

May 12, 2017

Howard Lazarus
City Administrator
City of Ann Arbor
301 E. Huron Street
Ann Arbor, Michigan 48107

Dear Mr. Lazarus

As we near completion of Phase 1 of our engagement with the Ann Arbor Police Department (AAPD) and are finalizing the assessment report for you, Chief Baird and your respective leadership teams, we are also preparing for Phase 2 of the engagement. As you requested, we are providing you with an outline of Phase 2 activities to help the City implement the recommendations from the assessment. This includes continued coordination with the Chief and AAPD leadership to develop a robust Community Engagement Program, including a new Community Advisory Board (CAB).

This process will require strategic planning and participation from all parties involved, especially the Chief and the AAPD Command Staff. The process to establish civilian oversight can be broken into three distinct steps, each step successively building on the previous step.

1. AAPD Community Engagement Program development
2. Community Advisory Board development and charter approval
3. Community Advisory Board initiation

Because these steps build upon each other, we recommend budgeting them separately, thereby requiring City approval to move to the next step after each sub-phase is completed.

Recommended Phase 2 Sub-Phases for Community Engagement Program Development

Phase 2.1: Internal Community Engagement Program Development – Training and Strategy Development

- Create a series of one-on-one interviews with AAPD Command Staff, specifically on the anticipated role of the CAB
- Deliver a one-day training and brainstorming session to the Chief and Command Staff to develop the strategy for community engagement in a way that drives brings value to the AAPD and the City to create significant advancement in community relations and support of community advisory roles
- Develop a first draft proposal for the Community Engagement Program
- Finalize the proposal for City and AAPD approval
- Upon approval, develop appropriate public-facing documents and begin planning for Phase 2.2

Phase 2.2 Community Advisory Board Development and Charter Approval

- Public announcement, community meetings and CAB member recruitment announcement
- Establish initial public education materials and outreach program within the community
- Work with City leadership to identify and recruit diverse and highly capable community members for the CAB, including CAB leadership
- Work with AAPD and CAB leadership to define communication structures and protocols for the sharing of information with the CAB, the City and the Department
- Provide technical assistance for operations including structure, budget, staffing and public information sharing.
- Support drafting, developing and codifying the charter and framework for the strategic plan for the CAB, including goal, mission, vision and responsibility

Phase 2.3 Community Advisory Board Initiation

- Provide ongoing community outreach
- Deliver a community training workshop covering:
 - Responsibilities and authority of the CAB
 - Issues in community policing
 - Strategic planning process
- Review and approve bylaws, guiding principles, authority, mission and vision
- Develop the CAB Strategic Plan for Year One
- Define processes for operations including structure, budget, information sharing, staffing and communications
- Create the agenda for the inaugural meeting
- Facilitate inaugural meeting

Budget for Implementation of Phase 2.1

Pursuant to your request for the budget for the AAPD training portion of Phase 2.1, we will deliver the services identified for a flat project-based fee of \$30,000, including expenses.

This fee will include:

- Site visit with three personnel for three days during the week of July 10, 2017
 - Robert Wasserman, a nationally recognized expert in co-produced policing
 - Debra Kirby, Project Manager
 - Ken Bouche, Chief Operating Officer, Hillard Heintze

- Interviews with command staff regarding community engagement and advisory
- Off-site training and brainstorming session on community engagement, advisory and co-produced policing
- Development of a strategy and plan for enhanced community engagement
- Expenses for travel and lodging

We believe that this phased approach will best benefit the City, the Department and all concerned stakeholders within the Ann Arbor community. We look forward to discussing next steps with you, and continuing our relationship with the City and the Ann Arbor Police Department.

Sincerely,
HILLARD HEINTZE LLC



Debra Kirby
Senior Vice President