

O'Toole Associates, LLC

Responses to Questions from the City, DOJ, and Community Members

Question: How did you arrive at your budget, and how will you assure that you can provide the services within your proposed budget.

Answer: The O'Toole Associates (OA) team based its budget on its considerable experience implementing settlement agreements. We have consistently advocated for high quality, efficient monitoring processes that do not put unnecessary strain on municipal budgets. A good example is the project in East Haven, CT where OA worked with the parties to develop a highly collaborative, effective process that delivered great results on time and within a very reasonable monitoring budget. Also, rather than proposing a large core team, we have opted to involve others, such as data analysts, academics and administrative personnel, selectively when necessary to support our work. While we hope the parties will leverage our robust and diverse professional experience, we do not anticipate significant technical assistance costs as the scope of this settlement agreement is reasonable and not overly broad. Finally, our team is driven by passion for our work, not financial incentives. We expect to provide many pro bono hours during this project, as we have in previous public service projects. We hope we can work with the parties in this case to develop a cost-effective, successful model that will produce excellent outcomes for the Springfield community and its police service, a model that can be replicated in jurisdictions throughout the country struggling to reform and innovate during this period of unprecedented challenges and limited resources.

Question: How will your team ensure that you will reach all of Springfield's residents (especially those who are vulnerable and have a high incidence of police contact) in your community engagement?

Answer: Every community member who wants a voice in this process should be given that opportunity. The success and legitimacy of this project will depend on the breadth and quality of community engagement with a wide range of stakeholders. Members of our diverse, bilingual team have been recognized nationally and internationally for their authenticity and success in identifying and engaging with diverse community groups and individual community members, particularly the most vulnerable and those living in traditionally underserved neighborhoods. We generally start by asking the parties to identify community groups and individuals they believe we should contact, and, in our experience, those initial community participants inevitably assist by providing additional introductions. We also leverage social media and traditional media to announce opportunities to engage with the monitoring team, in person or remotely, depending on the participant's preference. We will also champion a data-driven approach to engagement. For example, as we review critical issues such as citizen complaints, uses of force, and arrests, we will ensure we are reaching community members in the neighborhoods where these contacts are most frequent. We will be intentional in

conducting outreach to these vulnerable areas and encourage people with lived experiences to come forward and share those experiences. Additionally, we will work to create an environment where community members can speak freely and honestly. As such, we will not require demographic information to participate in the discussions.

Question: Do you have any law enforcement affiliation?

Answer: No member of our team has a current law enforcement affiliation. Two members of our team (O'Toole and Monroe) have decades of previous experience as sworn officers and chiefs in several major cities. Two members of our team (O'Toole and Delgado) are lawyers who have worked in police management and police oversight roles. We are all recognized as principled reformers who have promoted modern policing practices and accountability. When actively working in policing, our teams produced robust policies, developed modern training, reduced crime, designed effective community policing and engagement strategies and enhanced community trust. One of our team members (O'Toole) served in an independent police oversight capacity as Chief Inspector of the 16,000 member Irish national police service. Two of our team members (O'Toole and Monroe) have served previously on multiple monitoring teams focusing on reform. Our outside experience has led to reform efforts in critical areas such as use of force, community engagement, officer wellness, supervision, impartial policing, and accountability. O'Toole also serves on the boards of the Center for Policing Equity, the NYU Policing Project, and the Law Enforcement Leaders to Reduce Crime and Incarceration at the Brennan Center for Justice – all organizations that champion human rights and promote police reform.

Question: Why do you think you're the best person for this position?

Answer: We are honest brokers who care deeply about building strong bridges between the police and the communities we serve. We are committed to a fair, efficient, and cost-effective process that will produce long-lasting, quality results for the police department, the city and the community they serve. We've produced such results in other jurisdictions. One of our team members (O'Toole) is a native of Western Massachusetts and currently lives in the state which will allow for regular face to face engagement with the parties and the community. We believe, humbly, that we have collective experience in civil rights investigations, consent decrees, settlement agreements, and implementation processes that is second to none. We know what full and effective compliance requires and how to help achieve it.

Question: What is your experience in the law enforcement, criminal justice field?

Answer: Collectively, we have over 100 years of experience in law enforcement and criminal justice. O'Toole rose through the ranks of local and state policing in Massachusetts. She served as commissioner of police in Boston, MA and chief of police in Seattle, WA. Earlier, she oversaw twenty criminal justice/public safety agencies, board and commissions, including the MA State Police, Department of Correction, Parole and Criminal Justice Training Council when serving as MA Secretary of Public Safety. She also learned valuable lessons when working internationally

as a member of the Commission on the Future of Policing in Northern Ireland during the peace process there, the Chief Inspector of the Irish national police service, a member of the Commission on the Future of Policing in England and Wales, and as Chair of the Commission on the Future of Policing in the Republic of Ireland. Monroe rose through the ranks of policing in Washington, DC and later served as police chief in three jurisdictions – Macon, GA, Richmond, VA and Charlotte-Mecklenburg, NC. Both have contributed to dozens of police and criminal justice reform projects. Delgado served as a prosecuting attorney and as legal counsel to the Illinois State Police. She has robust experience in the development of police policies and accountability systems.

Question: Have you ever had a negative encounter with law enforcement?

Answer: Sadly, we have all had negative encounters with law enforcement, both professionally and personally. Professionally, during our careers we have witnessed rudeness, excessive force, and other inappropriate behavior of colleagues. In the field, we have appropriately intervened when we have witnessed such incidents. As supervisors, managers, and leaders, we have disciplined and terminated officers who have violated policies, laws, and public trust. Unfortunately, we have all experienced negative personal encounters with police officers who have been acted inappropriately in the performance of their duties. We believe in fair, but effective, complaints and disciplinary systems that hold bad cops accountable for unacceptable behavior, ranging from simple discourtesy to excessive use of force. Bad cops not only destroy community trust, but also undermine the hard work of decent officers who serve their communities with integrity and bravery.

Question: How will you work with members of the community to ensure the Springfield Police Department is in Effective Compliance with the Settlement Agreement?

Answer: Our team will work hard to identify and reach out to all stakeholders, including community groups and individuals. We will organize group and one-on one meetings, in-person and remotely to accommodate all who desire to participate. We will listen carefully and respectfully to all perspectives. Our findings will be underpinned by reliable quantitative and qualitative data that we will share transparently with the parties and the community throughout the process. We look to create authentic engagement opportunities for all members of the community and expect community members to play critical roles in the Springfield Police Department's reform efforts.

Question: Articulate your organization's commitment to comply with all applicable Federal and State standards?

Answer: Our team consists of highly principled individuals. We are absolutely committed to processes that comply with all applicable Federal and State standards. Two members of our team are attorneys who will be particularly attentive to law, standards and guidelines. All our work and efforts will be conducted in a very open and transparent manner. In addition, our

work will be evaluated by all parties to include the City of Springfield, the Department of Justice, and the federal judge overseeing the settlement agreement.

Question: What familiarity do you have with the issues that have plagued the Springfield Police Department for decades. Are you aware of DOJ's prior involvement?

Answer: Our team has reviewed all public documents related to DOJ's investigation and determination of unconstitutional practices by the former Springfield Police Department Narcotics Unit that led to this particular settlement agreement. As a life-long Massachusetts resident who rose through the ranks of local and state policing, our team leader maintains a strong network of community and law enforcement contacts and follows statewide public safety developments closely. She is aware of previous investigations and news stories regarding the Springfield Police Department, but has not seen any official documents related to those investigations. If provided this opportunity, this monitoring team's focus, as required by law, will be the successful implementation off the existing settlement agreement. However, for important context, the monitoring team will seek to learn more from the parties and community stakeholders about related historical concerns that preceded this investigation, findings, and settlement agreement.

Question: Why did they apply for this position?

Answer: Our team is passionate about this work. We have dedicated decades of our lives to building safer communities and stronger relationships between police and those they serve. We've learned many valuable lessons along the way. While we don't claim to have all the answers, we feel a responsibility to share our lessons learned when we believe we can be helpful and make a difference for communities. We've done so in dozens of police agencies across the country and have helped to produce positive outcomes for communities and police in every instance. Our team leader, Kathleen O'Toole, has worked on investigations, settlements agreements and implementation projects for over twenty years in several jurisdictions across the country. She views this as a unique opportunity to make an important contribution in her home state.

Question: Can they be fair and impartial?

Answer: This is a very diverse team in terms of race, gender, lived experience and thought. However, we share strong values, including an absolute commitment to fairness and impartiality. We believe we have clearly demonstrated these values when participating in many similar projects. We'll engage authentically with all stakeholders, listen carefully, and capture and analyze reliable data in the process. We will remain neutral and objective and have no agenda but to get this right. Our job is to call "balls and strikes" based on thorough assessments.

Question: Why do they feel they are qualified for this position?

Answer: Our highly diverse team has decades of experience in similar projects that we believe is second to none. Collectively, we have over a hundred years of experience in policing, police management, police oversight and police reform. Two members of our team have served as police chiefs in multiple jurisdictions where they drove successful reform efforts. Two members of our team are lawyers with considerable experience in constitutional law and civil rights. One member of our team served in an independent oversight role as chief inspector of a 16,000 member police service. We have previously identified and overcome various obstacles to reform and recognize these processes should not be “check the box” exercises, but projects that require knowledge of best practices and how to tailor such practices to meet the needs of specific jurisdictions, in this case, Springfield.

Question: At \$1.6 Mil, your proposal comes in close to the lowest cost. Where are you cutting costs? Why should the City of Springfield trust you will be able to do a thorough job for half the price?

(Note: Because this question is very similar to the first question in this document presented by the City and DOJ, we have replicated our response to that and added an additional paragraph).

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We have developed our proposal with the assumption that the parties will act in good faith, with a sense of urgency, to address the important issues identified in the investigation and subsequent settlement agreement. If that is the case, this budget will certainly suffice.

Question: With no data analyst on staff, how are you going to back up your recommendations?

Answer: This is a great question and we appreciate the opportunity to provide more clarity on our proposal. This team certainly recognizes the value and importance of robust, reliable quantitative and qualitative data to guide our work and validate our conclusions. We will certainly access our network of outstanding data analysts to assist our team when necessary. In our proposal, in addition to our primary team of three individuals, we allocate additional costs for experts we will deploy as necessary to supplement our core team's work. Based on our previous experience, this will likely include academics, data analysts, survey experts and administrative support. Considering the scope of this settlement agreement in relation to others we have worked on, we do not believe it would be fair or cost effective to the city to propose full-time team members to fill these roles.