TO: Mayor and Council

FROM: Ruffin L. Hall, City Manager

CC: Marchell Adams-David, Assistant City Manager
    Cassandra Deck-Brown, Raleigh Police Chief

DATE: June 16, 2020

SUBJECT: Independent Review of Recent Events

On June 9th Police Chief Cassandra Deck-Brown came before the Raleigh City Council to provide an update on recent events and to proactively request an independent resource to assess the events that unfolded in the City of Raleigh during the weekend of May 30-31, 2020 in reaction to the death of George Floyd.

Events in other cities have placed a demand on these services across the country. It is important that we move quickly. After review and consideration, I have selected the professional services of 21CP Solutions, LLC to conduct a policy and procedure review of the Raleigh Police Department’s response including, but not limited to, a review of the use of tear gas during the protests.

21CP is a global consulting group that assists law enforcement agencies with meeting the challenges of delivering safe, effective, and constitutional policing in the 21st Century. The firm assists cities and their police departments in employing best practices for effective, integrity-driven policing that is focused on building trust, strengthening relationships, and community collaboration in public safety.

These experts have a history of driving measurable change, leading reform, and moving police departments nationally towards greater partnerships and collaborations with the communities that they serve. The team, comprised of former police chiefs, social scientists, lawyers, community leaders, and academics have spent their careers understanding what works in policing and public safety. They have overseen some of the country’s most successful police reform efforts. 21CP’s team of experts has a proven track record of positive outcomes and is fully endorsed by the Major Cities Chief Association, National League of Cities, and Civil Rights activists.
The proposed Scope of Services will incorporate a 3-Phased Process that includes:

1. Conducting a comprehensive review of Raleigh Police Dept. policies and procedures in order to assess the tactics utilized during the protests; and

2. Evaluating RPD’s response to violence and crime during the protests to determine gaps in policy, procedure, training, or department practice that may be inconsistent with constitutional policing, national best practices, and the policing philosophy adopted by the Raleigh Police Department; and

3. Preparation of a comprehensive written report that details its findings and recommendations. The report will specifically highlight, and address areas of concern identified by residents, community organizations, RPD, and its officers in 21CP’s stakeholder engagement process.

The proposal includes a community engagement component that will help us to tackle the challenges of 21st century policing. More details will be provided at a later time.

The next step is to proceed with entering a contract with the company. The estimated budget for the service is $87,500, although additional funding may be required once the work begins and the project scope is finalized. Funding will be provided from the Raleigh Police Department’s operating budget. Authorization to enter the contract is within the City Manager’s signature authority and does not require formal approval by Council, although support for this approach would be appreciated.

The events over the last several weeks have been difficult for our entire community. I welcome the opportunity to carefully review the events of the last several weeks, receive recommendations for improvement, and make changes moving forward.
City of Raleigh, NC – Scope of Work

TO: Mr. Ruffin Hall, City Manager  
FROM: Sean M. Smoot, Managing Partner  
DATE: June 11, 2020

Assessment and Report

Project Overview

21CP Solutions, LLC proposes to conduct a policy and procedure review of the RPD’s response to protests that occurred in reaction to the death of George Floyd including, but not limited to, a review of the series of incidents that occurred on May 30-31, 2020, involving the use of tear gas during protests. The assessment will include the tactics utilized during the protests, the police department’s response to violence and crime during the protests. We will conduct this project in 3 phases:

Phase I – Comprehensive review of implicated Raleigh PD policies and procedures including site visit.

21CP Principal Consultants will review all department documents related to the incident, including reports, memoranda, written policies, general orders, written procedures and training guides/outlines related to use of force and response to mass gatherings/protests.

Phase II - 21CP Principals will lead a site visit team to meet directly with the RPD Chief of Police, Department Training Coordinator, supervisory staff and officers. We will also meet with outside law enforcement agency personnel involved in the protest response and incidents as appropriate.

21CP staff will identify gaps in policy, procedure, training, or department custom that are inconsistent with Constitutional policing, national best practices and the policing philosophy adopted by the Raleigh PD.

Phase III – 21CP will provide a comprehensive written report detailing its findings and recommendations. This work product will be accessible, straightforward, and direct. It will include detailed, pragmatic, and actionable guidance for the City and police department on how to improve and strengthen its performance.

We will specifically highlight and address areas of concern identified by residents, community organizations, the Department, and its officers in 21CP’s stakeholder engagement process. 21CP will be available to address its findings, recommendations, and report to community stakeholders, city leaders, departmental personnel, and other groups as identified by the City.

21CP Solutions, LLC will undertake this project on an immediate basis and is prepared to begin work as soon as the parties agree upon terms. We understand that time is of the essence for the City, the PD, and the community at large. We anticipate that, assuming speedy contract execution, this project can be completed on or before September 15, 2020.
**Time Frame and Budget for Work Completion**

Preliminary document review will be started on or after June 22, 2020 following receipt of a signed contract or Notice to Proceed via email from the City of Raleigh. 21CP anticipates that site visits will occur in July and August. We believe that our final report and recommendations can be delivered by the end of September, 2020.

Estimated budget for Consulting Fees - $87,500*

*This estimate is based on 2 Partner Level, 2 Senior Associate Level and 1 Associate Level consultants being engaged over the course of 2 day on-site meetings, plus 25 hours each for Partner, 12 hours for each Senior Advisor consultant, and 40 hours for Associate consultants’ off-site work for document review, on-site meeting preparation, and report preparation.

**TERMS**

**Consultant Fees***

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<tr>
<th>Team Position</th>
<th>Hourly Rate (Off-Site)</th>
<th>Daily Rate (On-Site)</th>
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<tr>
<td>Partner</td>
<td>$350</td>
<td>$3,000</td>
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<tr>
<td>Senior Advisor</td>
<td>$300</td>
<td>$2,500</td>
</tr>
<tr>
<td>Associate</td>
<td>$250</td>
<td>$2,200</td>
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*Rates include all compensation – reimbursable expenses are not included.

**21CP Solutions will bill additional administrative and overhead costs equal to 10% of each invoice.**

**Reimbursable Expenses**

All reasonable and customary travel expenses will be submitted for reimbursement including travel, printing, shipping and copying, etc..

21CP’s travel expense policy provides that current US GSA mileage and M&IE reimbursement rates shall apply. Standard or Government Hotel rates shall apply unless the client provides special rate code for client’s preferred hotel. Domestic air travel will be reimbursed at the Coach (or equivalent) or lowest available rate – First Class or Business rates shall not be reimbursed unless said rate is the lowest available. Rail transport may be coach/business class or lowest rate available (Acela may be booked when available). Ground transportation will be by UberX (or equivalent), standard taxi, or rental car (Standard or Economy).

**Billing**

21CP will submit monthly invoices for consultant time and expenses. Invoices will be accompanied by supporting receipts for reimbursable expenses. ACH or direct deposit is preferred. Billing terms are net 30 days.
ABOUT 21CP

What We Do

21CP Solutions helps law enforcement agencies and communities effectively tackle the challenges of policing in the 21st century. We assist cities and their police departments in employing best practices for effective, integrity-driven policing that is focused on building trust, strengthening relationships, and community collaboration in public safety.

We are police chiefs who have turned around troubled police departments and renewed the community's confidence in their agencies. We are social scientists and academics who have spent careers understanding what works in policing and public safety. We are lawyers and community leaders who have overseen some of the country's most successful police reform efforts. And we are all professionals who have worked in, with, and for communities to drive safe, effective, and constitutional policing.

21CP is a global consulting group that assists police and law enforcement organizations with meeting the challenges of delivering safe, effective, and constitutional policing in the 21st Century. It is an outgrowth of many of its consultant’s experiences on the President’s Task Force on 21st Century Policing. That Task Force produced a pioneering report on contemporary policing, offering “pragmatic, common-sense ideas based on input from criminal justice experts, community leaders, law enforcement, and civil liberties advocates.”¹ The recommendations have been widely praised – whether by being “[f]ully endorse[d] and support[ed]” by the Major Cities Chief Association,² embraced by the National League of Cities³, or heralded by community organizations and civil rights activists⁴.

Building on the accomplishments of the Task Force and its work, several of the Task Force’s members formed 21CP in 2015 to assist local law enforcement agencies and communities with implementing strategies for ensuring officer and public safety, constitutional policing, and an authentic partnership with the community.

21CP does not merely make recommendations about improvements or reforms to policies, practices or procedures – it actively works with local jurisdictions across the country to provide ongoing technical assistance and translate broad objectives to operational realities.

21CP Solution’s trusted leaders and experts have worked on the ground in police departments across the country – leading large departments and assisting smaller agencies. Law enforcement is not a theoretical enterprise for 21CP, and its consulting and assessment work is not simply academic. 21CP provides real-world, pragmatic solutions that agencies and communities can implement to solve problems, drive change, and strengthen relationships both within police departments and between departments and the communities that they serve.

The firm’s experts – from early in their careers – have a history of driving measurable change, leading reform, and moving police departments nationally toward greater partnership and collaboration with the communities that they serve. They are at the forefront nationally of identifying common-sense reforms that communities and police departments can embrace to strengthen public trust while increasing the efficiency and efficacy of law enforcement services.

21CP’s experts also have significant experience working together on major assessment, monitoring, and oversight projects. Specifically, 21CP has in several other jurisdictions compared current agency practices with best practices; surveyed and interviewed agency personnel; assessed community perceptions of and trust in their police departments; and delivered high-quality, rigorous, and accessible reports to local governments.

**21CP Team Partners**

21CP’s principals are a diverse set of seasoned policing experts who are at the forefront of advancing the law enforcement profession.

| Charles Ramsey | Former Commissioner, Philadelphia Police Department  
Former Chief of Police, Washington, D.C. Metropolitan Police Department |
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<td></td>
<td>• Nearly fifty years of law enforcement expertise.</td>
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<td>• Co-chair of President Obama’s Task Force on 21st Century Policing.</td>
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<td>• Led the fourth-largest police department in the nation with 6500 sworn and 8 hundred civilian members of the Philadelphia Police Department.</td>
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<td>• Served as Washington, D.C. Police Chief and was a Deputy Superintendent in the Chicago Police Department, implementing nationally-acclaimed model of community policing called the Chicago Alternative Policing Strategy.</td>
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<td>• Former president of both the Major Cities Police Chiefs Association and the Police Executive Research Forum (PERF).</td>
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<tr>
<th>Ronald Davis</th>
<th>Former Director, U.S. Department of Justice, Office of Community Oriented Policing Services</th>
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<td>• Appointed by President Obama to serve as Executive Director, President’s Task Force on 21st Century Policing.</td>
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<td>• Thirty years of policing experience, including 20 years in Oakland and over 8 years as police chief in the City of East Palo Alto, California.</td>
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<td>• Former member of federal monitoring teams overseeing consent decrees/agreements between the U.S. Department of Justice and the Washington, DC, and Detroit Police Departments.</td>
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| **Sean Smoot** | **Director and Chief Counsel, Police Benevolent & Protective Association of Illinois and Police Benevolent Labor Committee**  
- Serves as a member of the Cleveland Police Department consent decree monitoring team.  
- Serves on the Use of Force Advisory Committee, the Police Pursuit Advisory Committee, the Racial Profiling Advisory Committee, and the Task Force on Police Integrity for the Illinois Law Enforcement Training and Standards Board. |
| **Kathleen O'Toole** | **Former Chief of Police, Seattle, Washington**  
- Successfully led the Seattle police department to achieving full and effective compliance with a federal consent decree.  
- Served six-year term as Chief Inspector of the Garda Síochána Inspectorate, an oversight body responsible for bringing reform, best practice and accountability to the 17,000 member Irish national police service.  
- Served as Superintendent (Chief) of the Metropolitan District Commission Police and Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police.  
| **Matthew Barge** | **Court-Appointed Monitor, Cleveland Police Department Consent Decree**  
**Police Practices Expert & Civil Rights Attorney**  
- Federal court-appointed monitor overseeing a federal consent decree addressing use of force and bias-free policing in Cleveland, Ohio.  
- Subject matter lead on federal monitoring team overseeing Baltimore Consent Decree, addressing officer accountability, officer training, and assessments.  
- Lead police practices expert to former federal judge overseeing an agreement between the City of Chicago and American Civil Liberties Union addressing issues related to "stop and frisk."  
- Former Deputy Monitor of federal monitoring team overseeing a Consent Decree in Seattle addressing use of force and discriminatory policing issues.  
- Conducted comprehensive assessments and in-depth reviews of high-profile incidents across the country, including Denver, Chicago, Los Angeles, New Orleans, Pasadena, and Portland. |
| Roberto Villaseñor | **Former Chief of Police, Tucson, Arizona**  
- Served with the Tucson Police Department for over 35 years.  
- Served in every division and bureau of the Department, to include Patrol, Investigations, Internal Affairs, Bike Patrol, PIO, Hostage Negotiations, Community Policing, Administration and Communications.  
- Appointed to the National Task Force on 21st Century Policing, and by Governor of Arizona to the Arizona Criminal Justice Council. |
|-------------------|--------------------------------------------------------------|
| Nola Joyce | **Former Deputy Commissioner and Chief Administrative Officer, Philadelphia Police Department**  
- Served 25 years in the public sector, including positions as the Chief Administrative Officer for the Metropolitan Police Department in Washington, D.C. and the Deputy Director of Research and Development for the Chicago Police Department.  
- Appointed to the National Academy of Science’s Panel on Modernizing the Nation’s Crime Statistics.  
- Serves as an Executive Fellow with the Police Foundation, a member of the International Association of Chiefs of Police (IACP) Research Advisory Council and the Police Executive Research Forum’s Research Council.  
- Received the PERF Gary P. Hayes award and the IACP/Sprint Award for Excellence in Law Enforcement Research. |