated cost estimate. The updated estimate should include a description of how the applicant would fulfill the responsibilities of the Monitor within this cap and what adjustments, if any, you would make to ensure that all required work will be performed within this cap. There is no requirement to submit a revised cost estimate if your previously submitted cost estimate fell within the above-identified cap and no change is necessary.
5. Please include more detailed information to support your cost estimate, including: the total number of hours anticipated to monitor compliance with the consent decree during each of the first three years of the monitoring term, broken down by consent decree section, task (training assessment, policy review/development, technical assistance, community/police outreach), and monitoring team member(s).

6. In your cost estimate, you include projected hours that are contemplated for various activities. Please explain the basis and your rationale for each of those projections.
7. What commitment, if any, will your team make to ensure the performance of work that is necessary but that may fall outside the budget in any given year? In your response, please be sure to identify any team members who have indicated a willingness to provide work on a pro bono or non-billable basis.
8. The RFP contains a statement requesting that all communications with Parties be disclosed. To the extent you have had any communications, written or oral with either or both of the Parties or their consultants or experts before or after September 4, 2018 regarding the IM selection process or consent decree, please detail them. If your response to the RFP contained a statement regarding communications prior to September 4, 2018, there is no need to re-submit that information.
9. If any team members have government jobs and expect to retain those jobs during the term of the monitorship, please confirm that the team members' employment contracts or applicable employment policies permit outside work, and if required by their employer's policies or rules, that their employers are aware that they have applied to serve as the monitor or a member of the monitoring team in this matter.
10. If any team members intend to maintain a full-time job during the term of the monitorship in a position that does not contemplate work on a client-by-client basis (i.e., consultant or firm attorney), please describe how the team member intends to manage his or her full time employment obligation simultaneously with his or her monitorship responsibilities and confirm that their employers are aware (or will be made aware) that they have applied to serve as the monitor or a member of the monitoring team in this matter.
11. Many provisions in the proposed consent decree require the development and/or maintenance of technology systems capable of capturing and analyzing data. To meet the obligations of the consent decree, the City may need to implement significant changes to its automated data systems. The monitoring team will be responsible to assess the adequacy of the upgrades and may need to provide technical assistance. Please detail the experience your team has with the implementation of processes to collect and analyze data. In your response, identify the specific team member(s) who have that experience and how that experience might be used during the term of the monitorship.
12. What is your team's plan for gathering basic information about the Chicago Police Department and the status of its policing reform efforts at the outset of the monitorship?
13. Please provide more information on the team's proposed monitoring methodology. Specifically, describe the team's:
 - Approach to the development of a monitoring plan and staging of monitoring activities/priorities;
 - Establishment and measurement of compliance thresholds;
 - Engagement and collection of information from all stakeholder communities;

- Sources of information/data/access; and
- Capacity to provide ongoing technical assistance.

October 10, 2018

VIA EMAIL AND HAND DELIVERY

Lisa T. Scruggs
Special Assistant Attorney General
Duane Morris LLP
190 South LaSalle Street – Suite 3700
Chicago, IL 60603

Allan T. Slagel
Counsel for the City
Taft Stettinius & Hollister LLP
111 East Wacker Drive – Suite 2800
Chicago, IL 60601

*Re: Chicago Police Consent Decree Independent Monitor Selection Process
Response to Request for Supplemental Information*

Dear Ms. Scruggs and Mr. Slagel:

We are providing the following supplemental information as requested in your September 26, 2018 letter. The information is intended to provide a complete response based on available information. For ease of reference, we are responding to each numbered paragraph. To the extent there is some overlap, we will indicate the same.

1. From the legal side of the team, the BakerHostetler group will be led by Carol Rendon and Dick Knoth. Ms. Rendon will have responsibility for policy issues. It is anticipated that her expertise in law enforcement functions and operations will help guide the team on the policy front. Mr. Knoth will take a lead role in the day-to-day obligations of the monitor and undertake project management responsibilities including the overall functioning of the entire team. This will include direct stakeholder relations as well as internal review of all research and undertakings by the monitor's team. Since Mr. Knoth maintains an office in Chicago, he will be directly involved in responding to any emergent requests or needs of the stakeholders and team. While it is difficult to estimate with precision, it is anticipated that Ms. Rendon will devote 25% of her time to monitor issues while Mr. Knoth will devote at least 75% of his time to monitor leadership issues. Brady Douthett will play a significant role in several aspects of the process. He has provided Mr. Knoth with second chair support on all significant matters for the last 18 years.

It is anticipated that he will participate in that same capacity in this engagement. Given his expertise in federal law, he will be engaged in the analysis of all policies that impact directly on any civil rights issues including all aspects of community policing, search and seizure and law enforcement functions and operations. Mr. Douthett will be responsible for updating all periodic reports which will be utilized in the formal reports to the District Court contemplated by the consent decree. This process will include developing periodic reporting protocols with the Chicago Police Department (CPD) and any other stakeholders that may be in the possession of relevant data or information. It is likely that he will devote at least 50% of his time to these efforts. Tera Coleman will also play a significant role in the efforts of the monitor. She has worked directly with both Ms. Rendon and Mr. Knoth as an associate on many large engagements. Initially, Ms. Coleman's efforts will be dedicated to obtaining a snapshot of the current status of CPD operations and assets. Once that vital snapshot is sufficiently detailed, her efforts will shift to researching a variety of the complex policy issues that are anticipated. Ms. Coleman is expected to dedicate 40% to 50% of her time to monitor issues. George Tzanetopoulos will provide local expertise on federal practice issues as well as input on local developments which may impact the consent decree and compliance. His time is expected to be 5% to 10%. It is also expected at this time that BakerHostetler will retain a dedicated paralegal to assist the team with many organizational issues including day-to-day communications of developments to team members. That individual will assist with all stakeholder meetings and presentations. Through use of a dedicated paralegal, it is anticipated that efficiencies will be gained that will have a positive impact on the annual cost of compliance.

Thomas Frazier has been retained to dedicate his expertise to law enforcement functions and operations and related analysis. Given his career experience in these matters, his input will be substantial and critical to the success of the project. Initially, Mr. Frazier will be dedicated to review and analysis of the current state of CPD policies which are impacted by the consent decree. From there, Mr. Frazier will develop an outline and timetable for realistic review of anticipated policy rollouts. The initial review by Mr. Frazier will not be as significant in time compared to the anticipated review of policies moving forward. As such, his initial dedication to consent decree issues will be approximately 10%. As we work through the process, it is anticipated that his dedication will move to a 25% level. A copy of Mr. Frazier's Curriculum Vitae is attached for your reference.

We have recently formalized our relationship with FTI Consulting (FTI) to fulfill the consulting role on the analytics and technology side of the team. BakerHostetler has an extended relationship with FTI. Mr. Knoth has worked with the group for more than 15 years in a variety of capacities. Most recently, those engagements include technology litigation which requires detailed analysis of software applications. As you may know, BakerHostetler has teamed with FTI in the federal Madoff litigation which has resulted in the recovery of assets exceeding \$12 billion. Through that 10 year relationship, BakerHostetler and FTI developed a proprietary system to gather, house and analyze over 10 million documents that relate to the 3000 cases that are part of the Madoff litigation process. We will be able to utilize that technology system and knowledge to the advantage of the stakeholders in this engagement. This is a unique opportunity which offers many efficiencies as we move through the consent decree process. Anil Varghese of FTI will

provide direction on analytics and technology issues. Mr. Varghese is resident in Chicago and serves as Managing Director of Data and Analytics for FTI. His resume is attached for reference. He has taken the technical lead in many matters including audits of data systems and technology on many fronts. His experience also includes data analysis of policing and crime issues. The cost of the consultant is included in the original budget provided by the BakerHostetler team.

The BakerHostetler team is currently interviewing groups to participate on a local level to coordinate community engagement. The individuals from this team will largely be responsible for responding to community input, necessary outreach from the monitor and oversight of CPD community engagement efforts. Representatives of the local team will report directly to Mr. Knoth and provide important input on community response to various proposals and developments over the course of time. There will be no overlap with other representatives on the engagement team. It is anticipated that there would be a budget impact of approximately \$250,000 annually should this aspect of the engagement be approved by the stakeholders.

2. The monitor team was developed to create efficiencies from every aspect. From the legal side, we have included team members at all levels so that work flow will naturally shift to individuals with specific expertise. These team members have all worked together on a wide variety of matters so their experience will only benefit the process. The selection of Tom Frazier as the subject matters expert (SME) was accomplished with the same thought in mind. While many potential policing experts were considered, Mr. Frazier's decades of experience in these precise matters permits the monitor team to take advantage of his policy input and practical approach to the review of policing practices. Likewise, selecting FTI as a team partner will add to the efficiency of the monitor process. Given the working relationship between BakerHostetler and FTI, there is no doubt the individuals will work as a single unit as has been the case for more than a decade. The selection of Mr. Varghese, in particular, for his analytics and technology experience is significant. The team will rely on FTI for input not only on data analytics but also on the subject of technology utilization by CPD. There is a great deal of trust between these working partners and that will obviate any duplication of effort throughout the process. Finally, as outlined above, we are working to partner with a community engagement group. Because it is important that everyone work as a team, the effort to identify the right team is ongoing. We anticipate prior to the November interviews that we will identify team members from the engagement group. It is not anticipated that additional team members will need to be identified. However, we would seek the input of the stakeholders should that change over the course of years.

3. The BakerHostetler team recognizes the importance of properly distributing work among team members based on expertise. While many legal issues will be addressed by lawyers among the team, it is anticipated that Mr. Frazier will provide input on specific policing policies and programs. This will prove especially important as we analyze all aspects of the community-oriented policing policy along with all related training and curriculum materials. Given his decades-long policing experience, it is expected that Mr. Frazier's input will include practical review and suggestions as policy is developed. Both the lawyers and Mr. Frazier will likewise rely upon the input of FTI as data is assembled and assessed throughout the process. Gathering community input on various topics including CPD relationships and progress will principally be

developed on the local level through community engagement teams. The results of all these efforts will be reported to stakeholders and the District Court on an ongoing basis. The reporting function will largely be addressed by lawyers on the team.

4. The only change to the cost estimate originally provided relates to the development of a community engagement team. As that process is ongoing, we anticipate that the cost associated with that team will approximate \$250,000. We do not anticipate any additional amounts at this time. That said, the team believes that the agreed annual budget cap of \$2.85 million is realistic. In the event there are developments that are unanticipated or prove to be more costly, we would evaluate establishing lower-cost protocols that potentially add additional efficiencies. For example, in other matters, we have utilized lower-cost data review in fact gathering to reduce expenses to the client. That avenue may be available even though it presents other complicating factors including timing and quality control. Since we believe that the team can move forward in light of the cap, we do not expect to rely on third parties for any work product.

5. The detailed breakdown for the cost estimate is included in the original proposal submitted September 4, 2018. That information can be found in Section IV of the proposal. The entries designated "Academic Experts" and "Data Analysis" will be fulfilled by FTI, referenced in response to paragraph 1, above. Details relating to community/police outreach were not included in the September submission. We anticipate announcing the group or groups that will fulfill that role prior to November 1, 2018. That group will be dedicated to engagement and outreach exclusively. We anticipate that approximately 1000 dedicated hours should be spent in year one on outreach and engagement. That would amount to \$50,000 - \$100,000 in expense. Those amounts will increase dramatically in years two and three as CPD programming and policies are developed and published. At that stage, it is reasonable to expect that 2500 to 3000 dedicated hours would be necessary. Depending on utilization of surveys and frequency of the same, it is realistic to expect that the outreach effort would cost \$200,000-\$250,000 for each of years two and three.

6. The cost estimates, including projected hours, are based on prior experience in various engagements including investigations and litigation. Moreover, experience in the City of Cleveland consent decree case provides a realistic view of the staging of various aspects of necessary outputs by the monitor. By way of example, the publication by CPD of its proposed policies that relate to search and seizure and community policing will require the monitor to deploy more significant time in legal analysis. On the other hand, the publication by CPD of staffing and equipment inventory are more data-driven and will utilize more relevant consultant time as part of the engagement. These are examples of factors that are taken into consideration in determining realistic estimates of time to be dedicated to specific tasks. In that same regard, the efforts of the SME will be particularly dedicated to policy review and training analysis. The focus of the SME will be less so for report writing. That task is principally driven in time commitment to the monitor and lawyers. The time associated with periodic reporting is generally gathered from experience in other matters where detailed reports have been required by federal courts for receiverships, MDLs and major case litigation. Each of the team members from BakerHostetler have significant experience on that front.

7. As mentioned, we believe the team can perform within the established budget as capped by the stakeholders. However, if it is determined that there is concern in any given year that the costs of service may exceed the cap, BakerHostetler agrees to meet with the stakeholders to address the issue to ensure that all work is done as necessary even though it may fall outside the budget. To accomplish this, we would be willing to dedicate certain team members at a fixed price for dedicated service as is done in the private sector. Another approach would permit other lower-cost individuals to work on certain aspects of the engagement. Finally, since approximately 25% of Mr. Knoth's work year is dedicated to pro bono matters, he has agreed to commit additional time that may be necessary on a pro bono or non-billable basis should the budget be impacted beyond the cap.

8. No members of the team have communicated with the parties except in the formal written submissions dated September 4, 2018 and October 10, 2018.

9. No team members have government jobs or employment contracts which would prohibit work on this engagement.

10. No team member intends to maintain a full-time job during the term of the monitorship that would otherwise impact the engagement.

11. The unique relationship of BakerHostetler/FTI provides great advantage to address the anticipated technology needs of the CPD as it implements changes to its automated data systems. As is the case in many large metropolitan departments, there likely has been a significant lapse in capital investment in technology, data systems and related support. In light of the same, it is important to be certain that the team has the capacity to address these issues as they develop throughout the process. As outlined in response to paragraph one, FTI has identified an individual with not only analytics experience but a technologist that is comfortable with a variety of systems. In addition, Mr. Knoth has advised technology clients in a variety of business capacities and litigated technology and software issues. These include everything from ERP systems to data hosting, data input and data transmission systems. As such, the combination of these team members should be unmatched. That said, in the event that additional support is necessary, BakerHostetler/FTI will consult with others to address technical issues that may relate to upgrades and implementation.

12. The BakerHostetler monitoring team has already begun the process of gathering background information on the current condition of CPD and efforts undertaken to address policing reform. However, that information is obviously limited to what is available in the public realm and not internal CPD memoranda. Once in place, we would begin to gather internal information from CPD directly as well as from the City, State and Federal government to the extent it is readily available. So that the initial effort does not become bogged down in unnecessary detail, the information gathering process would be dedicated to executive reports and statistics that are typically maintained by police forces of major metropolitan areas.

The gathering of information relating to the status of policing reform would not be limited to written documentation. Rather, an effort will be made to immediately engage leadership of the

City, the CPD and the Attorney General's Office to provide direction on the current status of reform efforts. This is essential to obtaining a snapshot of the current conditions as well as expectations moving forward. This will be accomplished in the first 30 days of the engagement.

13. The development of the monitoring plan and identification of priorities will be formalized with input from the stakeholders, including the District Court. The framework for the monitoring plan is in part embedded in the consent decree. However, a specific template for the plan and the staging of priorities will be finalized following input from the referenced groups. There should also be community input before priorities are finalized by the stakeholders. It would be expected that a fixed plan should be in place in the first 30 days.

While compliance in some respects should be easily measurable, the most difficult task is determining levels of compliance following community input. As policies and practices are developed, there will be many instances where disputes arise as to the level of compliance. Ultimately, the final decision is that of the District Court. Experience leads us to conclude that interim reports on specific policies tend to move matters forward. Compliance thresholds need not be overly detailed. Instead, a dashboard approach to periodic reports would be warranted. In that case, a policy, proposal or related training would be assigned a 0-5 designation. A zero would represent a policy or plan that has yet to start. Designations one to two would reflect the internal draft status. A three would indicate the policy or plan has been published in draft form for public review. The designation of four would indicate the policy or plan is in redraft stage following input. A five would indicate the plan has been fully vetted and finalized for approval by the District Court.

A schedule of all interim report publications would be maintained by the monitor. That schedule would be readily available to permit the stakeholders to address the status of all matters. While this may seem simplistic, it is a valuable tool for all parties.

Engagement of the various stakeholder communities is important to ensure the public is not only aware of developments but confident that progress is on the horizon. We anticipate that the engagement team will conduct periodic surveys of the community. We also anticipate that the City will conduct similar appraisals. At some point, in order to avoid community confusion or burnout, there may be a consolidated effort to develop community input. The monitor will play an important role at that stage as the process develops into years three and beyond.

We anticipate that most information/data will be provided directly by the stakeholders. However, there are many academic institutions and associations that have access to investigations, statistical compilations and reports on numerous relevant policing issues. Most of those matters relate to large municipal police departments and present historical national data which may not be available from CPD data archives. We expect that we will have access to that information as the monitorship proceeds.

The team that we have developed has significant experience and capacity to provide all stakeholders with assistance with all technology needs and requests. BakerHostetler and FTI were jointly engaged in the largest federal litigation matter in history. Through that engagement, we

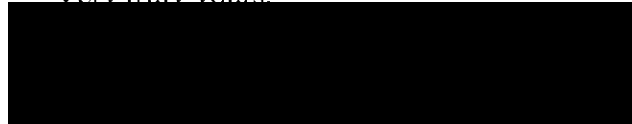
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have developed the capacity and expertise to guide parties through virtually all technology corridors. While we have attempted to envision all issues as we developed our proposal, in the event some issues arise that are not anticipated, we have access to virtually all types of experts and consultants to address stakeholder needs.

We hope that this supplementation is responsive to your inquiry. In the event additional information is necessary, please contact us at your earliest convenience. We look forward to your further consideration.

Very truly yours,



Carole Rendon
Richard M. Knoth
BAKERHOSTETLER LLP

THOMAS C. FRAZIER

31 Elizabeth Way
Novato, CA. 94945
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443-277-3203

Curriculum Vitae of Thomas C. Frazier

Professional Experience

2001-present

Frazier Group LLC

President

Founder and CEO of a consulting firm providing customized services to clients in both government and corporate sectors. We provide both plaintiff and defense expert witness analysis and testimony that has included cases involving NYPD, City of Chicago, City of Columbus, City of San Jose and US Border Patrol among many others. Frazier Group also provides and performs advisory, analytical, and management coaching regarding departmental operations and administrative assessment, and review of civil rights compliance. We develop innovative, cost-efficient programs, proposals, and curricula. We have established and developed a nationally recognized team of subject matter experts. Frazier Group, LLC, has served clients including the Department of Homeland Security, NASA, Johns Hopkins University, U.S. Department of Justice, State of Sao Paulo (Brazil), National Association of Public Administrators, and the Cities of Philadelphia, Boston, and Louisville among many others. Served as a Federal Monitor of the Consent Decrees of both the Cities of Los Angeles and Detroit, leading the assessment of Training and Use of Force encounters.

From 2001 to 2010, served as Executive Director of the Major Cities Chiefs Association (MCCA), one of the nation's oldest and most influential law enforcement organizations. This association represents the chief executives of the 70 largest law enforcement agencies in the United States and Canada. Supported the

Board of Directors of MCCA in responding to critical issues, coordinated MCCA activities and promoted relationships among member agencies, the National Sheriffs Association, the Major County Sheriffs Association, the International Association of Fire Chiefs, DHS Grants Administration, DHS Intelligence and Analysis, the Department of Justice, and represented MCCA in matters before Congress and the White House.

Served as the MCCA representative to policy councils on Intelligence Led Policing, Suspicious Activity Reporting, the Senior Law Enforcement Interagency Advisory Group, ODNI Partners Group, the Fusion Center Management Group, the Criminal Intelligence Coordinating Council, the Global Intelligence Working Group, and the MCC Intelligence Commanders Group. Responsible for leading delivery of the Chief Executive Officers Briefings to State and Regional Chiefs and Sheriffs on Suspicious Activity Reporting, and the value of the nation's Fusion Center network. Held face-to-face issue meetings with Attorney General Eric Holder, Secretary of DHS Janet Napolitano, White House and Congressional staff, and former attorneys general and Presidential appointees.

1999-2001	Office of Community Oriented Policing Services	Director
	U.S. Department of Justice	

As a Presidential appointee, directed all administration and operations of one of the primary granting agencies of the Department of Justice. Established new initiatives and policies to foster community oriented policing as the foundation on which to advance law enforcement's involvement in sustaining viable communities. Implemented one of the largest grant programs in the history of the Justice Department, an \$8.8 billion dollar allocation to hire and support 100,000 new police officers nationwide. Identified key national issues in crime and order maintenance, law enforcement ethics, support of Indian Country, and providing funding support to public safety agencies to address current issues. Provided guidance and technical support to the Attorney General of the United States and Associate Attorney General in matters related to public safety and community oriented policing. Served as liaison to federal agencies, state and local law enforcement agencies, private foundations, and nonprofit organizations on behalf of the COPS Office, White House, Attorney General, and Associate Attorney General.

1994-1999	Baltimore Police Department	Police Commissioner
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Directed all administration and operations of the nation's ninth largest police department, with over 3,100 officers and 600 civilian personnel serving an urban population of over 650,000. Decreased the crime rate every year. Established an organizational commitment to community policing. Led the modernization of department technology and support systems. Significantly increased the number of women and minority officers throughout the ranks and in every specialty unit. Established innovative programs in domestic violence, crime prevention, patrol, and training. Streamlined the agency and reduced the hierarchy by eliminating three ranks. Increased federal grant funding for departmental activities. Developed new partnerships and community initiatives with the faith, business, and nonprofit communities. Established the nation's second largest Police Athletic League, serving 10,000 young people. Established the Baltimore Police Foundation.

1994-present Johns Hopkins University Executive in Residence
Division of Public Safety Leadership

Senior Lecturer in the Johns Hopkins University, School of Education, Division of Public Safety Leadership, which provides graduate and undergraduate curricula for senior public safety personnel. Provide instruction in courses relating to community development, leadership and organizational behavior, case studies, crisis communication and management, and intelligence collection and fusion. Serve as a member of the Division's program development and design team.

1967-1994 San Jose Police Department Deputy Chief of Police

Promoted through the ranks from patrol officer to Deputy Chief of Police in 33rd largest police department in the nation, with over 1,400 officers. (San Jose is the nation's 10th largest city.) Served as Commander in each of the department's four bureaus including Field Operations, Investigations, Administration, and Technical Services. Established community oriented policing as a foundation for all services. Served as commander of the Special Operations Division, Mobile Emergency Response Group, and the Research and Development Unit. Served as Special Assistant to the City Manager, including an extended assignment to investigate a large investment fund loss.

Anil Varghese

Managing Director – Data & Analytics

Anil.varghese@fticonsulting.com



227 West Monroe Street

Suite 900

Chicago, IL 60606

Tel: 312 606.2623

Fax: 312 759 8119

EDUCATION

B.S. in Information and Decision Sciences, University of Illinois at Chicago

B.S. in Finance, University of Illinois at Chicago

Anil Varghese is a Managing Director in the Data & Analytics practice in the Forensic and Litigation Consulting segment and is based in Chicago.

For more than 10 years, Mr. Varghese has provided large-scale data analysis and computer forensic consulting services in disputes, investigations, and other financial and accounting matters. Mr. Varghese has significant experience in matters involving the collection, cleansing, transformation, and analysis of data involving fraud investigations, financial reporting and analysis, and the automation of financial metrics.

Mr. Varghese has assisted with IT audits, the development of business process automation tools, and provided eDiscovery services to law firms and companies in a variety of industries including automotive, financial services, healthcare, rental & leasing, and technology.

Select Professional Experience

- Managed the automation of quarterly and monthly bad debt reserve rate processes for a rental & leasing company, including code development, testing and implementation. The automated process increased efficiency by reducing a five-day process to less than thirty minutes. Led the development and testing of an automated process to clean, normalize and calculate a rental & leasing company's Price Volume Mix. Managed the creation of a visualization suite that allowed the company to drill down to various components of the Price, Volume, Mix calculation in order to identify areas of improvement.
- Technical lead in the development of automated processes to identify erroneous securities options trades and related fees on behalf of a top-ten bank holding company. Identified where in each options' trading life cycle the erroneous origin code was present, and quantified trading fees.
- Created, developed, and tested a web portal and database architecture for a healthcare company's tracking, review, and remediation of claims. Transitioned objects to client's cloud environment. Utilized SQL server databases and .NET programming in the development of the frontend user web portal.
- Developed business intelligence reports for a large car rental company to highlight Key Performance Indicators and deliver new insights to key decision makers and drive performance. Led the automation, ingestion, and normalization of enterprise data, as well as the creation of a detailed user guide and training material for the client.
- Assisted in a CFPB compliance audit for one of the nation's largest commercial mortgage lending corporations. Focused on the various data systems that the company used to report key performance metrics. Led the validation and testing of system outputs and identified areas of concern based on the findings of these tests.

Anil Varghese

- Assisted outside counsel with the identification of internal fraud for a commercial lending bank. Assisted with interviews of all applicable personal and led the data analytics team's review of transactional records to identify instances of potential fraudulent activity.
- Technical lead for an internal data intake team, supporting an employer's internal digital evidence and e-Discovery services. Oversaw a team responsible for receiving, processing, normalizing, and extracting data from all forms of electronic evidence to be reviewed in electronic discovery platforms. Established data intake standards and procedures while enforcing evidence handling best practices when dealing with client data.
- Assisted in the loading, analysis and automation of historical accounting data into a database repository for purposes of a multi-year financial restatement on behalf of an automotive company. Assisted the restatement team with reconciliation and creation of adjusted journal entries.
- Managed the implementation of a foreign entity SQL server tool for a multi-billion dollar industrial company. Coordinated all day-to-day activities of the SQL server client team. Developed documentation, training programs, and system processes related to the new tool.
- A Medicare and Medicaid company was involved in a legal dispute with the United States Department of Justice with regards to pricing used on various drugs. Assisted a Medicare/Medicaid provider in a DOJ investigation concerning alleged fraudulent drug prices. Utilized complex data analytics to defend the DOJ's allegations and support client's positions. Loaded, normalized, and analyzed data in response to various requests.
- Led a database architecture audit for an email marketing client. Verified, validated, and documented all database objects and workflows as well as all reporting processes. Developed and delivered a comprehensive user guide for the client to assist in understanding all database objects and to support the transition team.
- Managed a large analytics investigation into the assets of a highly publicized individual in the Southeastern United States real estate market. Assisted outside counsel with asset tracing through various holding companies, and the identification of hidden personal assets

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October 11, 2018

VIA E-MAIL

Ms. Carole S. Rendon
Mr. Richard M. Knoth
BakerHostetler
Key Tower
127 Public Square, Suite 2000
Cleveland, OH 44114

Re: Chicago Police Consent Decree Independent Monitor Selection Process

Dear Ms. Rendon and Mr. Knoth:

Thank you for your submissions in response to the Request for Proposals issued jointly by the Office of the Illinois Attorney General and the City of Chicago and your ongoing interest in serving as the Independent Monitor. We would like to provide some additional information regarding the next phase of the process.

We will notify those teams who have advanced to the finalist stage during the week of October 15. Please be advised that all finalists will be required to submit an answer to the following question in writing on or before October 26.

Please advise if any team member has:

- *Been terminated from employment or a consulting contract, or resigned from employment, a consulting contract, or a professional board or organization because of a report or allegation of misconduct;*
- *Been accused or adjudicated to have engaged in professional misconduct (for attorneys, only report sustained complaints to the Bar); or*

DUANE MORRIS LLP

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Ms. Carole S. Rendon
October 11, 2018
Page 2

- *Been sued for professional or employment related actions and the case was settled, either by the member or an employer of the member, or adjudicated.*

Your written responses should be submitted in electronic format (PDF) and emailed to LTScruggs@duanemorris.com and to the City at Aslagel@taftlaw.com. Please include “City of Chicago Police Department Independent Monitoring Proposal – Supplemental Information” in the email subject line. If you have any questions or concerns regarding your ability to provide a response, please contact Lisa and Allan before October 17 to schedule a mutually convenient time for discussion.

Sincerely,

Lisa T. Scruggs
For the Office of the Attorney General
For the State of Illinois

Allan T. Slagel
For the City of Chicago

LTS/saw