

HILLARD HEINTEZ
NOPD Monitor Selection Meeting

April 02, 2013

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April 2, 2013

Hillard Heintze

1 MS. SHARONDA WILLIAMS: Thanks again everybody for
2 coming back and joining us for the next set of
3 interviews of our NOPD consent decree monitor
4 candidates. The next presentation will be by Hillard
5 Heintze. Just to remind everybody of the format,
6 Hillard Heintze will -- will present for up to
7 30 minutes, followed by 30 minutes of public comment,
8 and one hour of questioning by, up to one hour of
9 questioning by the selection committee.

10 And another reminder about the public comment
11 period, each speaker will be given up to two minutes
12 for their comments. And if you're interested in making
13 a comment, please fill out a card which can be obtained
14 from the gentleman standing in the back of the room.
15 Thank you again. And welcome to the Hillard Heintze
16 team. And if you guys want to get started. Thank you.

17 MR. TERRY HILLARD: My name is Terry Hillard.
18 What I'd like to do before I begin is introduce the
19 Hillard Heintze monitoring team and then go from there.
20 To my extreme left is Kathy O'Toole. Next to her is
21 Judith Williams. To my right here is Ellen Scrivner.

1 Next to Ellen is Dr. Charles, Dr. -- Reverend Dr.
2 Charles Southall, and then Dr. Huey Perry. To my
3 extreme left, my next left here is my partner Arnette
4 Heintze.

5 One of the things that -- that I'd like to do
6 is, first is tell you about the document that you have
7 in front of you. That document is a presentation for
8 you, what we hope to present today. The next thing I'd
9 like to do is just take a moment to acknowledge Federal
10 Judge Susan Morgan of the District of Louisiana for
11 coming up with this consent decree. But also I'd like
12 to thank the panel of judges for being very grateful to
13 allow us to come here and present this -- this
14 presentation. The document that -- that -- that you
15 have in front --

16 MR. ROY AUSTIN: I'm sorry. One second. I don't
17 think your mic is working because we're hearing from
18 the audience.

19 MR. TERRY HILLARD: Can you hear me now?

20 MR. ROY AUSTIN: Yeah.

21 MR. TERRY HILLARD: Okay. Do you want me to start

1 over?

2 MS. SHARONDA WILLIAMS: No, no.

3 MR. TERRY HILLARD: Okay. That -- that document
4 in front -- in front of you, that's really a
5 compilation of our in-depth comprehensive proposal that
6 -- that we sent to you. And in that, it -- it will
7 tell you about what and how, but I think our
8 presentation here today is to tell you why; why we
9 think the Hillard Heintze monitor team is best suited
10 for this long journey that -- that (Inaudible) is about
11 the City of New Orleans is about to take.

12 Now one of the things that -- that I'd -- we
13 would like -- like you to understand is that this is
14 going to be very hard, and it's going to be very
15 challenging, not only to NOPD, but the respective
16 communities. And the one thing that I want to ensure
17 is that, not only myself being designated as a monitor,
18 but Kathy O'Toole and Rob Davis who are designated as
19 the deputy monitors agreed to help us on this endeavor.
20 Mr. Austin, I see this something --

21 MR. ROY AUSTIN: Oh, no, no. We were -- we wanted

1 to make sure that there were no other monitor teams in
2 the audience because we just try to protect so that no
3 one is getting the chance to --

4 MR. TERRY HILLARD: Okay.

5 MR. ROY AUSTIN: -- hear what others say about
6 them.

7 MR. TERRY HILLARD: Okay. The -- the next thing
8 that if you look at this lineup, we talk about the city
9 and how important it is for -- for this city to move --
10 move forward and act on this consent decree. We think
11 with the depth and with the breadth and with the skill
12 sets and with the experience that -- that our team
13 brings to the table, that we're well-suited to come in
14 and -- and -- and assist NOPD and the City of New
15 Orleans going forward with -- with this consent decree.

16 If you look at our individual accomplishments
17 and our individual skills and experiences, we have --
18 we've done this before. If you look at what we did in
19 Chicago when I was superintendent there, I inherited
20 the department that had been under a consent decree for
21 over 20 years, a First Amendment consent decree. And

1 during those five and a half years that I was
2 superintendent, we were able to get that consent decree
3 lifted. One -- one other point that I want to bring up
4 is we had an issue, we dealt with was racial profiling
5 and the 48-hour rule in the City of Chicago.

6 And -- and one of the things, that we brought
7 the community in and that includes not only with our
8 community meetings, but going out to the different
9 communities and hearing the communities speak,
10 listening to the community; that we were able to turn
11 that big battleship around. And -- and I think it's --
12 it's -- it's on the way to doing the things its
13 supposed to do.

14 One of the things that -- that I'd also like
15 to note, constitutional policing. That's one of the
16 things that -- that we talk about time and time again.
17 It's about making sure that you do the things that are
18 correct, that's legally correct. And -- and we, this
19 team that we're bringing forth to you, is, we're suited
20 to do this. I think in -- in the very near future and
21 we talk about four years, four to six years, the ideal

1 thing is to have young men and young women in the City
2 of New Orleans who want to be police officers, NOPD
3 police officers.

4 And when it come down to the fear and the
5 communication right now, I think that's -- that's
6 happening. So it's -- it's about communication. It's
7 about making sure there's the spirit of police, but
8 getting some confidence in the police department,
9 bringing that confidence back that's going to enable
10 NOPD to do the things that -- that -- that they need to
11 do. I think -- I think I'm going to turn it over to
12 you.

13 MR. ARNETTE HEINTZE: Okay. You know the, we
14 understand this effort here is going to be challenging.
15 We accept it. We know that everybody is going to have
16 to have patience, meaning patience in the police,
17 patience with the community. It will all come
18 together. It's -- it's going to be a long journey, but
19 it's a journey that is absolutely completely worth it.
20 We, because we know that once the -- the police
21 department has -- because we know that there are many

1 great police officers in the department. And there --
2 there are challenges there.

3 And I, and we believe that those officers
4 want to find that avenue to get to the right practices
5 and patterns of -- of policing. We believe that to
6 our, in -- in our soul about that. We know that once
7 that happens, things will change in this town. This
8 is, this town has a great reputation. I grew up not
9 from New Orleans, so I understand it.

10 And the -- the beauty of this, once a
11 successful monitoring program is -- is instituted and
12 they get to the elements that you've identified, the
13 400-plus elements that we believe that the -- the
14 department will have a transformation. And the
15 community can even grow from that. So we're, look up
16 the next if you would, but just real quickly, you've
17 got 127 pages plus of our proposal. We know it's
18 comprehensive. We prefer, we -- we made the effort to
19 make it comprehensive.

20 We wanted to leave no doubt that we
21 understood every requirement and that our effort would

1 be one that will address the needs because we
2 understand the role. The role is we're not taking over
3 anything. We're actually just the -- the observation
4 arm of the court that's seen, that the agreement, that
5 the Civil Rights, and the City came to agree on. And
6 it's very comprehensive. And there will be a
7 step-by-step approach to that.

8 So you know, just on -- on Hillard Heintze
9 perspective, we know there's a lot of information in
10 there about us; but this is a core practice area that
11 we -- that we, our firm does. You know, we're, Terry
12 and I started the firm in 2004 with the goal of
13 bringing a higher level of security and investigative
14 services to the market today. Most of our firm in
15 Chicago is focused around that investigative practice.

16 But we have, the -- the third element is the
17 law enforcement, the public safety advisory role that
18 we -- that we serve. Next one. And there are a couple
19 of examples that I'd like to talk to with you about
20 that bring forth that depth and breadth of experience.
21 On the bottom right you'll see that there's the

1 Homeland Security Studies and Analysis Institute.

2 There's many people in America that aren't
3 familiar with that, but it's a -- it's a federally
4 funded research and development center that's
5 authorized by Congress to be a think tank for the
6 Department of Homeland Security. They engaged us about
7 five years ago as advisors to some critical areas. One
8 of the most critical areas that we've supported them on
9 to date is in that top left corner where you see
10 Customs and Border Patrol.

11 We've all seen the -- the -- the media
12 stories about corruption and integrity issues along the
13 border. We were asked to join their team to go look at
14 those issues, to come up with a plan. And in fact,
15 that's what we did over the course of a year. And we
16 provided a plan of areas to look forward in to figure
17 out how they can help fight this effort of corruption
18 that have -- that the men and women along the border
19 face every day. Because there are organized cartels
20 that are trying to corrupt our men and women there. So
21 we've -- we've got some really great experience there.

1 We do large projects. Towards the, on the
2 top right, the second to last is the Schaumburg Police
3 Department. We started in -- in January the Drug
4 Enforcement Administration arrested three officers from
5 this mid-sized apartment outside of Chicago. They
6 arrested them for drug distribution. And the village
7 acted very quickly. They engaged us in a conversation
8 about a week after that. We started talking.

9 About a week later we started a very
10 comprehensive assessment to take a look at the
11 department, to understand the challenges from a command
12 level all the way down to the officer level. In this
13 process, the -- the chief retired. Yesterday they
14 asked us to assume the role of being the interim chief
15 to help them along the way, to -- to grow and -- and
16 develop a department that was more responsive to the
17 community and was following the -- the -- the codes of
18 conduct, constitutional policing, and -- and -- and
19 enforcing the laws as they should.

20 So we're very proud of that engagement.
21 It's -- it's ahead of us. We've got a member there.

1 But we're going to help them identify that chief in the
2 very near future to come in and -- and take over the
3 department. And then our plan is going to be to help
4 them implement some of the assessment process along the
5 way.

6 One of the examples, right in the center, the
7 RSD, that is here in -- in New Orleans with, right
8 after the storm hit in -- in 2005, you know,
9 establishing the -- the function of schools and getting
10 them operational was a big challenge. Obviously,
11 displaced families were starting to move back in.
12 And -- and the education process had to start up.

13 In that process they -- they brought on a
14 gentleman as the superintendent of the Recovery School
15 District for New Orleans, and they noticed right away
16 that they were spending a lot of money in security.
17 And they were literally spending about a million
18 dollars per school. And that seemed excessive to us
19 on -- on face value. So as our team came in and looked
20 at the, what was taking place, we realized that they
21 were on the path to spend another \$12 million that they

1 didn't need to spend.

2 So we actually put forth a security strategy
3 and a plan to help them bring that back and get into a
4 more cost effective model. So I bring that up because
5 that's an experience here in the city that we were
6 engaged in five years ago. It shows the -- the
7 perspective we have about cost and -- and how things
8 need to be done in a very cost effective manner.

9 And Brett, could you go to the next? And
10 that brings us to the concept that we're talking about
11 of -- of where we come in and the -- the information
12 that we want to provide you on our pricing, which we
13 believe we put forth a competitive price. We -- we
14 understood that the -- that the comprehensive nature,
15 that it would take well over 8,000 hours we believe
16 of -- of time and effort. And then we -- we looked at,
17 how can we do that in a manner that would -- would be
18 as cost effective as possible.

19 And so that's where our, that's how our value
20 came together in offering the -- the value of cost that
21 we could. See, the model that you see there is --

1 is -- is a concept that we believe in that brings some
2 good skill sets and -- and -- and it identifies the
3 principles behind the monitoring process that's --
4 that, you know, we refer to here as the monitor trust
5 restore model.

6 And it starts with transparency, which is
7 just what's taking place here today. There's a very
8 transparent open discussion about, you know, who wants
9 to be the monitor, who you want to select as your
10 monitor. And it goes through a rigorous review of
11 facts and -- and findings. And the -- the -- the
12 process continued on. And you'll see that, you know,
13 integrity is such a strong issue there. And it
14 ultimately leads to where we get to the transformation.

15 Because transformation is not going to happen
16 overnight. We know that. We know that you know that.
17 And we know that the community and the police
18 department is aware of that. But it's a partnership
19 effort that will get us there. So if I could at this
20 point, I'd like to have Ellen pick up and continue that
21 conversation.

1 MS. ELLEN SCRIVNER: Okay. Good afternoon. I'm
2 Ellen Scrivner. I know some of you on the panel.
3 Those of you that don't know me, I have a long history
4 in working in community policing as a Deputy Director
5 the Office of Community Policing in the Justice
6 Department. I've also been involved in research. I
7 did a very early research study on police use of force
8 as a (Inaudible) of the National Institute of Justice.

9 And then I have hands-on experience as the
10 Deputy Assistant Superintendent -- Deputy
11 Superintendent for administration in the Chicago Police
12 Department. Most recently I was Deputy Director of
13 NIJ. And then I served a year over at the -- in the
14 White House drawing up policy with Congress. And so
15 I'm happy to join the -- the team, the Hillard Heintze
16 team, and to talk to you about this model.

17 As Arnette was saying today, when we pick up
18 on the whole motion of transformation, that's really,
19 in our judgment, what this initiative is all about.
20 And we then begin to look at how do you get there.
21 Well, Terry talked about, you know, the what and the --

1 the -- the what and the how as -- as being different
2 than the why.

3 I am talking about the what and the how. And
4 to achieve those -- those goals, we have developed or
5 Hillard Heintze has developed the monitor trust
6 strategy. And it's really an attempt, a systemic
7 attempt to restore trust, not only in the police
8 department but throughout the -- throughout the
9 community. The model demonstrates how we'll manage
10 the -- the monitoring process.

11 And I'm not going to go through all of that,
12 1 through 8, I think you could read that. But you'll
13 see all of the different steps that we will be engaged
14 in managing the monitoring process. And you'll also
15 hear very shortly that to do this we bring a very
16 integrated, multi-disciplinary team together who have a
17 lot of hands-on experience in managing large
18 departments and urban issues or urban areas dealing
19 with the issues for urban policing and things that may
20 be sound a bit more difficult, things such as racial
21 profiling; but also the needs to interact with the

1 community in a very realistic -- realistic way.

2 Kathy will be talking more about the -- the
3 actual team and what we bring to that, but as managers
4 we also bring the focus and the need for it to be very
5 cost effective in this approach. And so as we begin to
6 engage the model, what you will then be -- be seeing is
7 in addition to the compliance with the consent
8 decree -- you jumped ahead of me -- but in your -- in
9 your -- picture in your -- the model you had in the
10 handout that outer circle on the last slide -- sorry.
11 Yeah. That outer circle talks initially at the top
12 about compliance with the consent decree.

13 But our goals will also be to protect
14 Constitutional Rights of all community members to
15 improve the safety and security of the people of New
16 Orleans and to increase public confidence in the New
17 Orleans Police Department. And our goal obviously is
18 to create patterns and practices of constitutional
19 policing that is bias free. And we -- we would engage
20 a model like this to do that.

21 Now in terms of the actual steps -- now you

1 can do it, thank you -- to the actual steps that will
2 be taken, we've laid out kind of how we view the core
3 responsibilities as defined in the -- in the consent
4 decree. This again, is the what and the how. And this
5 is what we will be doing in the first two years. Those
6 first two years are critical. After the first 90 days
7 are incredibly critical, but over a two-year period,
8 this -- these are the kinds of activities that we will
9 be engaged in. They are the activities that --that are
10 in the -- the decree, but we would lay out the
11 timeline, as well as what we hope to accomplish as
12 we -- we go through that.

13 So within the context of the -- the trust
14 model, we will describe these different
15 responsibilities, and clearly we will start developing
16 the monitoring plan in the first 90 days and -- and
17 also looking at the outcome assessments and conducting
18 the compliance reviews and the audits and the outcome
19 assessments, then developing the plan and -- and modify
20 as needed.

21 And as we go through there, you'll see

1 most -- most of this is in the consent decree, so
2 you -- you're -- you're familiar with this. But our
3 whole goal is to stay within the -- the requirements
4 and be able to submit reports within 90 days prior to
5 initiation, to review each and all of the cases and the
6 very serious issues that have evolved that -- that
7 created the -- the reasons for the consent decree,
8 provide recommendations and instructions in terms of
9 how the department is in compliance with what -- with
10 what has been set forward, and try to really ensure
11 timely and full effective implementation.

12 That is our goal in the -- in the end run.
13 But throughout that we'll be providing reports to those
14 who are required to receive reports in terms of the
15 court. But all, to all people that come together who
16 require that we -- that we -- that we -- they see our
17 quarterly reports that we will furnish. We will
18 coordinate with the -- the independent police monitor
19 and we will continue ongoing communication with the
20 police superintendent, with the people in the city, as
21 well as DOJ reps; but more importantly, we will also

1 continue ongoing communication with the community.

2 I think what you're going to hear from all of
3 us is we have strong -- strong experience in -- in
4 recognizing that to do something like this, to create
5 this kind of transformation that we're talking about,
6 to create constitutional and bias-free policing; we
7 must have an interaction with the community that is
8 ongoing, that is very, that is real, that is more than
9 just sitting down and talking together at a table. We
10 need to engage the community to work with us and to
11 work with everyone here who are partners to -- to
12 achieve the goals of the consent decree.

13 So those are some of the things that we will
14 be doing. I think you can see pretty well, not only
15 the -- the actual responsibilities but how we will meet
16 them and the timeline. It's laid out primarily in two
17 years, but essentially the first 90 days will be
18 critical. And that's -- and that's the -- the
19 developing the monitoring plan and -- and then making
20 any changes on outcome assessments, measurements, and
21 stuff.

1 With that, to do that we will be using, as I
2 referred to, a very well integrated team that Kathy
3 O'Toole is going to talk, be talking with you about.

4 MS. KATHLEEN O'TOOLE: Thank you, Ellen. My name
5 is Kathy O'Toole. I -- I rose through the ranks of
6 policing in Massachusetts. I was very fortunate to
7 have the opportunity to serve as Secretary of Public
8 Safety in Massachusetts and also as Boston Police
9 Commissioner, but if I could go back tonight to role
10 call and work an alpha 109 car again, I'd do it in a
11 heartbeat.

12 I make that point because I feel in doing
13 projects of this nature it's really important to get
14 out and roll up our sleeves, work closely with our
15 community partners, with -- with people like Judith and
16 Dr. Southall and Dr. Perry and -- and really get out
17 and talk to people and listen to people in the
18 community. And I -- I would very much appreciate the
19 opportunity to do that.

20 In addition, you know, I think it's really
21 important, we've -- we've shown that we can meet the

1 technical requirements in the proposal in -- in our --
2 in the very comprehensive document you received. We've
3 shown it in some of these slides today, but most
4 important I think is -- is -- is for you to understand
5 us, you know, to know us and understand what we stand
6 for.

7 I took this job for -- I took this
8 opportunity to present here today for two reasons.
9 First of all, because of Terry Hillard. And he won't
10 appreciate me saying this because he's a very humble
11 man, but I can't imagine another police leader in the
12 country that's more universally respected than Terry
13 Hillard. His integrity is just incredible, and he
14 stands for all the right things.

15 Terry and I both agree that policing to us
16 was never just a job, it was truly a vocation. He
17 cares deeply about the community he's lived in. He
18 still lives in the community he's lived in for many
19 decades, raised his family there, and never forgot
20 where he came from and truly cares about communities,
21 not just in Chicago, but across this country. And

1 those are the people that -- that I want to work with.
2 And I think that's one thing that we all share, on this
3 team share, is that it's the same sense of -- the same
4 sense of values. You know, it's not just a job to us,
5 it's truly -- it's truly a vocation.

6 We have a team that's incredibly diverse as
7 you'll see from -- from our slides. It starts with the
8 Hillard Heintze Senior Leadership Council. A few years
9 ago Terry -- Terry called a few of us and said, look,
10 you know, I'm trying to assemble a group of people who
11 share the same values but have a -- have a variety of
12 experiences and represent, you know, represent a lot of
13 diversity. So Terry asked if I'd serve on the Senior
14 Leadership Council. I was one of the first people to
15 sign up.

16 We have other major city chiefs from across
17 the country who have recently retired who have joined
18 us. And again, we all have come together because we --
19 we believe in the same things. Included on our team we
20 have -- we have police professionals, we have lawyers,
21 we have academics. Their perspective is incredibly

1 valuable to us.

2 We have business leaders from the community
3 here. We have representatives of clergy. You know, I
4 think it's a very diverse team. I think we were able
5 to bring together a unique group of individuals who,
6 you know, individually have incredible experience,
7 incredible expertise. But we were able to harness our
8 resources into a very robust team. And you know, it's
9 been a pleasure to meet the -- the local folks on
10 the -- on the committee on our -- our team, as well.

11 Because it's clear to me that Terry and
12 Arnette went to great lengths to select people from
13 this community who also share our same values. So with
14 that, I'm going to turn it over to Reverend Dr.
15 Southall who will introduce the local team. Thank you.

16 REVEREND CHARLES SOUTHALL: Thank you so much.
17 I'm Reverend Southall. I'm Pastor at the First Emanuel
18 Baptist Church on Carondelet Street, who has been in
19 our community for 127 years. And I've been the Pastor
20 for 24 years in the corner of Central City where 8 of
21 the last 45 known murders of the City of New Orleans in

1 2013 has occurred, 17 percent.

2 And I'm here because I was contacted by
3 Arnette and Terry to be a part of something that they
4 said, Reverend, help me, help our city. And I said,
5 absolutely. They came with the expertise. And I
6 believe that they understand the job, that they know
7 the job, that their record says that they have done the
8 job. So as a result, I'm in. Next to me is Dr. Perry,
9 who I chaired with on Humans Relations Commission some
10 years ago. And I'll give him to you.

11 MR. HUEY PERRY: Good afternoon. As Dr. Southall
12 said, hi, my name is Huey Perry. I'm a professor of
13 political science and public policy at Southern
14 University. And as a social scientist, I wanted to be
15 a member of the Hillard Heintze team. As a -- as a
16 political scientist, I have studied New Orleans
17 politics, New Orleans elections, and governors for more
18 than 30 years.

19 In the early 1990s I was fortunate to serve
20 as a consultant for the New Orleans Human Relations
21 Commission. The commission was charged with addressing

1 the same problems and issues that we are called on to
2 address today. So it's time for government leaders and
3 business leaders in New Orleans to get this problem
4 resolved. Resolving police miss -- misconduct and
5 abuse of citizens, can be transformative. As -- as a
6 social scientist one of the things that I do is study
7 other cities and see what works in other cities.

8 And I think that is -- that is the
9 perspective that the social scientist on this team can
10 bring to this illustrious team. As an example of a
11 city that transformed itself, it's the City of Atlanta.
12 In the 1940s and 1950s, Atlanta was just another sleepy
13 southern town. When it, when business leaders and
14 governmental leaders decided to resolve the Civil
15 Rights crisis in Atlanta, that set the stage for the
16 tremendous economic growth that Atlanta has
17 experienced. So now Atlanta is a major regional
18 transportation center and an economic hub for our
19 nation.

20 Businesses simply were not going to invest in
21 Atlanta as long as Atlanta had a record of abusing its

1 citizens, particular its minority citizens. So if
2 there's anybody that think -- who think that abusing
3 citizens -- citizens is good for business, I'm here to
4 tell you that it's not. It's just the opposite. When
5 a city gets a reputation of treating all of its
6 citizens fairly, that's a basis for economic growth and
7 enhanced prosperity for all its citizens.

8 So I'm excited to be a member of this team.
9 I think that we can make a real difference. And as a
10 social scientist who has studied New Orleans for more
11 than 30 years, I'm definitely in. Now it's my pleasure
12 to ask Ms. Judith Williams Dangerfield to share her
13 concerns.

14 MS. JUDITH DANGERFIELD: I'm Judith Williams
15 Dangerfield. I own a small planning firm here in the
16 city (Inaudible) we specialize in environmental
17 justice, national environmental policy act, Title 6.
18 We're worked in pretty much every neighborhood in this
19 city doing strategic planning, community outreach, and
20 engagement on interests ranging from community
21 development, public health issues around HIV AIDS and

1 substance abuse. We've worked with the City on -- the
2 Department of Justice with the city programs.

3 We've really engaged this community and the
4 city on a regular basis. It's what we do. I'm a
5 resident of New Orleans lifelong. I want you to know
6 that my life, my person, my property, my Civil Rights
7 are protected by my police department. So (Inaudible)

8 MR. ARNETTE HEINTZE: So that's the summary that
9 we'd like to provide you. With that I think we've got
10 about one minute left, and we'll take advantage of
11 that. So you know, the team that we present here with
12 -- today, we knew, we recognized the requirement that
13 was in the request for a proposal. We immediately
14 addressed that. We reached out. We identified our
15 local partners.

16 We knew we could find great partners here in
17 this city, that's why we chose to -- to reach out to
18 them and -- and partner with us. You'll also note a
19 couple of other points that we have up there. We've
20 reached out to the Urban League of New Orleans. And
21 we -- we talked with the interim president there. And

1 they promised their support with us to join us and --
2 and work with us as we reach out to the community.

3 You'll also notice that -- that you sent
4 notification out that the RAND Corporation would --
5 would offer their services. We, I think we're the only
6 team to engage them as -- as far as my conversation
7 with them, and but we've talked of the value they will
8 bring. And they've -- they've acknowledged that if
9 your team is selected, we're more than pleased to work
10 with you. We'd -- we'd be honored to have them with us
11 because they have done some great qualitative and
12 quantitative analysis in other consent decrees around
13 the country, specifically Cincinnati and Oakland, I
14 believe.

15 And then the -- the last component just
16 touching briefly is IJIS, which is, you know, it's
17 literally the nation's think tank for -- for
18 information technology in the law enforcement area. So
19 we've got just a tremendously solid team. And you
20 know, there's a number of reasons that we've positioned
21 it, we've given it to you in the handout of why we want

1 to do this. This is what we do. We've worked in law
2 enforcement. We understand it. And -- and we have a
3 strong record of reaching out and being collaborative.

4 And I would like to turn it over to my
5 partner, Terry, to finish out here.

6 MR. TERRY HILLARD: I think in the end you have to
7 realize that the problem here in the NOPD is systemic.
8 And this is not going to be an easy project, an -- an
9 easy effort. And it's going to be a lot of challenges,
10 not only for the NOPD, but -- but for the community and
11 for the city. I think that's what this monitoring team
12 brings to the table, we can get through this. And with
13 a couple of the monitoring team going out in the
14 community and listening, not talking, but listening to
15 some of the issues that are still affecting the city.

16 MS. SHARONDA WILLIAMS: Thank you very much. Now
17 we're moving to the public comment period. Do we have
18 any cards for public comment? We have three cards.
19 Again, let me stress that we are going to stick to the
20 two-minute time limit. And we ask that all of our
21 speakers stick to that timeframe and -- and be

1 respectful to our presenters as they make their
2 comments. The first card we have is Ms. Diedra Lewis.

3 MR. ROY AUSTIN: And just for the (Inaudible) of
4 Hillard Heintze, after the public asks questions or
5 comments, you can respond to those. We'll have all,
6 the three of them ask their question, and then you can
7 respond to all three.

8 MS. SHARONDA WILLIAMS: Mr. Scott.

9 MR. RANDOLPH SCOTT: Yeah.

10 MS. SHARONDA WILLIAMS: Okay. Come forward.

11 MR. RANDOLPH SCOTT: Good evening, everyone. My
12 name is MR. RANDOLPH SCOTT. You know, I don't want to
13 sound condescending or negative with attacking
14 everyone, but as I look at this group here; I see a lot
15 of political (Inaudible) conflict of interests, and a
16 real lot of whole nothing that come from this group of
17 individuals here. And again, with all due respect,
18 some folks here have been -- I mean, really when I
19 heard your presentation, I just lost my whole train of
20 thought.

21 I was going to get into the consent decree,

1 but in actuality, I -- I -- I just don't have to ask
2 you the questions about your -- your enforcement of the
3 consent decree because I represent an organization,
4 CUC, and just from the, you know, the individuals that
5 are up here; I think that is just, you know, sorry, but
6 a waste of time. I'm going to have to really say that
7 straight up. I see people here that's affiliated with
8 the mayor and has not reached out at all to the
9 African-American community and probably is a part of
10 the problem in this community.

11 I see people here from my alma mater of
12 30 years at Southern University, and I don't know where
13 you've been at. (Inaudible) at Southern University.
14 You know, again, I -- I, you know, I don't want to
15 sound personal, but I think I kind of have to get that
16 way because of the fact that these, a lot of these are
17 local individuals here; and we've heard from you all or
18 we have not heard from you all. And we have not seen
19 you all in terms of anything that we have been dealing
20 with in terms of the problems that exist here.

21 I heard a gentleman from Chicago indicate

1 that, you know, we helped them get out of the consent
2 decree. We don't want you to help nobody get out any
3 consent decree. This consent decree is going to be
4 around for a long time. And for you to say that we're
5 helping you to get out of the consent decree, it's just
6 the wrong direction. So I hate to, like I said, I hate
7 to sound condescending to this group; but I could just
8 say, you know, thumbs down and no disrespect intended
9 to anyone here. And thank you very much.

10 MS. SHARONDA WILLIAMS: Thank you. The next
11 speaker is Mr. Jordan Thomas.

12 MR. JORDAN THOMAS: Hi. I'm a volunteer at the
13 office of independent police -- the office of the
14 independent police monitor. And I just wanted to say
15 thank you, that you -- you were the only group to
16 recognize our role in -- in -- in the city. You know,
17 we've been here since 1997. I haven't been obviously
18 working there that long, but you know, we get
19 complaints from citizens all the time that the NOPD and
20 the PIB are not following up on complaints placed with
21 them.

1 And we register the complaints personally
2 with the PIB, and they don't seem to ever get back to
3 us. And you know, you were -- you were the only group
4 that acknowledged our role. And we appreciate that.
5 And what worries me is I think that your team is very
6 large, that I think it looks like a bureaucracy to me.
7 And it seems like that there are very few legal
8 experts. And I would hope that you can comment on the
9 influence of the lack of legal experts in your team.

10 And also, I thought your -- your bid was
11 extremely low. Like, I think it was, you know,
12 75 percent of the average of the other bids. And maybe
13 if you could speak to that, as well. Thank you.

14 MS. SHARONDA WILLIAMS: Thank you. Our final
15 speaker is Ms. Diedra Lewis.

16 MS. DIEDRA LEWIS: As I'm looking at this; the
17 more things change, the more they stay the same. I
18 cannot envision this implementation under the people
19 that I see sitting at this table. In particular, I
20 have a problem with -- with Dr. Southall, Reverend
21 Southall, whatever. I have a problem with that because

1 when the community, the community, the real people
2 called a meeting and we implored the mayor, sat
3 outside, slept outside to meet with us, just meet with
4 the NAACP. The oldest organization. We're the oldest
5 African-American organizations in this country. Where
6 was Dr. Southall? Where was these people at the table?
7 None of them stood up.

8 I -- I -- I just don't see this working if
9 this group is selected. I just don't. This is -- this
10 is not going to change. This is going to be -- when we
11 talk about collaborative, collaborative to me means
12 African-Americans acquiescing to the political powers
13 that be at the moment. I just don't see this working
14 at all. I was on the phone when he talked to -- to --
15 (Inaudible) the president of the NAACP. These people
16 don't support my church. These people don't come to my
17 funeral home. This is his -- this is his idea of
18 justice and a murder has just taken place in his
19 district.

20 I didn't see him stand up for Reginald. I
21 didn't see him stand up for Adell Bryan (Phonetically).

1 I didn't see him stand -- you cannot -- please tread
2 very carefully in this water because it's very murky.
3 If this is going to proceed, then I'm afraid that you
4 might as well take the consent decree and rip it to
5 shreds. It's going to mean nothing. Please, these
6 people are on the side of the mayor.

7 I usually I -- I -- I -- I have a name for --
8 for -- for ministers like this. Because Martin Luther
9 King marched in his wing tips, and he wasn't no punk.
10 He stood up at a time when it wasn't popular. The
11 church, the black church was a (Inaudible) of where we
12 could get our knowledge and information. And I'm
13 ashamed today of what it has become, politicized.

14 Please tread carefully in this murky water.
15 Because if you go down this path, it is going to be
16 irretrievable of how much damage is going to be done.
17 Nothing will change. Black boys will continue to be
18 slaughtered at the hands of the domestic terrorist you
19 call the NOPD. And nothing is going to change at all.
20 Wendell, Justin, and countless of others that we don't
21 even know about. Thank you.

1 MS. SHARONDA WILLIAMS: Thank you. Mr. Heintze or
2 Mr. Hillard or any member of your team, if you all have
3 responses to any of the comments that were raised by
4 the public comment.

5 MR. ARNETTE HEINTZE: Pastor Southall would like
6 to address which question?

7 REVEREND CHARLES SOUTHALL: The -- the statements
8 made about my --

9 MR. ARNETTE HEINTZE: Okay.

10 REVEREND CHARLES SOUTHALL: For the record, I
11 spoke with Danatis King, and I know this has nothing to
12 do with the monitoring piece, but I will speak to it.
13 My church has fed the homeless for years. The mayor
14 called and asked for a meeting; I granted the meeting.
15 The NAACP called me after I had granted the request,
16 after I had granted the request. If you were on the
17 phone, you would have heard it.

18 MS. DIEDRA LEWIS: I know what I heard.

19 REVEREND CHARLES SOUTHALL: The reality of it is,
20 the NAACP did not get birth to the Baptist Church. The
21 Baptist Church gave birth to the NAACP.

1 MS. DIEDRA LEWIS: That's not true.

2 REVEREND CHARLES SOUTHALL: That is true. I was
3 born in the Zion Baptist Church in 19 -- and I was
4 there with --

5 MS. DIEDRA LEWIS: That's not true. The NAACP --

6 REVEREND CHARLES SOUTHALL: -- Reverend AL Davis.
7 I was there.

8 MS. DIEDRA LEWIS: (Inaudible) gave birth to SCLC.
9 (Inaudible)

10 REVEREND CHARLES SOUTHALL: But the NAACP came out
11 of the church, the movement did.

12 MS. DIEDRA LEWIS: The NAACP affiliation
13 (Inaudible)

14 REVEREND CHARLES SOUTHALL: And what I'm saying --
15 I listened to you, ma'am. Could you let me talk? I'm
16 just responding --

17 MS. DIEDRA LEWIS: (Inaudible)

18 REVEREND CHARLES SOUTHALL: -- to your statement.

19 MS. DIEDRA LEWIS: You have your (Inaudible) your
20 statements and your facts.

21 REVEREND CHARLES SOUTHALL: I understand. Well, I

1 let you talk. Can I talk?

2 MS. DIEDRA LEWIS: (Inaudible) just tell the
3 truth.

4 MS. SHARONDA WILLIAMS: Ms. Lewis. Mr. -- Pastor
5 Southall. Ms. Lewis.

6 MS. DIEDRA LEWIS: Thank you. (Inaudible)

7 REVEREND CHARLES SOUTHALL: The reality of it is
8 I'm here today. I have worked hard in our community.
9 We have done lost children with the NOPD for years. I
10 stand here today because Heintze and Hillard will be
11 the monitor. All Pastor Southall and the New Orleans
12 faith-based initiative was crossed with denominational
13 lines will do is use our churches, our mosques, because
14 the Muslims are part of our (Inaudible) to reach into
15 the community.

16 Today the -- TCA is at our church today
17 giving out public service vouchers for (Inaudible) we
18 touch the community. Our tentacles, from the churches
19 where I'm the president of, touches the community. And
20 we're using that today to reach out to help this
21 organization connect with the community. That's all it

1 is. There's nothing political.

2 MS. DIEDRA LEWIS: (Inaudible)

3 REVEREND CHARLES SOUTHALL: (Inaudible)

4 MS. DIEDRA LEWIS: The community --

5 MS. SHARONDA WILLIAMS: Ms. Lewis.

6 MS. DIEDRA LEWIS: -- because you have -- people
7 like you have kept (Inaudible)

8 MS. SHARONDA WILLIAMS: Ms. Lewis.

9 MS. DIEDRA LEWIS: (Inaudible)

10 MS. SHARONDA WILLIAMS: As we -- as we stated
11 during the previous presentations, if we could ask you
12 to keep your comments respectful to the --

13 MS. DIEDRA LEWIS: Well, you (Inaudible)

14 MS. SHARONDA WILLIAMS: -- presenters.

15 MS. DIEDRA LEWIS: I'm not going to sit here and
16 be lectured to. That's all.

17 MS. SHARONDA WILLIAMS: And if -- if -- if we
18 continue to have disruptions, we may have to ask you to
19 leave. Do you have any other comments that you'd like
20 to make, Mr. Hillard, Mr. Heintze, or your team?

21 MR. ARNETTE HEINTZE: We -- we certainly want to

1 address all -- all --all three elements here. And the
2 first gentleman, I -- I'm sorry I didn't get his name,
3 but I know he's with the CUC.

4 MR. TERRY HILLARD: Randolph Scott.

5 MR. ARNETTE HEINTZE: And -- and he did make a
6 point that he is absolutely right. And -- and the
7 point that he made was his reference to, maybe a
8 comment that was made about getting out of. And it's
9 not getting out of. What -- what it is is you only get
10 out of once you've changed. Once every agreement has
11 been fulfilled, that there's been a change in the --
12 the -- the culture, there's been a transformation of
13 police and there is constitutional policing practices
14 and patterns taking place.

15 So his -- his observation, I think, was dead
16 on. And -- and just to clarify, it's not to get out.
17 It's to achieve the -- the fulfillment of the
18 agreement. Mr. Thomas brought up an issue related to
19 budget. And he -- he wasn't sure quite how we can get
20 it done at that. And frankly, we can get it done at
21 that fashion because we significantly discounted what

1 we would normally go in commercial rates at.

2 If -- if we were like other bids that were
3 put in, our numbers could have come in much higher, and
4 but we made a conscience decision. And our rates are
5 public. I mean, we have the General Services
6 Administration, which we have several federal contracts
7 that are negotiated agreements. You'll find that our
8 rates are significantly higher on those, but because of
9 what we believe in that there's a need to fulfill here,
10 we were willing to make that commitment and -- and an
11 effort to -- to bring a cost-effective solution.

12 He did make also another comment about
13 lawyers. We have several lawyers on our firm. We
14 don't believe you're looking for lawyers. I -- I would
15 anticipate, we have a handful right in front of us that
16 helped mold the agreement. Because I don't believe at
17 the heart of this, we don't believe that's the core
18 function you're looking for. The court is looking for
19 a representative team to -- to be able to execute,
20 assess, review, and report back.

21 And that's the fashion in which we're going

1 to report that information. Kathy has a comment she'd
2 like to add in with that.

3 MS. KATHLEEN O'TOOLE: No. I -- I thought that
4 was a very good point that we should probably clarify.
5 Tom O'Reilly who is on our team. Tom served as the
6 former Deputy Attorney General in the State of New
7 Jersey. And both Tom and I had extensive experience
8 working on the New Jersey State Police profiling case,
9 which was one of the first racial profiling cases,
10 police racial profiling cases in this country.

11 I worked as -- I'm an attorney, myself. And
12 I worked as an expert for the Department of Justice for
13 the Civil Rights Division, examining New Jersey State
14 Police practices and procedures, making recommendations
15 that -- that led to the drafting of the provisions of
16 the consent decree. And then Tom, of course, in his
17 capacity worked in the Attorney General's office in New
18 Jersey, was responsible for overseeing the state police
19 implementation of that particular consent decree.

20 So I just wanted to -- to clarify the record
21 on that. Thank you.

1 MR. ARNETTE HEINTZE: And Ellen.

2 MS. ELLEN SCRIVNER: Yeah. I wanted to clarify
3 because Mr. Scott may have been talking about what I
4 presented. And maybe I was not clear, but I didn't
5 want to go through a -- the -- the model and the method
6 piece by piece. I thought people could read that. But
7 the whole goal of that, and Mr. Scott, I apologize if I
8 was not clear, is to ensure that there is compliance
9 with the consent decree. That's not getting out of it.
10 That's complying with the consent decree. That takes
11 time.

12 That's when you begin to see changes starting
13 to occur within the department and in their
14 relationship with the community. And that's what we
15 are trying to do, to really change the culture of the
16 department, change how they interact with the
17 community. But the bottom line is constitutional,
18 bias-free policing. And if I did not make that point,
19 I apologize.

20 MS. SHARONDA WILLIAMS: Do you have any other
21 comments that you'd like to make to the Hillard Heintze

1 team before we move to the questioning by the selection
2 committee?

3 UNIDENTIFIED MALE SPEAKER: We're good.

4 MS. SHARONDA WILLIAMS: Okay. Mr. Austin.

5 MR. ROY AUSTIN: From the Senior Leadership Team,
6 who other than Mr. Southall will have a significant
7 presence here in New Orleans, and what would that
8 presence be?

9 MR. ARNETTE HEINTZE: So in -- in that capacity
10 as -- as you've seen our (Inaudible) that we've
11 selected, you know, from the requirement in the
12 proposal to have 35 percent to a DVB. Our -- our
13 partners are here full-time, but we will also have a
14 full-time Hillard Heintze employee on the ground that
15 will be in a -- in a capacity as a chief of staff that
16 will be working with us.

17 MR. ROY AUSTIN: Who?

18 MR. ARNETTE HEINTZE: And that gentleman's name is
19 Jim (Inaudible) and he -- he's a retired federal law
20 enforcement officer and has a good understanding of the
21 area. He has a significant amount of time in Louisiana

1 and in working with the local district attorneys office
2 to federal law enforcement.

3 MR. ROY AUSTIN: How much time will you,
4 Mr. Heintze; you, Mr. Hillard; Ms. O'Toole; and
5 Mr. Davis actually be spending here in New Orleans
6 for --

7 MR. ARNETTE HEINTZE: You know, but --

8 MR. ROY AUSTIN: -- let's say the first year or
9 so?

10 MR. ARNETTE HEINTZE: Yes, sir. You know, in --
11 in our pricing proposal you'll notice that we've --
12 we've projected out. And that's all that is, is a
13 projection. We've -- we've committed to at least a
14 thousand hours, but that is a projection based on, you
15 know, our observation of the requirements at a
16 distance. As we, you know, in the first 90 days of
17 developing the plan and getting to -- to understand the
18 challenges that we have, we can give you very specific
19 timeframes, but every month one of them, almost every
20 day one of them should be in the city.

21 MR. ROY AUSTIN: One of the four people who I just

1 named, right?

2 MR. ARNETTE HEINTZE: Yes, one of the four will be
3 here every week.

4 MR. ROY AUSTIN: And speaking of that,
5 Ms. O'Toole, we are familiar with you in the Department
6 of Justice because you have been selected as the
7 monitor for East Haven, Connecticut, which has
8 significant issues and problems of its own. How much
9 time are you going to be able to devote to New Orleans
10 considering that you have that other role, as well?

11 MS. KATHLEEN O'TOOLE: Right. Yeah, I -- I
12 actually have, I -- I made that assessment before
13 agreeing to be part of this team. And I also spoke to
14 Justice Department representatives and people in East
15 Haven to be certain that it wouldn't present a conflict
16 of interest. Because ironically, I committed to being
17 part of this team before I was approached about the --
18 the East Haven monitoring position.

19 East Haven is a police department with
20 between 40 and 45 members right now. It's -- it's a
21 small community in Connecticut. It's in close

1 proximity to Boston. And I have a team of four people
2 including myself working there. And we committed to
3 the town of East Haven that we'd spend at least two
4 days a month, each of us would spend at least two days
5 a month there. So again, it's a relatively small
6 project.

7 So I would have at least a few weeks a month
8 available to be in New Orleans -- New Orleans if
9 required.

10 MR. ROY AUSTIN: Now in your original proposal,
11 you had Scott Greenwood and Thomas Streicher who were
12 part of your team. They're no longer -- am I correct,
13 they're no longer a part of this team?

14 MR. ARNETTE HEINTZE: That's correct, yes. And we
15 submitted the document to indicate that.

16 MR. ROY AUSTIN: There was a perspective, when --
17 when we originally read your proposal, there was a
18 perspective that they brought to your team with respect
19 to Civil Rights and Civil Liberties. How has that been
20 replaced, or what decision was made on how you were
21 going to fill their roles that you had originally

1 proposed?

2 MR. ARNETTE HEINTZE: You know, the -- the
3 original proposal did reflect their experience at
4 working in a department that was under a decree. And
5 the -- the issues that led to their departure from our
6 team was a business one where they were pursuing
7 another area of -- of work that they had an interest
8 in. And that -- that created an issue that we couldn't
9 continue on this fashion.

10 So as far as filling that void, we are
11 confident our team has the representative experience.
12 Because as you've seen, we've got a large team with a
13 vast array of experience. It just doesn't include the
14 -- the work from that perspective community.

15 MR. ROY AUSTIN: Now the comment was made about
16 the -- the lack of lawyers. And Ms. O'Toole, you
17 corrected that, that you, in fact, do have some
18 lawyers. Are you currently -- you don't currently
19 practice law?

20 MS. KATHLEEN O'TOOLE: Well, I'm a -- I'm a member
21 of the bar in Massachusetts. My specialty over the

1 years was constitutional law and criminal procedure. I
2 taught at police academies throughout Massachusetts
3 throughout my career. And you know, that's -- that was
4 always my, constitutional law and criminal procedure
5 were always my specialty. Certainly, Mr. O'Reilly has
6 a very distinguished career, almost entirely in the
7 practice of law.

8 So you know, again, I believe there are other
9 members of -- of the team who -- who are lawyers, as
10 well, but we simply wear a few different hats.

11 MR. ROY AUSTIN: And -- and I guess, and to
12 correct Mr. Hillard on this point, the consent decree
13 was written by the people sitting here, not by the
14 court; but it is, in fact, a court document now, a
15 legal document. And there's going to have to be
16 significant interaction with Judge Susan Morgan with
17 respect to this.

18 Who is going to be your single point person
19 for the interaction with Judge Morgan to help her to
20 understand whether or not the city is in compliance or
21 not in compliance?

1 MR. TERRY HILLARD: I would say that I am the
2 monitor if we're selected. And I would have to say
3 that the monitor should be -- be that respective
4 representative to -- to Judge Morgan.

5 MR. ARNETTE HEINTZE: And you know, just within
6 that framework, you know, Terry certainly has stepped
7 up and -- and indicated, because the -- the way the --
8 the (Inaudible) proposal was indicated, you wanted to
9 know who the monitor would be, and certainly Terry
10 stepped up for that role. But it's -- it's the
11 strength of our team pulling together. And -- and
12 certainly, with -- with Kathy being a deputy monitor
13 and she would be another colleague that would certainly
14 have the -- the -- the ability to work closely with
15 that.

16 So if -- if -- if you're telling us that just
17 one person needs to be that representative, we'll get
18 together with our team to make sure we -- we -- we
19 identify the correct person that will best execute that
20 job.

21 MR. ROY AUSTIN: And -- and who on the team has

1 the job of drafting the reports? Who is going to be
2 kind of the point person on drafting the regular
3 reports that have to be completed?

4 MR. ARNETTE HEINTZE: So that goes to one of our
5 strengths as a -- as a -- as a firm. We have a
6 communications team that we -- that it's headed by a
7 chief communications officer that we have. We have
8 graphic specialists. I think you'd readily admit that
9 all of these documents that we've ever presented, well,
10 these are all created in-house. And we have a team of
11 writers and editors that work with our subject matter
12 experts.

13 So depending -- the way we will approach a
14 task, a subject matter expert will be working on their
15 segment of the issue that we're dealing with; and then
16 in working in close collaboration with our
17 communications team, the final documents get published.
18 So we have, depending on the project or -- or the -- or
19 the report that's the requirement, there's a designated
20 leader for that; but then they're supported by a much
21 broader team.

1 We have seven members on our communication
2 team. And it's -- it's a -- it's a pretty robust and
3 capable team.

4 MR. ROY AUSTIN: Now you had a lengthy list of
5 engagements that you have had in the past. Which of
6 those engagements or which group of those engagements
7 are most like what you'd be expected to do here in New
8 Orleans, the kind of broad monitoring of an entire
9 police department? In the 492 paragraphs that we have
10 covering so much of this function, which -- which of
11 those engagements should we be looking at to say, you
12 know what, this group has done something like this
13 before?

14 MR. ARNETTE HEINTZE: Well, one very similar
15 experience was with the Metro Railroad in Chicago,
16 which I would suggest was an organization that where,
17 it would -- it came under quite a bit of tragedy. The
18 executive director was -- was being focused on as
19 diverting funds, stealing from the organization. And
20 he ultimately committed suicide by jumping in front one
21 of the trains.

1 That day we got a call from the chairman of
2 the board asking for our, for us to step up to be their
3 Inspector General. So we -- we actually created an
4 Inspector General's office that our firm operated for
5 the railroad, which is one of the largest commuter
6 rails in the country. As -- on the day that we took
7 responsibility for that, there were 11 complaints of
8 allegations of fraud, waste, abuse, and mismanagement.

9 Within the first month the -- the number of
10 complaints swelled both internally and externally and
11 we received upwards of about 140 allegations and
12 complaints, which required specific investigation of
13 each and every one of those elements. So and -- and we
14 did that as an interim basis for about a year and half
15 until the -- the -- the State of Illinois was able to
16 transfer those responsibilities to one of its state
17 agencies that is a full-time office of Inspector
18 General.

19 And since that time we've actually been
20 brought back in assessing now that police department,
21 which we're just about to finish up. So that's another

1 similar experience. As far as an exact monitoring job,
2 that goes to individual examples of the one you cited
3 for Kathy. Ellen is actually on the team in Seattle.
4 She's got a role with that.

5 So you know, individually we have members
6 that have done various aspects of -- of monitoring
7 responsibilities across every element that you've --
8 you've outlined in this agreement. As a firm, itself,
9 we can't say we've had that specific responsibility yet
10 for a monitor's job.

11 MR. ROY AUSTIN: Thank you. That's all I have at
12 this time.

13 MS. CHRISTY LOPEZ: Good afternoon.

14 MR. ARNETTE HEINTZE: Good afternoon.

15 MR. TERRY HILLARD: Good afternoon.

16 MS. CHRISTY LOPEZ: I have a couple of questions
17 about the community relations portion of the monitor's
18 responsibilities. We -- the number of provisions of
19 the agreement that require ongoing communication
20 between the monitoring team and various stakeholders
21 throughout the community, include the office of the

1 independent monitor, monitoring officers, different
2 community groups, et cetera.

3 You have a number of people that you brought
4 here today that are on your team who would seem to be
5 working in those areas. One, Ms. Williams Dangerfield,
6 your work with environmental justice, I imagine maybe
7 that would translate over and (Inaudible) and I know
8 that, Ellen, you've had some, you know what, I'm sorry.
9 Ms. Scrivner, you've had some experience with this on a
10 sort of broader base.

11 But what exactly will -- will these
12 individuals do to facilitate that from the relations
13 organization and what do you see the -- the purpose and
14 the role -- purpose and the goal, I should say, of this
15 part of your team?

16 MR. ARNETTE HEINTZE: Terry, did you want to start
17 off?

18 MR. TERRY HILLARD: First, let me start off in my
19 (Inaudible) days in the City of Chicago (Inaudible)
20 police department where we had an issue of racial
21 profiling and 48-hour rule. And one of the things

1 that -- that really moved us to the next level --

2 MS. CHRISTY LOPEZ: Can you speak up just a little
3 bit? I'm not sure --

4 MR. TERRY HILLARD: Oh, I'm sorry. I'll speak up.

5 MS. CHRISTY LOPEZ: I can -- I can hear you, but I
6 don't know --

7 MR. TERRY HILLARD: Okay, okay.

8 UNIDENTIFIED FEMALE SPEAKER: -- if the people in
9 the back can.

10 MR. TERRY HILLARD: In the inner city of Chicago
11 we had what we call multicultural reforms. And what we
12 did is we called, Chuck White (Inaudible) to be the
13 facilitator. We had had two very (Inaudible) deaths.
14 One an African-American female, and one an
15 African-American male that were shot by Chicago police
16 officers inappropriately. And -- and the city was high
17 in tension.

18 And one of the things that we did is that we
19 have to begin to listen to the community. And we
20 started, we created this initiative where we start
21 having community meetings; the activists and the

1 advocates. Every ethnic group in the City of Chicago
2 was invited there. We -- we sat down at the table.
3 And it -- it happened that about every five or six
4 weeks we would have this huge meeting.

5 And -- and it was very, very volatile at
6 first. But then we start, after about the fifth
7 meeting, we started having input from the community
8 when they decided that, you know, it really wasn't
9 about racial profiling. It was about courtesy and
10 demeanor. Our police officers did not know how to
11 treat some of our -- our residents when they stopped
12 them.

13 And -- and we moved from there into creating
14 what we call role call videos that last about 10 or 15
15 minutes. Everything from religion to the Muslims to
16 the Jewish community to -- to the Sikhs to Hindus. And
17 we created these videotapes, role call tapes so we
18 could not only show it to our police officers but to
19 our other parties. At -- at our community meeting, we
20 had everybody from the US Attorney all the way town to
21 our patrolmen.

1 And we sat there and we listened and we
2 listened and we listened to some of the challenges and
3 some of the concerns that the community had. That's
4 what this is about. It's about communication. It's
5 about gaining respect. And -- and I can truthfully say
6 that I can't do that for the NOPD. I can push them in
7 that direction and then kind of help them, but they're
8 going to have to go out and listen to the community.

9 You know, they can't expect the community to
10 come to them because the community has some concerns.
11 They have some real concerns. And those concerns have
12 to be addressed. The easiest thing in the world is --
13 is for a monitoring group to come in and start doing
14 assessments in order to and start checking boxes and
15 all that, but you get -- you got to get your -- your
16 hands dirty.

17 You've got to pull up your sleeves and you
18 have to get out there and listen to the respective
19 communities. Whether it be the black and white
20 community, the Vietnamese community, Latino community,
21 or the (Inaudible) community; you have to go out and

1 listen to these folks because they have some concerns.

2 I think that's the first thing.

3 The next thing is about training. You know,

4 in order to change the culture of this organization,

5 it's going to take an inordinate amount of training.

6 It's not going to be easy. It's going to take

7 patience, it's going to take diligence, and it's going

8 to take some sweat effort. Not only from the NOPD, but

9 from the City and -- and from the monitoring team and

10 from DOJ, also, you know, because there's going to be

11 times when we get into the room and if I'm not making

12 you and the community is not making us uncomfortable,

13 then something's not going right.

14 That's -- that is, at the end of the day

15 that's what it's about. Not getting all the advocates

16 and having all the advocates to come into a room and

17 saying nice things about NOPD. It's about making NOPD

18 and -- and the folks that's responsible uncomfortable.

19 And when you start making people uncomfortable, then

20 you can move to the next level and get the job done.

21 MR. ARNETTE HEINTZE: Ms. Lopez, I -- I think

1 Judith would have a great perspective, as well as the
2 pastor here. One of the points I want to make clear is
3 Pastor Southall is not being positioned as a monitor
4 here. He is specifically engaged for the community
5 aspect that we see so crucial, the same concept as
6 Judith because we believe she's got a strong insight
7 and perspective of the community.

8 So that's where we believe the strength of
9 our team is built. And in conversations we were having
10 with Judith yesterday, we were talking about various
11 communities. And -- and she had such wonderful insight
12 about how you start. In certain communities there are
13 certain people you need to make sure you go see and --
14 and listen and be heard. So Judith, you're --

15 MS. JUDITH DANGERFIELD: Yeah. An important part
16 of effectively engaging the community is not just
17 holding meetings and asking people to come. You have
18 to acknowledge and respect the work that's already
19 being done in the community: The organizations; the
20 institutions; the people who are working not only on
21 the issues, but the people who are working on other

1 issues in the community. There's some strong civic
2 neighborhood organizations that are in this city right
3 now that have been here for sometime, have been engaged
4 in the work.

5 Not only constitutional policing, but social
6 justice. A lot of that work is going on here, and a
7 lot of folks have done a lot of hard work. An
8 important part of what we're bringing to the table is
9 being able to identify these folks, being able to find
10 the leaders that are in the community right now. Being
11 able to -- to have a place where they can come tell you
12 this information today, not 90 days from today.

13 And -- and making sure there's a phone number
14 they can call and making sure that the information they
15 have at all times is accurate and timely. It's not
16 enough to say, we're going to have a meeting every
17 month and we want folks to come. And by the way, we're
18 going to send an e-mail out to remind you. What's
19 important is for us to go where the people are where
20 they're already doing the work, to understand that, to
21 respect that, to acknowledge that.

1 And to understand, too, that we have a city
2 here that has not entirely crossed the digital divide.
3 E-mail is not going to get everyone to the room. We
4 have to get into the communities where the people are
5 to work with the leaders who are already there. To
6 bring people to us and to make sure that we go to where
7 they are and then hear everything they have to say.

8 MR. ARNETTE HEINTZE: Mr. Southall.

9 REVEREND CHARLES SOUTHALL: Also, I'm not here as
10 a Baptist minister. The group that I'm a part of is
11 New Orleans faith-based initiative has all
12 denominations. And because of that group having all
13 denominations, we have relationships with people like
14 Rabbi Cohn, we have relationships with the Episcopal
15 Church. And as a result of that, we believe the church
16 is in the communities and we see community on a regular
17 basis.

18 And as a result of that platform, we thought
19 it would be a great connection for the Heintze Hillard
20 group to get to the community and open the doors to the
21 community to -- to deal with big issues and to be heard

1 so that people from all walks of life can come to the
2 table and give the monitor their perspective and go
3 through this process.

4 That's why I sit at this table. That's why I
5 got in trouble today, because I opened up my doors to
6 the community to hear about. My point is is that I
7 believe that church, and I have a lot of churches that
8 are part of what we do 300 (Inaudible) in New Orleans
9 that I believe that it's not just a Sunday thing, but
10 church really does our work outside of the walls.

11 And that's why we embrace such an activity,
12 not to monitor, I'm not a policeman; but to sit there
13 and make sure that we connect the people, the
14 community, all communities to the process.

15 MS. CHRISTY LOPEZ: And that's important because I
16 understand that you're not a monitor, but you're all
17 part of the monitoring team. And we just wanted to
18 reiterate that that community outreach and interaction
19 and (Inaudible) is for us a very important part of the
20 monitoring, of course. So in a way, everybody on your
21 team is a part of, you're all monitors because you're

1 part of the monitoring team. I think that's sort of
2 what I was trying to draw out.

3 And thank you for your answers, all of you.
4 And along those lines, I just wanted to make clear that
5 part of this community outreach (Inaudible) that will
6 include any of the people who we have worked with both
7 from the City and the Department of Justice throughout
8 this process, including CUC, including the NAACP, and
9 many other organizations that aren't here today who
10 have added input in this process.

11 And I just wanted to affirm that you will be
12 working closely with all of these organizations.

13 MR. TERRY HILLARD: Yeah, absolutely.

14 MR. ARNETTE HEINTZE: We've actually already
15 prepared that list of -- because I read from our team
16 that doing our research, we understood there were so
17 many various stakeholders that you had reached out to.

18 MS. CHRISTY LOPEZ: Uh-huh.

19 MR. ARNETTE HEINTZE: And we started assembling
20 those -- those members and the representatives of the
21 groups. So we understand it's vast.

1 MS. CHRISTY LOPEZ: And then finally, I -- I'd
2 appreciate you talk just a little bit more about the
3 language capabilities of -- of members of your team.
4 If you'll remember, both our (Inaudible) and decree
5 speak directly to the provision of police services to
6 people with limited English proficiency, as well as the
7 Latino community and also Vietnamese speakers.

8 MR. ARNETTE HEINTZE: Yes.

9 MS. CHRISTY LOPEZ: So if you can just put a
10 little something about that.

11 MR. ARNETTE HEINTZE: You know, and -- and to
12 address that capability, and we included it in our
13 proposal response; but Rob Davis was the deputy monitor
14 retiree San Jose Police Chief who is fluent in Spanish.
15 And -- and that would be a great asset for us in -- in
16 that regard. And we have several other
17 Spanish-speaking members of our team in Chicago that we
18 may have come down as, depending on the -- th
19 engagement, depending on the issue at hand.

20 We did specifically -- specifically reach out
21 to a Deputy Chief Ngo, who is also in San Jose of

1 Vietnamese heritage. And we -- we -- we -- because of
2 his insights there, we thought that that would be a
3 good value. We believe that there can be another
4 resource or multiple resources found here in the city.
5 We just haven't identified that -- that resource yet.
6 But we -- we included that -- that capability in the
7 resource on our team to make sure you knew we -- we
8 were aware of it.

9 But we do believe there's -- there can be
10 some greater connectivity for the various communities
11 here, the Vietnamese community. We just haven't had
12 that chance to reach in and -- and connect yet, but
13 that's part of our intention.

14 MR. JOSHUA EDERHEIMER: Good afternoon.

15 MR. ARNETTE HEINTZE: Good afternoon.

16 MR. TERRY HILLARD: Good afternoon.

17 MR. JOSHUA EDERHEIMER: I have a couple of
18 compliance and outcome questions. So with the consent
19 decree, it -- it really requires an independent monitor
20 to assess outcomes. And in fact, the independent
21 monitor is going to determine what parts of the consent

1 decree are successful and -- and the status of them.
2 So I'd like to know how you're going to go about
3 assessing the outcomes, and in particular if you could
4 provide your thoughts on what you would do to determine
5 if an outcome reflects compliance. And feel free to
6 give an example.

7 MS. KATHLEEN O'TOOLE: I -- I -- you know, I think
8 that, well, I think that's a role that our academic
9 partners will be particularly helpful with in -- in --
10 in developing the metrics and to assess success. And I
11 think they'll -- they'll look at both qualitative and
12 quantitative data in doing so. But and -- and I think
13 surveys are very helpful, both informal surveys and --
14 and formal surveys.

15 So I think, but I think Terry hit the --
16 the -- the nail on the head when he said, getting out
17 there on the ground and listening closely to people in
18 the community. You know, all the -- all the survey
19 tools, all the metrics are very, very helpful, and I
20 think we need to have those; but there's nothing
21 that -- that, I think, that compares to getting that

1 feedback from -- from people out in the community.

2 And I think they'll be the judge as to
3 whether or not this is -- this is successful. They'll
4 be the judge as to whether or not we're meeting the
5 required outcomes of -- of the consent decree.

6 MR. ARNETTE HEINTZE: The -- the further depth
7 of -- of -- to your specific issue there, that's one of
8 the reasons we specifically reached out to RAND. They
9 have very great proprietary tools that help and --
10 and -- and past experience of racial profiling, use of
11 force models, and -- and understanding very specific
12 methods. So that is, we believe, going to be a strong
13 strength because their willingness to work with any
14 monitor.

15 But -- but because we've already had that
16 conversation, we do plan on leveraging that experience
17 that RAND brings to the table. But I would also note
18 that, and I don't think we've touched on it, but Dr.
19 Peter Scharf of Tulane and Dr. Perry from Southern both
20 have significant experience in working with large
21 products -- projects, gathering information and -- and

1 analyzing the right outcomes.

2 And -- and that's a -- frankly, that's an
3 area where we think we can leverage some of their great
4 graduate students in -- in -- in engaging them to
5 support us as we go through the gathering of large data
6 and -- and measuring the outcomes.

7 MR. TERRY HILLARD: And just, I -- I just want --
8 want to reiterate what Kathy said, you know. If the
9 communication and respect and the trust and
10 accountability that and the freedom of fear is not
11 alleviated; the community don't think that they've met
12 that compliance, and they don't think that they've
13 gained their trust. You can come up with all the
14 analytics you want. It's as simple as that.

15 It's going to be the community that's going
16 to be there to help us to decide whether they are
17 compliant or whether they aren't compliant.

18 MS. ELLEN SCRIVNER: And -- and, Josh, just --
19 just another piece of that. In addition to the
20 analytics and the social science data that we will be
21 able to collect, initially we will be on the ground

1 looking within the department to see what have they
2 done in terms of the outcomes that are -- are expected
3 from the -- to come current with compliance.

4 And we can, once we get that kind of
5 information and we put that together with the
6 analytics; we're in a much stronger position then to
7 hear how does the community view this. Maybe the
8 department sees it one way; the social scientists see
9 it another way. How does the community see it?

10 And that becomes one of our, part of our
11 role. In that trust restore model that we talked
12 about, being able to bring together, in kind of a
13 collaborative, problem-solving mode, bring people
14 together to be able to determine what is the best way
15 to be in compliance and to stay in compliance.

16 MR. JOSHUA EDERHEIMER: So just as a follow up to
17 that and something that you said to me. The role
18 between qualitative analysis and quantitative analysis,
19 how -- how would you approach that? What -- what roles
20 do you see for each of those? How do you balance that?

21 MS. KATHLEEN O'TOOLE: You mean roles of on our

1 team members?

2 MR. JOSHUA EDERHEIMER: No. The role of
3 quantitative analysis, as well as qualitative analysis,
4 yeah.

5 MS. KATHLEEN O'TOOLE: Well, I think it's -- I --
6 I think whenever possible it's great to have
7 quantitative analysis to -- to -- to validate findings,
8 but at the end of the day numbers alone; this -- this
9 can't be just a box-ticking exercise. You know, if --
10 if you wanted to -- to come in and say take a look at
11 the hundreds of -- of requirements and -- and have an
12 auditing firm ticking the boxes, that -- that would be
13 strictly a, I look at that as strictly a quantitative
14 exercise.

15 But you know, I think that we really need to
16 engage with the community and listen closely and take
17 their temperature on a regular basis to determine if
18 they think we're making progress. And when I say we, I
19 mean, the City of New Orleans, the City of New Orleans
20 Police Department in -- in -- in the, this whole
21 process. And that's very qualitative, of course.

1 MR. JOSHUA EDERHEIMER: I think you -- you touched
2 on this a little bit, but just again talking about
3 roles of the team, can you just be just a little bit
4 more specific on what role the senior leadership
5 council members will play and what role those strategic
6 consultants will play?

7 MR. ARNETTE HEINTZE: Yes. So along with the, and
8 obviously Terry is serving as the monitor. Kathy, and
9 Robert -- Rob Davis, they're both on the Senior
10 Leadership Council. And then if you look over to the
11 left, we're going to identify, for instance, Tom
12 O'Reilly. We've given his past experience with racial
13 profiling. Obviously, we're going to align some of our
14 subject matter experts to very specific areas of the --
15 of the agreement.

16 And then so the Senior Leadership Council,
17 every member will -- will have specific -- once we've
18 developed the plan, which you know, obviously we have
19 the first 90 days to develop the plan; that's where
20 we're going to be aligning responsibilities. And the
21 strategic partners that we have, the -- the first piece

1 of when we look at Metro Source and M & P Associates,
2 we -- we view them as being resources that can
3 supplement members of our senior leadership, regardless
4 of the area that they're looking at; but most
5 importantly in the community what we want to do.

6 But when you look at Dr. Perry and Dr.
7 Scharf, John Furcon is another subject matter expert
8 that's worked on culture, changing the cultural
9 organization. He specifically worked on the Los
10 Angeles Sheriff's Office consent decree. He has that
11 perspective of helping transform. So it's just a
12 coordinated team effort. There's -- there's not a
13 clear plan established yet.

14 We've -- we've -- we've thought through the
15 requirements, and we'll make assignments based on the
16 -- the need of -- of what we're trying to accomplish.
17 I mean, does that -- does that clarify you? Because
18 you seem to --

19 MR. JOSHUA EDERHEIMER: I don't know.

20 MR. ARNETTE HEINTZE: I'm not sure if I'm -- I'm
21 answering your question totally for you, but --

1 MR. JOSHUA EDERHEIMER: Well, it's, you can kind
2 of touch on it. I'm still trying to -- I mean, what
3 I'm gathering from you is that the strategic
4 consultants are focused on a specific thing and the
5 Senior Leadership Council are, they're a broader scope
6 is what I --

7 MR. ARNETTE HEINTZE: Yeah.

8 MR. JOSHUA EDERHEIMER: -- took from that.

9 MR. ARNETTE HEINTZE: They -- they -- but we see
10 no separation. Once our plan is developed and we see
11 areas where -- there may be a research area that --
12 that Dr. Perry, given his past experience here in this
13 area, may -- may be a great leader on -- on a specific
14 project for us, as Dr. Scharf might be in another area
15 of -- of policing issues. But they're, the teams are
16 closely integrated.

17 And we don't -- we're not viewing this yet
18 as, okay, this side is going to do these assignments
19 and this, you know, these partners will just touch
20 this. So --

21 MS. ELLEN SCRIVNER: And let me follow up on that.

1 We talked about the fact that we have a
2 multidisciplinary team. And so two of us could be
3 working on the same thing at the same time, and then
4 maybe as we're -- as we intend to hit the ground
5 running and really in those first 90 days and look at
6 where the police department is in terms of compliance
7 with the consent decree; it may be that we have to
8 change our strategy.

9 Maybe we pull in somebody else to do the kind
10 of qualitative assessments (Inaudible) outcome. Or we
11 may feel this is -- this is looking pretty good from a
12 qualitative level, but we really need to gather some
13 statistics on this to see what the data says. I think
14 in terms of the quantitative end of it, we want things
15 to be debit -- or data driven, evidence based.

16 So when we give something to the court and
17 say, we have looked at this and qualitatively it seems
18 like it's working well, quantitatively it doesn't look
19 like it. It still needs some work. And so at that
20 point we might have to pull in somebody else, either
21 from the senior team or our subject matter experts.

1 Does that clarify?

2 We -- we hope to stay very flexible in
3 terms -- I think that what you're hearing is from all
4 of us is we don't want to get into a situation where
5 you check this box and you check that one and we -- we
6 go off and like work in silence. That's not going to
7 help anybody. We need to be working together,
8 collaborating with our -- our government partners, the
9 city partners, and then the community partners just as
10 we, too, collaborate as a team.

11 MR. ARNETTE HEINTZE: And Josh, also, Ellen
12 touched on a really great point, which is we have a
13 strong big team we believe; but it's not, that's not
14 just the team. We're, what, absolutely know there are
15 great subject matter experts in, across this nation.
16 Some of the other teams that are presenting here this
17 morning have some other great subject matter experts.
18 We're receptive to pulling anybody we need to -- to ask
19 them to join the team effort.

20 So we're -- we're -- we're very open to
21 identifying the best to -- to get them on the team.

1 MR. TERRY HILLARD: And, Josh, I think if you look
2 at law enforcement background; there's managers,
3 there's leaders, and there's chiefs. We bring a lot to
4 the table. And we've been there, we've done that, and
5 we've walked that walk. And then some of us have --
6 have -- have gone through what NOPD is going through.

7 MS. KATHLEEN O'TOOLE: Hey, Terry, may I add
8 something? May I just add something here, because it
9 just struck me when -- when -- when Terry was saying
10 that and we talked about the need to have robust legal
11 experience. And you know, so I think we've addressed
12 that. We've talked about the need to have extensive
13 law enforcement policing experience. We have that.

14 But you know, one thing we haven't touched
15 on, and it's a huge challenge facing police departments
16 across the country right now, yeah, we need really good
17 people with good, strong management experience.
18 Because we need to bring better business practices to
19 policing. Because communities are facing challenges
20 with budgets, and we may need to make sure that the
21 people of New Orleans get the best for their tax

1 dollar, as well as constitutional policing, it has to
2 be efficient constitutional policing.

3 And I think all of us have been in positions
4 when we've had to, at the Senior Leadership Council,
5 where we've been responsible for thousands of personnel
6 for hundreds of millions of dollars in -- in budget
7 operation expenses every year. So in addition to
8 bringing legal experience, police experience; we also
9 bring business acumen to the project, as well, which I
10 think is -- is very important in this day and age.

11 MR. JOSHUA EDERHEIMER: Thank you.

12 MR. STEVEN PARKER: I'd like to ask those of you
13 with law enforcement management experience, have
14 your -- have you had much experience with civilian
15 oversight? Citizen review boards, things like that?

16 MS. KATHLEEN O'TOOLE: I've -- I've actually --
17 I've actually worked on that issue a lot, not only in
18 this country, but also in the world. In -- in Northern
19 Ireland, for instance, where the minority community had
20 little or no respect for the police, and we had to
21 create a whole new, you know, whole -- whole new

1 structures for that.

2 In Boston I worked a lot on creating a new
3 system of creating an ombudsman, an independent
4 ombudsman to review cases of police miss -- misconduct
5 in the Boston Police Department. So I think that, you
6 know, we've all -- we've all spent a lot of time on
7 that issue over the years. And any major city -- city
8 police organization, unfortunately, where there's been
9 corruption or there -- there's been a breakdown of
10 trust between the police and the community, that's
11 something we've had to spend a lot of time on.

12 I know I have, personally. And I'm sure
13 Terry would say the same.

14 MR. TERRY HILLARD: Mr. Parker, when I became
15 Superintendent in 1998 on November the 18th, we had
16 what we called Officer Professional Standards. And it
17 was in the police department reporting to the
18 superintendent. And after about a year and a half, I
19 decided, and I hate to use this word -- this word; but
20 I decided that along with my lead counsel that we
21 needed to go to City Hall and -- and -- and fix this

1 problem. They need to be independent.

2 We need to move completely out of police
3 headquarters, not be in our budget. We needed to be
4 completely independent. And after that we went out and
5 -- and found a district, assistant district attorney,
6 state's attorney. And -- and -- and -- and -- and he,
7 the chief administrator for OPS. That has been
8 tremendous for the Chicago Police Department.

9 I -- I just have to say here, right here and
10 now that a couple of the superintendents that came
11 after me would like to really get it back in the police
12 department, but it needs to be an independent unit that
13 does not report to the superintendent of the police,
14 that gives administrative report directly to the mayor
15 and -- and to the City Council. And that's the way an
16 oversight should be happening.

17 That's the way, you know, that's -- that's
18 the way it was done in the City of Chicago. Until this
19 day, that's the way they have it.

20 MR. ARNETTE HEINTZE: And I might add just on
21 Terry's respected leadership in this area. Several

1 years after he had already retired, the mayor reached
2 out to Terry to say, would you help us identify another
3 great leader to -- to run the board. So he believes in
4 the concept he did when he was superintendent. And
5 even until this day, he's still active in helping
6 ensure that process remains independent, in that
7 fashion.

8 A brief comment was made about -- about major
9 city chiefs. I think it's worthy to note that as -- as
10 you may or may not be familiar, there's the Major City
11 Chiefs Organization. New Orleans is a participant in
12 that. It's, I think it's 66 --

13 MR. TERRY HILLARD: It's 77 now.

14 MR. ARNETTE HEINTZE: -- 77 of the nation's
15 largest organizations. They -- they meet three times a
16 year. Terry and several of our members are still very
17 active. So as I indicated earlier, this is an area
18 that we're -- this is not a one-all force, we are, we
19 passionately believe in bringing around best practices
20 to policing. We're still active.

21 We know every major city chief in the country

1 because we stay engaged, and we try to reach out and
2 learn. So --

3 MR. STEVEN PARKER: Now New Orleans has the office
4 of independent police monitor. There was a volunteer
5 asked that asked a question earlier that it's -- it's
6 really strapped for resources. Have you all given any
7 thought of how you're going to work with them or have
8 any plan or -- on that?

9 MR. ARNETTE HEINTZE: You know, I -- we talked
10 about the -- the -- that, Ms. Hudson, in the -- in the
11 program that is being run. And we've -- we've kept up
12 with the -- the articles that come out about low
13 budgets and -- and not a proper staffing. We're
14 willing and -- and -- and -- and -- and receptive of
15 any opportunity to work with any group here.

16 And if -- if -- if it's determined upon
17 trying to understand the roles and responsibility,
18 because we know it's a city agency, but we believe
19 there's probably some great insight and perspective.
20 And I know Dr. Scharf has had conversations with her
21 that, you know, there are great elements that we can

1 kind of work together and -- and share information and
2 figure out how we can help add value to what they're
3 trying to get accomplished.

4 And it's -- it's a -- we're an open book in
5 that regard.

6 MR. STEVEN PARKER: Okay. Thank you.

7 MS. EMILY GUNSTON: One of the things that can
8 sometimes happen under these consent decrees is you --
9 you could find that some subset of requirement to the
10 decree seems to be having an unintended consequence.
11 Perhaps it's not adequately protecting Constitutional
12 Rights or is undermining officers' safety. If you were
13 to find that or to learn of something like that, how
14 would you handle that? What would your response be?

15 MS. KATHLEEN O'TOOLE: I -- I mean, I think the
16 most important thing is open lines of communication.
17 You know, whether we're talking about a small project
18 in East Haven or a large project in New Orleans. It's
19 very regular, you know, conference calls, lots of
20 communication so that the Department of Justice, the
21 City of New Orleans, and the team -- and the monitoring

1 team are all on the same page. And the minute
2 something is discovered, and this has already happened
3 very in the early days of East Haven where -- where
4 you'll say, gee, you know, maybe that, we can get to
5 the same end, but by a different means. And it's just
6 common sense, it makes sense.

7 But bring it to -- to everybody's attention,
8 get it on the table, and try to address it head on. I
9 mean, I think it's inevitable that we'll come across
10 certain requirements and -- and, you know, the team may
11 discover with, you know, listening after listening to
12 the community that there's a different way to
13 accomplish the same goal. And I think a common sense
14 approach and -- and (Inaudible) lines of communication
15 will -- will address those issues.

16 MR. TERRY HILLARD: And, Ms. Gunston, I think not
17 only is officer safety paramount, but the residents'
18 safety is paramount, too. So it -- it has to be even
19 footed. And what -- what we need to do is -- is once
20 we learn this, we need to not only sit down with NOPD,
21 but DOJ and with the City and see how we can move ahead

1 and -- and rectify the situation.

2 MS. KATHLEEN O'TOOLE: I -- I want to say that,
3 too, an unintended -- an unintended consequence, they
4 have to look to see whether there is a disparate
5 outcome. And if there's a disparate outcome, to what
6 extent is that outcome discrimination? If it is, we'd
7 have to mitigate it. If it -- if it's not, then what's
8 the compelling business case that made it necessary to
9 have that disparate outcome?

10 So you know, it's not just looking to see
11 whether there was an unintended consequence, but -- but
12 Title 6 protects citizens from unintended
13 discrimination. And as a team, we would have to be
14 conscience of that and make sure we identified those
15 instances and -- and deal with them appropriately and
16 within the -- the legal construct of the Civil Rights
17 Act and the Police Act.

18 UNIDENTIFIED MALE SPEAKER: Two quick questions.
19 RAND, adding RAND to your group, is that part of your
20 current budget proposal, or would that require
21 additional money?

1 MR. ARNETTE HEINTZE: You know, it wasn't in the
2 original budget, obviously, because we didn't -- we
3 didn't know of their availability, of their willingness
4 to work of any team until your notification that came
5 out. So it wasn't specifically, but I do believe their
6 -- depending on what their call structures are, and I
7 know, we understand they're a nonprofit; so we believe
8 there should be some agreement, some collaboration that
9 can be -- we know they have a local office here.

10 And -- and it's staffed with a number of --
11 of representatives. So that's -- that's a little bit
12 of a value added on cost because they're here, they're
13 working and would be able to -- that actually will
14 minimize some expenses of flying folks in potentially
15 and because they're all on the ground here.

16 So to the best that we can, we'll -- we'll --
17 as we look at the plan, understand their cost and how
18 it integrates into us, we're -- we're going to try to
19 include them in some of the areas that we've already
20 anticipated, you know, cost wise.

21 UNIDENTIFIED MALE SPEAKER: And actually, I have

1 two more still. I don't know how much you have been
2 paying attention to current events, but the city has
3 moved to vacate the consent decree. What are your
4 thoughts about that and the affect that that may or may
5 not have on successfully achieving the goals of the
6 consent decree?

7 MR. ARNETTE HEINTZE: You know, I believe the
8 administration has the responsibility to the citizens.
9 They -- they have a limited budget. They have to make
10 decisions that are best for the community. And -- and
11 I understand that. I know Terry has experienced that
12 before. At the end of the day, there will be a
13 decision reached. It will either -- it will either be
14 continuing supporting this process, or they'll --
15 another alternative solution will be rendered by the
16 courts. We're here to serve.

17 And the power of those decisions come down,
18 they come down. But that's one of the reasons we've
19 put forth a budget that we -- we -- we believed at the
20 time we submitted it would be a good budget to work
21 this project. And we also felt like it would be a

1 solid budget that would, you know, get the attention
2 because of the existing constraints on available funds.
3 So --

4 UNIDENTIFIED MALE SPEAKER: And true in my last
5 question, Chief Hillard, one of the things that
6 unfortunately Chicago and New Orleans share is a very
7 high homicide rate. As one of your legs of your stool
8 on the outside of your chart is improved safety and
9 security of people -- of people of New Orleans, what
10 affect do you believe that the consent decree for your
11 work on the consent decree would have on improving the
12 safety and security of -- of the people of New Orleans?

13 What -- what -- what will improve based on
14 the consent decree?

15 MR. TERRY HILLARD: I think what we need to do is
16 we have to come in and look at the policies and the
17 procedures and make sure that -- that there's enough
18 staffing. Make sure that those folks who are working
19 the beat cars, the precinct cars or whatever you call
20 them, are doing the things that -- that they need to --
21 that needs to be done. It comes from communication on

1 top. Setting a strategy for the -- for the lead cops.

2 If they've got sector cars, put sector cars
3 for the sergeants. When it come down to homicides, I
4 had a superintendent (Inaudible) superintendent in the
5 Seattle Police Department. And one of his mantras was,
6 when you take credit for it when it's down, you've got
7 to take credit for it when the numbers are up. And --
8 and if -- if I had that solution on how to solve the
9 homicide rate in Chicago and -- and in New Orleans, I
10 wouldn't be sitting in front of you (Inaudible)

11 But the -- the -- the problem is it's about
12 employment, it's about staffing, and it's about coming
13 up with the right strategies. But all of this is out
14 unless you've got a relationship with the community.
15 Unless you've got trust and respect and the confidence
16 of the community and -- and young men in this community
17 don't feel that fear when they walk out on the street;
18 it's all for not.

19 And -- and you have to get back to
20 communicating with the community. It's got to be
21 inclusive. You know, it's not all about enforcement.

1 It's about putting the boots on the ground and getting
2 these young -- young cops, and not only the young cops,
3 but the supervisors, get out and meet the residents in
4 the community, especially the ones that -- that are
5 seeing some of the issues as (Inaudible)

6 MS. ELLEN SCRIVNER: I would echo what Terry said,
7 but I'd -- I'd add one other part. That I think as a
8 team, we -- we need to provide New Orleans with a range
9 of the best practices that are occurring in other
10 police departments across the country, specifically to
11 reduce homicides. There are some departments who have
12 had a lot of success with that.

13 And frankly, Chicago just today has reported
14 a big drop in homicides. So a lot of the best
15 practices, particular strategies that are used across
16 the country. And we need to be able to provide New
17 Orleans with that and take a look at how their -- are
18 they -- are they capable of putting these strategies
19 into place. If not, what do we need to do to help them
20 with that.

21 UNIDENTIFIED MALE SPEAKER: Thank you very much.

1 MS. SHARONDA WILLIAMS: Mr. Cazenave, any
2 questions?

3 MR. DANIEL CAZENAVE: Yeah. On the topic of
4 training and policy development, exactly what do you
5 bring to the table for that, as far as your experts and
6 your -- your -- your subject matter experts in that --
7 that -- that line?

8 MS. KATHLEEN O'TOOLE: We spent, you know, most of
9 our careers, most of us have actually worked a lot in
10 policy development. I know I spent a lot of time on
11 improvement and training issues during the course of my
12 career. Again, as I came up through the ranks, I was
13 very fortunate, and I'm sure Terry had a similar
14 experience; you know, I had the opportunity to work in
15 the field for an extended period of time. And I, you
16 know, in uniform and worked detective work, then I did
17 supervisory work.

18 And then -- and then at (Inaudible) I did
19 recruiting. And then I went back out and did more
20 supervisory work. So I think we've been -- we've been
21 able to weave in and out of administrative,

1 investigative, and patrol assignments. And during the
2 course of that, we've all been very involved in -- in
3 rolling up our sleeves and developing policies and
4 procedures and -- and recruitment and training
5 strategies.

6 I -- I -- I wrote a lot of -- a lot of the --
7 the constitutional law textbooks and -- and things like
8 that for the Boston Police Academy and for the State of
9 Massachusetts. So we've, I think we've all had
10 substantial experience along those lines.

11 MR. ARNETTE HEINTZE: And Rob Davis, also on our
12 team, has very significant experience in training, not
13 only in this country, but out of the country as
14 retiring from San Jose. He's with the California Post
15 Organization there, too. What he brings, he's one of
16 the certified instructors in that area.

17 MS. ELLEN SCRIVNER: And while at the COPS
18 offices, I developed the training program, a national
19 training strategy really more than a program; it's
20 called a Regional Community Policing Institute. So
21 when community policing first took hold, everybody

1 (Inaudible) looked up and said, this kind of training
2 is not really training anybody for community policing.
3 So how do we go about doing this?

4 So fortunately, there was money in the -- in
5 the -- in the -- the bill that created the COPS office
6 to create a training strategy, which we did. And but
7 the difference was, it wasn't just a
8 classroom-talking-head strategy. Our goal was, we
9 would bring the community, the police, and the research
10 or the academic community together; the three groups
11 would work on developing not only the agenda, the
12 curriculum and they would all teach together. And that
13 was a huge success.

14 Some people probably, there's still a few of
15 them left after, God knows how many years now, but some
16 people call that the legacy of the COPS office because
17 it was a very unique training program. And we also
18 requested that every year they had to turn in an
19 evaluation of just how well they were doing in terms of
20 the people they were reaching. But the real key piece
21 was they had like a board of directors, because I think

1 organizational change, really, is what we created; the
2 board of directors had to include the community, the
3 police, and the academics.

4 And they all needed to be in agreement or
5 else they weren't getting any more money. We would cut
6 off their funding. So that was probably my -- my most
7 significant training experience in addition to doing a
8 lot of training over the years.

9 MR. DANIEL CAZENAVE: I'm glad to hear that,
10 because we've gotten some similar support for
11 Mr. Ederheimer here from COPS office. So he
12 (Inaudible) he got a technical assistance team down
13 here for us to do an evaluation for our academy and
14 everything. So I appreciate that. Okay.

15 MR. TERRY HILLARD: And with the budget cuts
16 across the country, a lot of police departments, you
17 know, cut back on in-service training. In-service
18 training is key to any law enforcement agency in this
19 country. Once or twice a year, you know, we have to
20 send your people back to do in-service training. It
21 helps make the change.

1 MR. DANIEL CAZENAVE: Thank you. My other
2 question was about the cost of RAND. Mr. Austin was
3 looking on my paper, and he read that one off.

4 MS. JUDY MORSE: Hi. I have some questions. I'm
5 very, very interested, Mr. Hillard, in having you say a
6 little bit more about the idea of having a former
7 police superintendent serve as a monitor versus someone
8 with a legal background. If you could -- could speak
9 to that, please.

10 MR. TERRY HILLARD: Okay. You know, I -- I've
11 looked at consent decrees. And when I retired in 2003,
12 the first call I got was from a number of lawyers who
13 was getting ready to apply a consent decree. And they,
14 what they did was had one subject matter expert, which
15 was a chief, a retired chief, which (Inaudible) and a
16 deputy chief dressed up as lawyers. Law enforcement is
17 very complex, a very challenging profession.

18 And I just think that when you put together a
19 team such as we've put here from the academic world,
20 law enforcement, social scientist; but the breadth and
21 the experience we bring to the table collectively, that

1 who knows best, you know, how to interact, how to
2 coach, how to mentor, and how to move departments along
3 to be compliant on a consent decree.

4 When it comes down to certain issues, it's
5 challenging. I think the departments, Kathy O'Toole
6 has been in that -- that box. Terry Hillard has been
7 in the box. Ted (Inaudible) Parker, Rob Davis, we've
8 all been in the box. Ellen, you know, what we went
9 through in -- in --in Chicago. So you know, and -- and
10 you have to have (Inaudible) or doctor or lawyer or
11 attorney in front of your -- your name to become --
12 become a monitor, I don't think so.

13 I think this is a radical change from what
14 we've done in the past. Because and maybe I shouldn't
15 say this, but just like the mayor is saying, we don't
16 have the money. So you have to, sometimes you have to
17 change. We bring a fresh air, a breath of fresh air
18 when it come down to this consent decree here. Not
19 only with our experience, with our people skills, but
20 to walk in -- in -- in this lane, that not only the
21 superintendent but the NOPD is going to count on you.

1 I don't think you have to be an attorney to
2 be a -- to be a monitor of a consent decree. But you
3 need to have a chief that's going to be -- that's going
4 to be reliable, flexible, and have the knowledge and
5 the skills to ensure that in three, four, five years,
6 that that respective agency is compliant. And that's
7 what we intend to do.

8 MS. JUDY MORSE: Let me segue into my next
9 question, which is about your trust restore model,
10 which I think is a very interesting framework; but like
11 any framework, there has to be some substance and some
12 life behind it in order for it to be effective. And so
13 I'm wondering if you can speak to this point. I mean,
14 you talked a lot about the how your team would work
15 with the community. And -- and I'm glad to hear
16 those -- those comments.

17 But I'm wondering how do you take this model
18 and actually invite the community to walk with you as
19 you use this framework to get results. How do you --
20 how do you bring it down to earth so that they can
21 (Inaudible)

1 MR. ARNETTE HEINTZE: Yes, ma'am. Ms. Morse, if
2 you look at the very center of -- of the diagram,
3 you'll see that the monitor mission and goals drive
4 the -- drive the work. And -- and those missions and
5 goals have been -- been established by the members of
6 the panel that we're speaking with today. You'll --
7 you'll also notice that the community is wrapped right
8 there along with the police agency around those
9 missions and goals.

10 So that's where we believe, you know, when
11 you -- you start with the task at hand; our mission,
12 our goal. The community is right there. It's wrapped
13 around the mission and goal, as well as the police
14 department; because that's the -- that's the purpose,
15 that's the goal behind this. And then as it goes out,
16 then we get to the core; we get to DOJ, and we get to
17 the City.

18 And then -- then it's the -- the restore
19 model starts with the review of the data of all of the
20 parties. Then we go down to support, the tracking,
21 observing, and -- and back reporting. And the last

1 component is an (Inaudible) so what, you know, this is
2 our belief that this is a methodology that works. It's
3 not the end all be all.

4 It's one that we felt comfortable with
5 because in our experience, it kind of, it -- it fits
6 together. And so that's, that led to the -- as our
7 team discussed this and other consent decrees as we see
8 them arise, these are things that we saw come up time
9 and again. That hinted, we thought, to have a graphic
10 model that you can look at and explain. And it -- it
11 provides that methodology.

12 And -- and -- and it's also, you know, in the
13 other principles and values. So --

14 MS. ELLEN SCRIVNER: You'll notice that one of the
15 four principles is the spirited partnership and
16 collaboration. Spirited, that word is used
17 intentionally because if it's going to be a
18 partnership, it's give and take. It's not just we say,
19 you're our partner and we sit at the same table
20 together and talk around each other. We have to engage
21 each other. We have to listen. We have to

1 collaborate. And we have to come out with something
2 that shows that -- that there's an end result. It's
3 not just continuing to talk over and over again.

4 We have some goals that we reach there, but
5 that is a -- that's at the core principle of this
6 model, the spirited partnership and collaboration.

7 MR. TERRY HILLARD: And I'd just like to read you
8 two things. You won't believe this, but I'm 69 years
9 old. And I was, at first, how should I put it? I -- I
10 was nervous about coming before this distinguished
11 panel this morning. So and listening to the radio with
12 the jazz on, and I wrote something down. NOPD need to
13 balance effective crime control strategy with an equal
14 appreciation of how our citizens are treated.

15 If you don't have their trust and you don't
16 have their confidence, you don't have that respect; and
17 I see it time and time again if the young men don't
18 have that freedom from fear, I don't care what you come
19 up with; you have to include the community. The
20 community is the backbone of this, of -- of -- of this
21 consent decree.

1 And that's one of the reasons, and I -- I
2 said it during those five and a half years when I was
3 superintendent of police, and then I went back the
4 second time (Inaudible) for those ten weeks to tell
5 them that they've got to interact with the community.
6 They have to be (Inaudible) and if you don't, it's all
7 for not.

8 MS. JUDY MORSE: I'm wondering if you could also
9 talk a little bit about both the similarities and the
10 differences between Chicago and New Orleans. We spent
11 a lot of time looking at other cities and what's
12 happening in other cities as we struggle here in New
13 Orleans with trying to reduce the -- the murder rate
14 here. And so I'm wondering what you believe you've
15 learned as -- as running a police department in Chicago
16 and any other city that is represented here, as well;
17 but Chicago first, how these experiences have helped
18 you based on what the two cities share and then what
19 the two cities may not have in common.

20 MR. TERRY HILLARD: Well, let me he -- let me put
21 it this way, I remember February the 18th, 1999. I was

1 superintendent of police. We did not have a no-snitch
2 reward. And when you look at today and what's
3 happening in Chicago, they have a -- they have a
4 no-snitch reward on aggravated batteries and homicides.
5 You have to engage the community. Not only the
6 advocates, the people who are constantly patting the
7 police on the back, but you've got to talk to the
8 activists, the people who will never ever -- will never
9 ever agree with the police.

10 You've got to get them into the room and try
11 and -- and then create some type of relationship. So
12 when those violent events goes -- go down, not only
13 when it comes down to the religious community and the
14 (Inaudible) community, it will come down to those folks
15 who are trying to protect their little (Inaudible)
16 you've got to talk to them. Because we believe in --
17 in -- in -- policing when it comes down to street
18 stops, it has to be constitutional, legitimate.

19 People say, well, I live in Inglewood, and
20 I'm getting stopped by the police all the time and
21 that's racial profiling. And I'll say it time and time

1 again, Inglewood is 99.9 percent African-American. The
2 highest violence in the City of Chicago. Unless you
3 make street stops (Inaudible) you ain't going to get
4 the guns off the street. And the majority of the time
5 that the people are -- are doing the drive-by shootings
6 and things like that, it's cops laying down. I don't
7 want to. I don't want to do this work any more.

8 And the gangbangers are constantly shooting
9 and doing drive-by shootings. I go back to the
10 community. I go back to the -- the police officers.
11 It's about training, also. We have to continue to
12 train police officers, not only when it come down to
13 enforcement; but with the train -- with the change in
14 trends of gangs in the City of Chicago -- when I was
15 Chief of Detectives in 1995, we had maybe 10, 20 gangs,
16 major gangs.

17 Now where I live every other block is a
18 different gang because we sent all -- all the -- the
19 leaders to jail. Training, training, and more training
20 when -- when it comes down to do COPS. And
21 interaction, communication with your respective

1 community. It's not like it's science. It's not like
2 it's science. But that's what you have to do.

3 MS. JUDY MORSE: My last question has to do with,
4 I think it was a comment that you made in your opening
5 remarks about transforming the department so that young
6 boys from the city would aspire to be a police officer.
7 I'd like to hear from you and any other members of the
8 team about how in your role as the consent decree
9 monitor you can help to contribute to the
10 transformation of the department so that that might
11 come to be one day.

12 MR. TERRY HILLARD: Well, Ms. Morse, I don't
13 think, you know, this is not a, will not be an
14 overnight success. It's going to take a lot of hard
15 work. It's going to take a number of years. But I
16 think that my vision and the vision of people that's on
17 the Hillard Heintze monitoring team is that at the end
18 of this process, we have young men and young women in
19 -- in -- in the City of New Orleans who would aspire to
20 be New Orleans police -- police officers.

21 Can it happen? I'd say we're probably a

1 couple of years away. But doing the analysis, doing
2 the assessments, doing the audits, and also getting out
3 and -- and rolling up your sleeves and getting the
4 community involved, getting the business community
5 involved and -- and -- and talking to the politicians.
6 And -- and you know, this is not all about -- about --
7 about the cops. This is about the entire (Inaudible)
8 here in New Orleans.

9 And you know, the -- the -- when it come down
10 to recruiting, the people that you recruit today, if
11 you don't train them correctly, they're going to be the
12 legacy of this department 10, 15, 20 years from now.
13 Is that legacy going to be one that you're going to be
14 proud of? Or is that legacy going to be one where you
15 don't even want to think about it?

16 But I would have to say that -- that
17 training, training, and communication and bringing the
18 community together. And while you're at it, it's not
19 about only training the police officers, there are some
20 things that the community need to do, also.

21 MR. ARNETTE HEINTZE: Ms. Morse, there's a great

1 story and I'm going to put Judith on the spot here, but
2 we can, some of our conversations here, when you ask
3 when will you know you're successful; I'm going to ask
4 her to repeat a story that she shared with us, and she
5 may say, hey, that was private; but she -- she shared
6 with us a story about how families in New Orleans,
7 African-American families have to take their teenage
8 girls, and they tell them at an early age of how to be
9 prepared to act when stopped by the police.

10 That was a story that caught our attention.
11 And it's, and Dr. Perry confirmed it and said every
12 family here is working, when their children get to a
13 certain age and they're starting to get in the
14 community, they -- they're preparing them what to do
15 with their hands if they're stopped, how not to get out
16 of the car, the proper distance of rolling the window
17 down.

18 And so as we heard that story, that's when
19 you know that you're going to be successful is when
20 those conversations don't have to take place.

21 MS. JUDITH DANGERFIELD: Much of my children are

1 in their 30s. I have two grown daughters. So 15 years
2 ago they were learning to drive. Before I could trust
3 my children on the streets, they had to know how to act
4 if stopped by the police even though my children are
5 not dangerous. So if you were stopped by the police,
6 there was a traffic reason for the stop. You stop the
7 car. You keep the hands on your lap.

8 You reach for nothing unless you let the
9 police know, I am reaching for my license, I am
10 reaching for my insurance certificate. Roll the window
11 only halfway down. Don't roll the window down so far
12 that someone could reach in and snatch you. Do not, do
13 not, do not get out of the car under any circumstance
14 because there is no reason if you have violated a
15 traffic law that you should be required to get out of
16 the car.

17 My children were trained this way before they
18 could leave my house driving. I -- I only had
19 daughters, but this is what I taught them along with
20 other parents of -- of my children's friends. This is
21 how my children had to learn how to drive because we,

1 in their lifetime, there has not been a police
2 department that I could trust with my girls.

3 UNIDENTIFIED FEMALE SPEAKER: And to piggyback on
4 that. My girl and her boyfriend just got their
5 (Inaudible)

6 MS. SHARONDA WILLIAMS: Excuse me, ma'am.

7 UNIDENTIFIED FEMALE SPEAKER: I've seen it happen.

8 MS. SHARONDA WILLIAMS: Does anybody else have
9 questions?

10 MS. ELLEN SCRIVNER: Can -- can I follow up on
11 talking about the -- the story that Judith has told is
12 a story that I think is told in communities across the
13 country, not just New Orleans. And when I was in
14 Chicago, following up on the great tradition of Terry
15 Hillard, we were not there at the same time; we were
16 starting to teach those kinds of classes in the schools
17 because we felt strongly enough that kids needed to
18 understand the kind of behavior.

19 But we also had police officers teaching
20 that. And police officers had to be in a position
21 where they understood, they could not manhandle kids.

1 They could not -- not treat these kids inappropriately.
2 But they could explain to the kids, if I -- if I ask
3 you to put your hands on the steering wheel, it's
4 because I want to see your hands. And if you want to
5 give me your license then, just tell me, I'm going to
6 reach in my pocket and get my driver's license. It was
7 kind of walking them through the steps.

8 And what we were trying to do was to create
9 less kinds of problems just like the, like what you
10 were talking about.

11 MS. SHARONDA WILLIAMS: All right. Ms. Beck, any
12 questions?

13 MS. ERICA BECK: I just had one question. Would
14 you guys be open to the flexibility of adding
15 additional, any additional people to your team if
16 deemed appropriate later in the process?

17 MR. ARNETTE HEINTZE: Yes, ma'am. We had
18 mentioned that during the process, we -- we put
19 together a strong team, but it's not the end all be
20 all. We are absolutely welcoming of anybody else that
21 you would either direct us to have on or we either seek

1 out when we find an area that we -- we think we need
2 somebody stronger in a -- in a particular area. So
3 this is, you know, we -- we have a strong team, but it
4 can be stronger.

5 MS. ERICA BECK: Thank you.

6 MS. SHARONDA WILLIAMS: Mr. Kopplin.

7 MR. ANDY KOPPLIN: Yeah, I have a question. You
8 indicated obviously that your financials were
9 projections based on how you read the consent decree
10 and the likely workload that the monitoring team would
11 be required to perform based on your -- your experience
12 elsewhere. And it's obvious that that's (Inaudible) to
13 be clear to the young man who spoke about the price
14 point, while this team does have a very competitive
15 price; we did not select for the final interviews any
16 of the most expensive firms.

17 So they're well within the competitive price,
18 but not 25 percent below anybody that is being
19 considered right now. So you can be assured that --
20 that while your price is competitive, the public can be
21 assured that it's -- it's not excessive. I do have a

1 question about, now this is something I've asked all
2 the other presenters is, even though it's an estimate,
3 would you be willing to accept a cap over the -- the
4 life of the contract so we have -- we have some budget
5 certainty?

6 MR. ARNETTE HEINTZE: Yes.

7 MR. ANDY KOPPLIN: Thank you.

8 MS. SHARONDA WILLIAMS: I just have one question
9 for you. I think you've touched on a number of issues,
10 but one issue that I'm curious about is your experience
11 with secondary employment and working with officers of
12 secondary employment. Can you give me a little bit of
13 information about your experience in that?

14 MR. ARNETTE HEINTZE: We've got a lot of
15 experience here. So we'll start with Terry.

16 MR. TERRY HILLARD: Yeah. And -- and I'll tell
17 you that the system that you have down here is really
18 good, but it's not what we have in Chicago. My
19 (Inaudible) is -- is eventually it's going to come down
20 to the off-duty employment. I think this is something
21 that we need to look at. And -- and -- and, I, you

1 know, I think as soon as we get on the ground, we're
2 going to have to look at it very, you know, in-depth.
3 You know, but also it kind of makes me nervous.

4 MS. ELLEN SCRIVNER: Yeah, and I had experience
5 with it in a police department, and this goes back
6 several years, Prince George's County Maryland Police
7 Department. And the people that know Prince George's
8 County know they were called the PG Bad Boys. And part
9 of that was there were -- there were a lot of people
10 involved in secondary employment. And there were some
11 supervisor sergeants who were kind of like passing it
12 out. And we had to put a stop to that.

13 And the union cooperated with us. So we were
14 kind of surprised. We didn't think that they would.
15 But the union cooperated with us because they realized
16 that they -- they saw it as unfair. A lot of those
17 guys weren't getting any extra money, frankly, so they
18 were ready to say, declare it as an unfair practice.
19 But we couldn't just allow that to continue.

20 At the same time there were businesses that
21 really wanted police officers there as secondary

1 employment, they were very legitimate. So you take a
2 risk of cutting off some legitimate businesses who want
3 somebody there just to, you know, be like a security
4 guard. But it's -- it's a touchy shoe, but when it --
5 when it crosses the line as becoming corruption, you're
6 no longer talking about secondary employment; you're
7 talking about a crime. And that has to stop.

8 MS. KATHLEEN O'TOOLE: And it was very hard to
9 regulate in Boston. I very closely regulated secondary
10 employment.

11 MR. ARNETTE HEINTZE: You know, one of the pieces
12 that we'd also like to add, we understand the need of
13 it because any of us -- any of us that have started off
14 in -- in -- as a police officer, I started in Baton
15 Rouge, \$666 a month is where I started. And there is a
16 need to supplement an income with a family of children
17 that are going to school. So there needs to be a
18 framework in which that will, the need for that
19 secondary employment can be established and monitored
20 correctly. So --

21 MS. SHARONDA WILLIAMS: Any other questions? I

1 think that concludes the questions from the evaluation
2 committee. We thank you for your time and for your
3 presentation.

4 MR. ARNETTE HEINTZE: Thank you for your
5 consideration.

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I, CHRISTY M. AIELLO, do hereby certify
7 that I transcribed the audio, and that the foregoing is
8 a true and complete transcription of the audio
9 transcribed under my personal direction.

10

IN WITNESS WHEREOF, I do hereunto set my
11 hand and seal at Blaine, Washington, this 3rd day of
12 May, 2013.

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Christy M. Aiello

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