



City of Pasadena
City Attorney
Michele Bagneris, City Attorney/City Prosecutor
100 N. Garfield Avenue, Pasadena, CA 91101

[OIR GROUP] RESPONSE DOCUMENT REPORT

RFP No. 2024-RFP-0601

INDEPENDENT POLICE AUDITOR

RESPONSE DEADLINE: October 11, 2024 at 5:00 pm

Report Generated: Thursday, October 24, 2024

OIR Group Response

CONTACT INFORMATION

Company:

OIR Group

Email:

teresa.magula@oirgroup.com

Contact:

Teresa Magula

Address:

6510 Spring Street #613
Long Beach, CA 90815

Phone:

(310) 903-0127

Website:

oirgroup.com

Submission Date:

Oct 7, 2024 9:37 AM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Acknowledgements

PROPOSER CERTIFICATION*

By submitting this bid the proposer hereby certifies under penalty of perjury of the laws of the State of California that all representations made in the documents that comprise the proposal for INDEPENDENT POLICE AUDITOR due on Friday, October 11, 2024 are true and correct to the best of my knowledge at the time of the proposal's submission.

By confirming, the vendor is acknowledges the following:

- We have reviewed and agreed to all of the documents contained in this solicitation and understands that the City will not be responsible for any errors or omissions on the part of the vendor in making up this bid or proposal.
- The representations herein are made under penalty of perjury.
- We hereby offer to sell the City of Pasadena the materials, products, and/or services at the prices shown and under the terms and conditions included hereon or attached or referenced.

Confirmed

2. CONTENTS OF PROPOSAL

The entire proposal must be formatted on standard-size 8½"x11" pages; 12 point font only. The "Technical Proposal," "Additional Data," and "Statement of Qualifications" can be no more than 50 grand total pages.

MANDATORY CONTENT*

- Cover letter

- Table of Contents
- Required Certifications AND Forms (see items in this Checklist)
- Technical Proposal
- Price Proposal
- Statement of Qualifications and/or Experience
- Additional Data (if required)

Subsequent to the closing of this solicitation, the selected vendor will be required to provide the following documents within 10 calendar days of being notified, otherwise the submitted proposal may be deemed non-responsive.

- Request for Tax Payer Identification Number and Certification ([IRS Form W-9](#))
- Pasadena Business License (if required)
- Any Required Licenses or Certifications
- All Insurance Required by this Solicitation (If Required) [#Insurance Requirements](#)

Confirmed

COVER LETTER AND TABLE OF CONTENTS *

Upload your Cover Letter and Table of Contents :

“Cover Letter” shall be a maximum one-page letter including the name and address of the organization submitting the proposal; whether the proposing firm is an individual, partnership, corporation or joint venture; and the name, mailing/e-mail addresses, and telephone/fax numbers the contact person who will be authorized to make representations for the organization.

Cover_Letter_and_TOC_-_OIR_Group_Response_to_City_of_Pasadena_-_Independent_Police_Auditor.pdf

SEPARATE TECHNICAL PROPOSAL ONLY - PROPOSAL SUBMITTAL *

“TECHNICAL PROPOSAL” should demonstrate the PROPOSER’S full understanding of the SCOPE OF WORK and the effort needed to complete the Project on time and within the budget through the submittal of a proposed work plan including project deliverables (identify specifically and thoroughly for each portion of and phase). No pricing shall be included in this section.

The TECHNICAL PROPOSAL shall include a proposed work schedule to indicate duration and completion dates, including the dates of Deliverables/Milestones and estimates of the amount of time to be spent with City Staff during each phase of the project.

The entire proposal must be formatted on standard-size 8½”x11” pages; 12 point font only. The "Technical Proposal," "Additional Data," and "Statement of Qualifications" can be no more than a grand total of 50 combined.

Technical_Proposal_-_OIR_Group_Response_to_City_of_Pasadena_-_Independent_Police_Auditor.pdf

SEPARATE PRICE PROPOSAL SUBMITTAL:

PRICE PROPOSAL shall be submitted in this upload apart from the proposal.

Reference SAMPLE PRICE PROPOSAL.

- A. Specifies, at a minimum, the level of effort and hourly rate for Proposer’s key personnel/project position and a detailed breakdown of fees for each sub-consultant as an attachment.
- B. Estimated reimbursable cost schedules shall depict only those expenditures that are exclusive to and in support of the Project scope of services. The proposed estimated reimbursable cost schedule shall include a detailed listable of reimbursables.

A contract will not be awarded to a consultant without an adequate financial management and accounting system as required by 48 CFR Part 31 and 2 CFR Part 200.

Each Proposer must submit a PRICE Proposal containing all costs associated with the technical proposal. Using the attached Price Proposal in this RFP, provide Proposer’s lump-sum price for performing all services and work called for in the SCOPE OF WORK. The Proposer’s lump-sum price shall include, without limitation:

- A. all designs, equipment, materials, labor, insurance and bond premiums, home office, jobsite, and other overhead, profit and services relating to the Proposer’s performance of its obligations under the Contract (including all work, equipment, materials, labor, and services provided by subcontractors and intellectual property rights necessary to perform the work);
- B. performance of each and every portion of the work

- C. all costs of obtaining Government approvals other than Government approvals that are the responsibility of the City of Pasadena;
- D. all costs of compliance with Government rules, except to the extent such compliance is the responsibility of the City of Pasadena;
- E. all taxes, duties, permits, and other fees or royalties incident to the performance of the SCOPE OF WORK;
- F. payment of all salaries, wages, benefits, and expenses of the Proposer's employees;
- G. compensation for all risks, liabilities, and contingencies assigned to the Proposer; and
- H. all other costs needed or incurred to complete the Project.

Price_Proposal_-_OIR_Group_Response_to_City_of_Pasadena_-_Independent_Police_Auditor.pdf

ADDITIONAL DATA (IF NECESSARY)

"Additional Data" shall include any other data the PROPOSER deems essential to the evaluation of the proposal, i.e., letter of reference, other related projects, etc., or other required documents.

The entire proposal must be formatted on standard-size 8½"x11" pages; 12 point font only. The "Technical Proposal," "Additional Data," and "Statement of Qualifications" can be no more than a grand total of 50 combined.

Technical_Proposal_-_OIR_Group_Response_to_City_of_Pasadena_-_Independent_Police_Auditor.pdf

3. Preferences (if applied)

IS YOUR COMPANY CURRENTLY CERTIFIED WITH THE STATE OF CALIFORNIA DEPARTMENT OF GENERAL SERVICES (DGS) AS A SMALL OR MICRO BUSINESS?*

If this preference is applied to the solicitation, and your company is seeking this preference, you must provide a copy of the certification from DGS.

No

IS YOUR COMPANY CURRENTLY LOCATED WITHIN THE BOUNDARY OF THE CITY OF PASADENA?*

No

4. QUALIFICATIONS

STATEMENT OF QUALIFICATIONS AND/OR EXPERIENCE

The Statement of Qualifications should highlight your company's most applicable products, services, and experience.

Qualifications_-_OIR_Group_Response_to_City_of_Pasadena_-_Independent_Police_Auditor.pdf

5. REQUIRED CERTIFICATIONS (FORMS)

Please download, complete and submit any required forms below.

AA1; AA2; AA3; SIGNATURE & LEGAL STATUS; AND DECLARATION OF NON-COLLUSION*

If your proposal does not include all of the below items, it may be deemed non-responsive.

- Each PROPOSER must submit a completed Form AA-1. Failure to submit this form will result in automatic disqualification with no exceptions unless PROPOSER has an approved form on file with the City.
- Form AA-2 is required to be submitted for projects involving labor or services in excess of \$25,000.
- Form AA-3 is Optional. (Copies attached)
- A completed and signed "Declaration of Non-Collusion." (Copy attached)
- SIGNATURE & LEGAL STATUS (Copy attached)
- Evidence of certification by State of California as a small or micro-business, if claiming such preference – <https://caleprocure.ca.gov/pages/PublicSearch/supplier-search.aspx>
- [REQUIRED FORMS - AAs - SIG-...](#)

OIR_Group_-_REQUIRED_FORMS_-_AAs_-_SIG-LEGAL-STATUS_-_DECLARATION_OF_NONCOLUSION_08022024_v2.pdf

TAXPAYER PROTECTION AMENDMENT DISCLOSURE *

Please download the below documents, complete, and upload.

ADDITIONAL REQUIREMENT

For RFP/RFQ where the selected vendor/contract will require City Council approval (check with City project manager for clarification), the following requirement applies:

- TAX PAYER PROTECTION ACT – PROPOSER SUBMITS A COPY OF THE COMPLETED TPA FORM TO THE CITY CLERK’S OFFICE

E-MAIL: OfficialRecords-CityClerk@Cityofpasadena.net

- [Pasadena Taxpayer Protectio...](#)

OIR_Group_-_Pasadena_Taxpayer_Protection_Amendment_Disclosure_(2).pdf

CONFLICT OF INTEREST*

Please download the below documents, complete, and upload.

- [CONFLICT_OF_INTEREST.pdf](#)

OIR_Group_-_CONFLICT_OF_INTEREST_(5).pdf

RELEVANT EXPERIENCE FORM*

Complete and submit the attached Relevant Experience Form with your bid to demonstrate experience with projects of similar scope and size to that which is to be performed.

- [RELEVANT EXPERIENCE FORM.pdf](#)

OIR_Group_-_RELEVANT_EXPERIENCE_FORM_attachment.pdf

DESIGNATED REPRESENTATIVE*

Please download the below documents, complete, and upload.

- [DESIGNATED REPRESENTATIVESd...](#)

OIR_Group_-_DESIGNATED_REPRESENTATIVESdocx.pdf



6510 Spring Street #613, Long Beach, CA 90815
OIRGroup.com

October 7, 2024

Sherene Young, Acting Principal Administrative Analyst
Office of the City Attorney
100 N. Garfield Avenue, Room N-210
Pasadena, CA 91109

Dear Ms. Young:

We are pleased to submit this Cover Letter and related proposal response to the City of Pasadena.

This proposal is our official offer to complete the scope of work listed in the Request for Proposals. As detailed in the enclosed proposal, OIR Group is a Limited Liability Corporation highly qualified to perform the work set out in the RFP. OIR Group principals have developed unparalleled experience in the field. As detailed in our enclosed proposal, we bring an incredible depth of knowledge to this assignment. Most importantly, we have worked with the City of Pasadena, its police department, and its Community Police Oversight Commission on various projects, including our 2023 review of the officer-involved shooting of Anthony McClain. We welcome the opportunity to contribute to the City of Pasadena.

Our Project Lead for this engagement is Teresa Magula. You may reach Ms. Magula at (310) 903-0127, or teresa.magula@oirgroup.com.

Kindly,

A handwritten signature in black ink, appearing to be "Teresa Magula", written over a thin horizontal line.

Teresa Magula, Managing Owner

Table of Contents

Introduction to OIR Group.....	4
Project Approach & Statement of Philosophy	5
Scope & Technical Approach.....	7
Serve as a Best-Practices Advisor	7
Personnel Complaints and Investigations.....	9
Review Categorical Uses of Force	12
Review Biased-Based Policing Complaints	13
Policy, Procedure and Training.....	14
Public Reporting	15
Records Review	15
Deliverables & Timeline	17
Qualifications & Experience	19
Relevant Experience.....	21
Staffing.....	26
Teresa Magula	27
Julie Ruhlin.....	28
Stephen Connolly.....	29



City of Pasadena Technical Proposal

**2024-RFP-0601 - Independent Police
Auditor**

Submitted to:

Sherene Young
Acting Principal Administrative Analyst
100 N. Garfield Avenue, Room N-210
Pasadena, CA 91109

Submitted by:

Teresa Magula
Managing Owner, OIR Group
6510 Spring Street #613
Long Beach, CA 90815
Teresa.Magula@OIRGroup.com
(310) 903-0127



6510 Spring Street #613, Long Beach, CA 90815
OIRGroup.com

October 7, 2024

Sherene Young, Acting Principal Administrative Analyst
Office of the City Attorney
100 N. Garfield Avenue, Room N-210
Pasadena, CA 91109

Dear Ms. Young:

We are pleased to submit this Cover Letter and related proposal response to the City of Pasadena.

This proposal is our official offer to complete the scope of work listed in the Request for Proposals. As detailed in the enclosed proposal, OIR Group is a Limited Liability Corporation highly qualified to perform the work set out in the RFP. OIR Group principals have developed unparalleled experience in the field. As detailed in our enclosed proposal, we bring an incredible depth of knowledge to this assignment. Most importantly, we have a proven track record of work with the City of Pasadena, its police department, and its Community Police Oversight Commission on various projects, including our 2023 review of the officer-involved shooting of Anthony McClain. We welcome the opportunity to contribute to the City of Pasadena.

Our Project Lead for this engagement is Teresa Magula. You may reach Ms. Magula at (310) 903-0127, or teresa.magula@oirgroup.com.

Kindly,

A handwritten signature in black ink, appearing to be "Teresa Magula", written over a thin horizontal line.

Teresa Magula, Managing Owner

Table of Contents

Introduction to OIR Group.....	4
Project Approach & Statement of Philosophy	5
Scope & Technical Approach.....	7
Serve as a Best-Practices Advisor	7
Personnel Complaints and Investigations.....	9
Review Categorical Uses of Force	12
Review Biased-Based Policing Complaints	13
Policy, Procedure and Training.....	14
Public Reporting	15
Records Review	15
Deliverables & Timeline	17
Qualifications & Experience	19
Relevant Experience.....	21
Staffing.....	26
Teresa Magula	27
Julie Ruhlin.....	28
Stephen Connolly.....	29

Introduction to OIR Group

OIR Group, LLC, is a team of police practices experts whose members have provided oversight services to public entities since 2001. During our over 20 years in the field, we have proven our ability to provide rigorous, credible oversight in a variety of contexts. We have worked with over 30 law enforcement agencies throughout California and in several other states. Most importantly, we bring an incredible depth of knowledge to this assignment: we are currently the Independent Police Auditor for the neighboring Southern California cities of Burbank, Anaheim, Pomona and Santa Monica, for the Northern California cities of Santa Cruz, Eureka, Santa Rosa, Palo Alto, Modesto, Davis and the counties of Santa Clara and Santa Cruz, and for the city of Las Cruces, New Mexico.

The role contemplated by the City of Pasadena overlaps considerably with the direct experiences we have had in different jurisdictions.

In light of this background, we are uniquely suited to evaluate and oversee the Pasadena Police Department (PPD). Moreover, our proposed project lead, Teresa Magula, lives in neighboring La Crescenta, closely follows City and PPD incidents and trends, has worked and collaborated with PPD command staff and members of your Community Police Oversight Commission, and has connected with outgoing IPA, Dr. Richard Rosenthal, regarding his work generally, specific audits, and the expectations of the role.

Our website, www.oirgroup.com, offers detailed examples of our past work and includes numerous public reports that showcase our approach, thoroughness, and familiarity with each of the services described in the City's RFP, including our three previous evaluations of the Pasadena Police Department.

Project Approach & Statement of Philosophy

OIR Group has unrivalled experience in the review and assessment of all aspects of law enforcement organizations and operations, including critical and use of force incidents, bias-based police practices, citizen complaints, and other allegations of officer misconduct. As a group we have reviewed over 700 officer-involved shootings and in-custody deaths, as well as countless lower-level uses of force, for at over 30 law enforcement agencies. And our familiarity with the complaint and administrative discipline process is as extensive.

We understand all aspects of the systems, policies, and investigative practices that make for effective and responsive law enforcement. We know – and have contributed to – the evolving standards for accountability and public engagement that have animated recent police reform efforts throughout the state and country. And, through our experience in conducting administrative investigations for police agencies on several occasions (including projects in Santa Rosa, Vallejo, and San Leandro, California), we have developed a first-hand knowledge of the mechanics of investigations under state law and best practice.

OIR Group also regularly performs broader systemic audits of critical police functions. Those have included reviews of recruiting, hiring, promotional process, training, performance evaluations, and risk management processes. Each audit and the ensuing recommendations are aimed at improving law enforcement performance. In 2020, we published a lengthy report evaluating the operations, policies, review systems, and culture of the Vallejo Police Department. And, in 2021, we published reports for the Cities of Santa Monica, Santa Rosa, Iowa City (IA), and Kalamazoo (MI) that addressed controversial responses to civil unrest during last summer's nationwide reaction to the murder of George Floyd. We have also completed an extensive review of the Santa Clara County Sheriff's Office's and Davis Police Department's policies through the lens of the "Eight Can't Wait" reform initiative that was popularized by activists in the aftermath of Mr. Floyd's death. Most recently, we completed a holistic review of the Oxnard Police Department's response to persons in crisis.

Importantly, we also have a long record of communicating effectively with police agencies themselves in the development and implementation of reforms. As auditors, we bring important elements of outside scrutiny, independence, and perspective to law enforcement review processes. But we recognize that our insights are not an end in themselves; instead, they will ideally and ultimately serve to enhance the agency's actual performance, in terms of the quality of its self-scrutiny and its responsiveness to public priorities and concerns.

We work to achieve this dynamic in a variety of ways. Through candid dialogue and a willingness to listen and learn, we have convinced a number of different agencies that our criticisms are fair, and our reform suggestions are sincere and constructive. This has facilitated the agency's acceptance and implementation of our ideas – thus helping to ensure that the changes will have a concrete and positive influence.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Scope & Technical Approach

Since 2001, OIR Group's members have had unique outsider access to a full range of internal review processes for a number of police agencies. This includes countless Internal Affairs investigations into officer misconduct, hundreds of critical incident reviews (including officer-involved shootings and in-custody deaths), and a myriad of supervisory force assessments. We have seen firsthand the way that different agencies perform such important functions with greater or lesser effectiveness. We recognize the principles of sound, thorough investigation and its importance to appropriate accountability. Our accumulated knowledge includes a deep understanding of law enforcement policy and procedure, the evolving legal standards for use of force, and the investigative framework established by the Peace Officer Bill of Rights, which governs the administrative discipline process.

Our ability to stand in the shoes of the public and introduce that point of view has helped us recommend approaches to the citizen complaint process that heighten accessibility, objectivity, and trust. And our emphasis on holistic review – which goes beyond “bottom line” questions of performance and instead looks for any and all opportunities for improvement – has shaped the approach of multiple agencies when it comes to the evaluation of force incidents and other critical encounters.

Here, we detail our specific experience and technical approach for each component of the scope of work as outlined in the **Scope of Services** of the RFP.

Serve as a Best-Practices Advisor

We work closely with City and County civilian review boards, commissions, or other entities, including providing extensive training to incoming members and facilitating effective communication between the agency and its entity. We have done this work for the cities of Anaheim, Davis, Santa Monica, Modesto, Eureka,

and Boulder (CO), among others. Accordingly, we are both confident and enthusiastic about our prospects for integrating effectively with Pasadena's Community Police Oversight Commission.

One of the important ways in which our role has expanded in recent years is with regard to new oversight entities that are designed to add community perspective to the ways in which jurisdictions ensure accountability for local law enforcement. Our work in Anaheim, California is especially relevant in this regard. That city has established a Police Review Board comprised of residents from throughout Anaheim's various neighborhoods. It holds monthly meetings that include both public sessions and confidential briefings relating to critical incidents and other topics of interest. And it issues an annual report that includes recommendations for the Police Department regarding issues that have emerged during the year.

We appreciate the ways in which the Anaheim model bolsters oversight by combining the access and subject-matter expertise of professional monitors with the lived experience and priorities of the actual community members whom the Department serves. In the years since the current version of the Police Review Board started its work, both the Board and our internal team have benefitted from combining our respective strengths.

Further, we have made numerous practical recommendations aimed at helping agencies achieve comparable goals to those listed by the City of Pasadena and its Commission. OIR Group continually researches, learns, and develops best practices in tactics and accountability and exports those policies to agencies it monitors and reviews. Our team lead is an active member in the International Association of Chiefs of Police (IACP) and regularly reviews new policy and legal updates. Members of our team regularly teach California POST classes on oversight and accountability for command staff. We are familiar with the extensive work of the Police Executive Research Forum, including its *Guiding Principles* on use of force, and contributed to the *Special Community/Police Task Force Recommendations Regarding "Use of Force,"* and the *Report of the President's Task Force on 21st Century Policing.*

We have also benefitted from our longtime affiliation with the National Association for the Civilian Oversight of Law Enforcement, and the network of research and ideas that NACOLE provides.

Personnel Complaints and Investigations

We bring extensive experience to ***assessment of police internal review systems***. In fact, a significant portion of our emphasis over the years has been on helping agencies achieve more effective approaches to their *own* investigations and after-action processes. By making recommendations for the enhancement of internal reviews, our influence extends beyond individual cases and contributes to broader systemic improvement.

Further, substantive work in community complaints has always been central to our practice. Collectively, we have ***reviewed well over a thousand complaint investigation files***, with focus on each of the following issues:

- Scope of review: Has the agency framed the allegations fully and appropriately, and assigned investigative resources accordingly?
- Effectiveness of investigations: What is the quality of the evidence-gathering in terms of timeliness, completeness and objectivity, and have interviews of witnesses and subjects corresponded to best practices?
- Legitimacy of outcomes: Was the evidence assessed by decision-makers with appropriate rigor, objectivity, and fairness; and have individual subjects been treated in a manner consistent with each other and agency standards?
- Approaches to remediation: Do the corrective measures, if any, correspond to the goals of the process in terms of correcting behavior and preserving agency priorities and public trust?
- Commitment to holistic improvement: Has the agency responded effectively to relevant issues beyond formal accountability, such as counseling, training, or policy revision?

Our annual reviews in cities such as Burbank, Santa Rosa, Modesto, and Anaheim follow the audit scope contemplated by the City of Pasadena and

previously conducted by Dr. Rosenthal. Our reports featured **collective assessments of trends in complaint and investigation processes**. For example, we have written about allegations of racial bias, looking for common features and learning opportunities even when the underlying violation is not sustained. And we emphasize the importance of consistency in the remediation of misconduct when its existence has been established by the facts of the investigation.

Our approach to this portion of the scope of work is to evaluate the effectiveness of the Department's systems through **audit and evaluation to assess if the systems produce holistic, timely, and fair outcomes**. We interact with Department leadership and/or their designees to establish the selection of cases: these include officer-involved shootings, in-custody deaths, other uses of force, administrative investigations, and public complaints. The combination of random samples in some categories and the automatic inclusion for certain identified matters of significance (such as allegations involving supervisors) will help ensure that the materials being reviewed are appropriately representative.¹

OIR Group has also looked at the "public side" of the complaint process, with an eye toward promoting access, trust, and effective communication at various stages. Moreover, we have **facilitated intake of complaints** from the public in our work as Independent Police Auditor for the cities of Anaheim, Eureka, Santa Rosa, Davis, Santa Cruz, and Palo Alto. Part of our role has also included receiving real time updates on ongoing investigations for monitoring and reporting purposes; this helps not only with transparency but also in promoting due diligence and effectiveness within the investigations themselves.

Finally, our team has engaged in every component of the Internal Affairs process listed in the scope of work:

- Conducted assessments of **excessive force complaints**, both in real-time or upon completion by a law enforcement agency; we evaluate these cases both for appropriate disciplinary outcomes (when warranted) and with an eye to preventing excessive force in the future, by examining

¹ We are also Axon licensees for "Evidence.com," which we have found greatly facilitates our ability to review body-worn camera recordings and other materials with efficiency and minimum inconvenience to the police agency being reviewed.

officer training, supervisory response, the type of force used, and de-escalation attempts.

For example, after several high-profile in-custody deaths and significant uses of force, the City and County of Denver asked us to review the use of force functions and the internal affairs functions of its Sheriff's Department. That review culminated in a public report in which we explored the Department's early identification system, databases, crisis intervention training, supervisory responsibility, and discipline consistency. We served as expert consultants for the California Attorney General's Office in its investigation of use of force and other issues within the Stockton Unified School District, participating in the initial review and offering specific findings and recommendations.

- Reviewed hundreds of ***internal allegations of misconduct***, ranging from Department-wide misconduct, such as allegations of highly inappropriate text messages for the City of Eureka, to lower-level misconduct, such as failures to appear in court or activate body-worn cameras for the City of Las Cruces (NM).
- ***Attended and participated in interviews***, both of sworn personnel and civilians, across various jurisdictions, including but not limited to the Cities of Santa Rosa and Boulder (CO).
- Taken on ***an investigative role*** when necessary to address conflicts with the agency regarding its handling of particular cases or allegations. Our team has direct experience conducting investigations as needed in full compliance with the Peace Officer Bill of Rights.
- Consulted with city and county officials when additional investigation was needed.
- Monitored compliance with both SB1421 and SB2.

We have also performed ***evaluations in other operational areas*** such as hiring and promotions, performance evaluations, transparency, and community engagement. For example, our lengthy, in-depth assessment of the Madison (WI) Police Department, completed in 2018, touched on every aspect of that organization from recruitment to discipline, policy to community outreach. It resulted in well over a hundred recommendations, most of which the Department

went on to adopt. In short, our understanding of policing operations facilitates our ability to know what to ask for, how best to get it, and what to make of it in terms of conducting a meaningful evaluation in the listed areas.

Review Categorical Uses of Force

OIR Group has extensive experience reviewing categorical uses of force and other critical incidents. In fact, OIR Group has performed this very type of analysis for the City of Pasadena on three prior occasions:

- Report to the City of Pasadena Concerning the Officer-Involved Shooting of Leroy Barnes, Jr., presented to the City Council in 2009;
- Report to the City of Pasadena Concerning the Officer-Involved Shooting of Kendrec McDade, presented to the City Council in 2014; and
- Report to the City of Pasadena Concerning the Officer-Involved Shooting of Anthony McClain, presented to the City Council in 2023.

These reports can be reviewed at our website: <https://www.oirgroup.com/view-by-location>

Further, as Independent Police Auditors for several jurisdictions, OIR Group regularly receives notice when a critical incident occurs in the jurisdictions we serve. We have a great deal of experience in evaluating – and helping to shape – the administrative response to these matters. In fact, we collaborated with the City of Anaheim in developing its current protocol for responding to major incidents. Anaheim’s approach has multiple phases that evolve from the evaluation of immediate concerns to the eventual assessment of individual accountability and department-wide learning opportunities.

OIR Group contributes both to the framing of investigative issues and the development of responsive action items as they arise.

For example, our working relationship with the City of Portland, Oregon, commenced with the City when we were asked to review an in-custody death of a man in mental health crisis. Since that time, the City has engaged us to prepare a series of reports examining and critiquing the way in which the

Portland Police Bureau investigates and reviews critical incidents, including officer-involved shootings and in-custody deaths. The reports we have prepared have explored issues of bias-based policing, dealing with individuals in mental or drug-influenced crisis, providing prompt medical treatment to persons injured by police force deployments, and the negative implications for use of the term “suicide by cop.”

We have also been involved in the review, audits, and assessments of officer-involved shootings, critical incidents and other uses of force in numerous other law enforcement agencies, including the Santa Clara, San Diego and Orange County Sheriff’s Departments and the Gardena, Lompoc, Torrance, Inglewood, Santa Maria, Oxnard, Fullerton, Hermosa Beach, Santa Ana, and Oakland Police Departments.

OIR Group principal members have also worked with its monitored agencies to instill the principle that every force event should be reviewed through multiple prisms, including an examination of the equipment available to officers at the time, decision-making regarding how that equipment was deployed, and the existence of new technology that might have affected the outcome of the incident. Reviewers should assess whether the involved officers suffered from inadequate preparation, guidance, or support in any of these areas, and have protocols in place for addressing identified issues.

Review Biased-Based Policing Complaints

Cases involving allegations of racial bias can be unsatisfying for complainants and accused officers alike as, nationwide, they are rarely, if ever, sustained. These allegations are notoriously hard to prove, largely because so much depends on the subjective or implicit mindset and motivations of the involved officers.

When we evaluate these cases, we often recommend that agencies make every effort to fully investigate and to go beyond the familiar paradigm of “You stopped me because of my race” vs. “No, I didn’t.” We are proponents of research-based investigations that seek to answer an explicit set of questions, including exploring intent, knowledge and impact, and patterns of behavior, both by individual

officers and/or Department-wide. For example, does the accused officer have a pattern of allegations of racial bias? Does the office exhibit any race-based patterns of practice related to stops or other police encounters? Some jurisdictions have gone so far as to test “comparator evidence,” an analysis of the officer’s actions in same type of encounter, but with a subject of a different race. This is an especially effective tool in evaluating the outcomes of traffic stops.

By specifically evaluating an incident in this way, a Department can better hone-in on the basis for the complainant's perceptions and analyze the relevant encounter in its complete context. A rigorous approach has greater potential to provide insight into officer thinking as well as to refute allegations with greater confidence and credibility. We hold agencies to a high standard and would do the same for PPD.

Policy, Procedure and Training

In our combined years of law enforcement oversight experience, we have developed valuable perspective regarding law enforcement best practices as they apply to **policy, procedure, and training**. This has two components: the substantive operational issues themselves (including policy, tactics, supervision, community relations, and principles of de-escalation) and the different internal review mechanisms by which the most effective agencies scrutinize their own performance. As we have detailed above, we are well-versed in each of these components and will bring that experience and expertise to the City of Pasadena.

Further, whenever an agency introduces new technology, it must develop policy and training to adequately convey its expectations to officers. With regard to Taser, video cameras, and body-worn cameras, OIR Group has worked on developing policies designed to provide clear guidance to officers on their use and deployment, considering best investigative practices, data storage issues, and privacy concerns. OIR Group is already considering what guiding principles may be needed with regard to the use of emerging technologies in policing such as use of Artificial Intelligence (AI), drones and robots.

Public Reporting

Serving as an independent liaison between the public and the law enforcement agencies we monitor has been a component of virtually every project we have undertaken. Our goal is to use our combination of subject matter expertise and critical distance as a way of bridging gaps in communication and understanding.

Over our 20-plus years of independent auditing, OIR Group has extensive experience with community outreach and public reporting, and we consider it to be not only a prominent feature of our collective resume but also a centerpiece of our operational philosophy.

We have extensive experience in reporting and engagement. We have found that the process of preparing reports is an excellent opportunity to engage with police agencies as to both issues and opportunities for improvement. Our interest in fairness and accuracy – rather than “gotcha” moments that draw attention to ourselves without advancing police effectiveness – has contributed to the constructive dialogue we are generally able to establish and results in public reporting that is accurate and incisive.

OIR Group has also regularly presented its findings to elected bodies and their communities throughout the nation. As part of its core function, it has also fielded questions raised by its reporting and recommendations. Over our years of independent auditing, we have issued numerous public reports to city managers and elected officials and their communities in numerous settings.

Records Review

As the Independent Police Monitor or Auditor for various jurisdictions, OIR Group has access to police department information systems. As a regular practice, OIR Group members:

- Participate virtually in interviews when requested, appropriate and necessary

- Receive complaints from the public directly via one of four mechanisms: mail, website, email, and telephone
- Are apprised of complaint cases as they are initiated
- Track case progress within agency systems, such as IAPro, BlueTeam, and Axon Standards
- Track case load, investigations, and on-going audits within our internal project management systems
- Review body-worn camera and In-Car Camera footage on Axon, Watchguard, or other system
- Receive notifications via text message or email regarding critical incidents, typically followed by a briefing.

In short, we have extensive experience in developing secure and comprehensive information-sharing mechanisms with the jurisdictions that utilize our services.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Deliverables & Timeline

OIR Group is committed to providing exceptional service to the City of Pasadena that is timely and actionable. We anticipate having a brief period of overlap with the outgoing IPA, Dr. Rosenthal, to come up to speed on his work products and the Commission and City's expectations.

Our exact timeline and deliverables will be largely dependent on PPD and the Commission. However, our experience suggests that we will spend an average of 50 hours monthly on this engagement, which will predominantly be used on the audits and reviews listed in the scope of work, drafting reports regarding our findings and recommendations, and presenting these to the PPD, Commission and City leadership. Unanticipated incidents, such as the occurrence of an officer-involved shooting or other major incident, may increase our monthly hours.

As such, the timeline and deliverables detailed tables below are subject to change as needed and/or requested by the Commission and City leadership.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

INITIAL PHASE – FIRST 60 DAYS: ASSESSMENT & RELATIONSHIP BUILDING		
Meetings	Review	Establish
<ul style="list-style-type: none"> • City leadership • Commission members • Police Chief and command staff • Community leaders and other stakeholders • Goal is to gain perspective on state of the police department and identifying any specific concerns • Gather input from Department and stakeholders to identify future areas of audits 	<ul style="list-style-type: none"> • Dr. Rosenthal's work and prior reports to establish a baseline for the coming year • Pasadena PD policies and procedures • Commission goals and expectations • Training protocols 	<ul style="list-style-type: none"> • Expectations and deliverables for the calendar year • Systems for complaint intake and handling • Work with Department to develop protocols to ensure: <ul style="list-style-type: none"> • Prompt notice of critical incidents • Prompt notice of new complaints • Expectations for inclusion at key meetings • Efficient referral of complaints to the IA Program

ONGOING WORK: PRACTICE, SUSTAINABILITY, REPORTING	
Audit Deliverables	Ongoing Practices
<ul style="list-style-type: none"> • Review of the Complaint Investigation Process, including both citizen and internal complaints • Review Uses of Force of all types and levels • Police operations, including but not limited to, policy, procedure, and training • Trend and comparison analysis • Reviews of officer-involved shootings and in-custody deaths, or other special audits as determined necessary or requested • Publication of Reports regarding audits, policy, procedures, or other special topics as outlined in the scope of work and requested by Commission 	<ul style="list-style-type: none"> • Attend Commission meetings • Regular contact with Commission and City leadership • By request, host "office hours" to receive complaints and meet with community members, City stakeholders, and police officials. • Maintain complaint and auditing log • Reports submitted within timeframe determined by City • On-site or virtual presentations of findings

Qualifications & Experience

OIR Group has a wide range of public agency experience, including work in jurisdictions of similar size and make-up as the City of Pasadena.

The range and scope of our work in the last two decades is reflected below. Our full body of work listed by Location or Date can be reviewed on our website: OIRGroup.com

Each project is directly related to the scope of work outlined in this RFP as follows:

- **Santa Clara County Sheriff's Office:** OIR Group staffs OCLEM, the Office of Correction and Law Enforcement Monitoring. This office provides independent monitoring of the County's corrections and law enforcement functions.
- **Los Angeles County Sheriff's Department:** Independent oversight to all allegations of police misconduct and uses of force, including officer-involved shootings and in-custody deaths.
- **San Diego Sheriff's Department:** Use of force and officer-involved shooting review.
- **Denver County Sheriff's Department:** Review the use of force functions and the internal affairs functions of its Sheriff's Department. Serve as monitor for training as a result of an in-custody death.
- **City of Portland, Oregon:** Reports examining and critiquing the way in which the Portland Police Bureau investigates and reviews critical incidents, including officer-involved shootings and in-custody deaths.
- **Oakland, Burbank, Torrance, Lompoc, Inglewood, Hermosa Beach, Santa Ana, Santa Maria, Oxnard, and Pasadena Police Departments:** Reviews, audits, and assessments of officer-involved shootings, critical incidents and other uses of force.

- **Anaheim, Davis, Eureka, West Sacramento, Santa Rosa, Santa Cruz, Las Cruces (NM) and Palo Alto Police Departments:** Independent Police Auditor including monitoring of officer-involved shootings, use of force, citizen complaints, and internal affairs. In the City of Anaheim, one of our roles is to serve as a liaison to the "Police Review Board," a panel of residents who provide their own input to the Police Department regarding matters of policy, practice, and training.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Relevant Experience

As requested by the City, we have provided information about five clients who reflect the range and scope of work contemplated for the City of Pasadena.

City of Eureka

Independent Police Auditor

Started: 2022 and continuing

City Contact:

Miles Slattery

City Manager

msslattery@eurekaca.gov

(707) 441-4184

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Eureka for two years. OIR Group provides real-time review of internal investigations, including complaints from members of the public, internal administrative investigations, and critical incidents. OIR Group helped the Eureka Police Department establish a robust, formal investigative process for administrative matters, including creating a Pre-Disposition Settlement Agreement process to facilitate complaint resolution. OIR Group provides technical assistance on best practices to the City's Community Oversight on Police Practices (COPP) Board and conducts systemic audits at the request of the Board or the City. OIR Group issues quarterly public reports to the Board regarding its work.

City of Las Cruces
Independent Police Auditor
Started: 2020 and continuing

City Contact:
Viola M. Perea
City Auditor, Office of the City Manager
vperea@lascruces.gov
(575) 541-2247

Contract Description:
OIR Group has served as the Independent Police Auditor for the City of Las Cruces, New Mexico, for over four years. OIR Group reviews closed administrative investigations stemming from public complaint and those that are internally generated by the Las Cruces Police Department, including select use of force and critical incidents. OIR Group assisted with creation of an Alternative Complaint Resolution program to enhance police-community relationships. OIR Group consults command staff on policy development and updates; most recently, OIR Group advised on a new policy for use of the Conducted Electrical Weapon (Taser). OIR Group also conducts regular community outreach and hosts periodic listening sessions with the engaged Las Cruces public. OIR Group issues semi-annual public reports to the City Council regarding its work.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Santa Rosa

Independent Police Auditor

Started: 2021 and continuing

City Contact:

Marekeshia Smith

City Manager

msmith@srcity.org

707-543-3020

Contract Description:

OIR Group has served as the Independent Police Auditor in Santa Rosa, CA for nearly three years. The core function of the IPA Office in Santa Rosa is the real-time, active monitoring of all investigations into public complaints and other allegations of officer misconduct. OIR Group has full access to the Police Department's internal database for administrative investigations. It receives notification when a new case is opened, and it works with the Department throughout the process – including the option to participate in officer interviews. OIR Group also produces an annual public report that provides the City Council and Santa Rosa community with a detailed window into SRPD's internal review systems. The report features recommendations intended to enhance the effectiveness of those processes, and OIR Group's tenure has led to a number of changes in policy and procedure within the Police Department.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Burbank

Independent Police Auditor

Started: 2011 and continuing

City Contact:

Justin Hess

City Manager

JHess@BurbankCA.gov

(818) 238-5800

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Burbank since 2011. Our monitoring function has a few different components and goals. Over the year, we are in regular communication with Department leadership regarding developing events and receive status reports on the progress of pending investigations. For deadly force incidents or in-custody deaths, we attend the Department's Critical Incident Review Board. On an annual basis, OIR Group conducts audits of misconduct complaints, including all biased-based policing complaints, uses of force, and vehicle pursuits, and reports out to City Council and the City's Police Commission.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Davis
Independent Police Auditor
Started: 2018 and continuing

Contract Description:

OIR Group has served as the IPA for the City of Davis for over seven years. OIR Group provides technical assistance on best practices to the City's Police Accountability Commission and conducts systemic audits at the request of the Commission. OIR Group also reviews all complaints and internal investigations and significant uses of force and issues public reports to the Commission regarding its findings.

City Contact:

Kelly Stachowicz
Assistant City Manager
kstachowicz@cityofdavis.org
(530) 757-5602

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Staffing

OIR Group has various principal members who each work in performing a range of police review functions. We have also cultivated a number of relationships over the years with subject matter experts of various kinds, and our model allows us to affiliate with them on an as-needed basis; our associations with these other highly qualified professionals constitute a resource that could potentially enhance a specific element of our performance in Pasadena as needed.

We have designated Teresa Magula to be the project lead and primary liaison with the City for this project. Not only is she geographically proximate to Pasadena, but she led OIR Group's recent review of PPD, where she became familiar with command staff and Commissioners and worked with Dr. Rosenthal, the outgoing IPA.

Ms. Magula will be assisted by Stephen Connolly and Julie Ruhlin, long-standing OIR Group members and fellow co-owners. And, OIR Group also has relationships with numerous Subject Matter Experts who may be brought in as needed for specific purposes.

These personnel are committed for the duration of the contract term. Their detail biographies are included, below.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Teresa Magula

Teresa Magula is a Managing Owner of OIR Group and a former Special Investigator for the Los Angeles Police Department's Office of Inspector General, the office responsible for investigating misconduct allegations and uses of force. Her expertise includes evaluating police use of force incidents and Internal Affairs investigations for law enforcement agencies, as well as reviewing and advising on vehicle pursuits, crowd management, critical incident response, and other high-profile, large-scale events. Ms. Magula has conducted operational and policy reviews of various law enforcement agencies; most recently, she led a holistic review of the Oxnard Police Department's response to persons in crisis and helped draft model use of force policies used by the State of Washington. She is the lead Independent Police Auditor for the cities of Eureka, Santa Cruz, and Las Cruces (New Mexico), where she regularly interacts with both police department personnel and community-based Boards and Commissions.

Ms. Magula also works with the Federal and California Departments of Justice as a monitor and subject-matter expert on use of force and accountability systems, including investigations of the Stockton Unified School District's Department of Public Safety and the Phoenix Police Department.

Ms. Magula has a broad range of experience. Prior to her work in law enforcement oversight, she was an Economist for the Milken Institute and a Senior Consultant with Deloitte Consulting, LLP where she specialized in data system implementation, audits, and reviews. Ms. Magula is also committed to improving community-police relations: she served on the Los Angeles Mayor's Performance Management Unit, where she was the liaison between City public safety agencies and the Mayor's Office, the Santa Monica Commission on the Status of Women and Girls, and the LA County Citizen Commission on Jail Violence.

Ms. Magula received a Master's Degree in Public Policy from UCLA's Luskin School, where she focused on Crime Policy, and a Bachelor's Degree in Sociology and Women's Studies from UCLA. She also is a native Spanish speaker.

Julie Ruhlin

Julie Ruhlin is a Managing Owner of OIR Group. From 2011 to 2014, Ms. Ruhlin served as Deputy Chief for the Office of Independent Review in Los Angeles County. In addition to her regular responsibilities monitoring internal affairs and critical incident investigations at the Sheriff's Department and making independent recommendations regarding disciplinary determinations, she worked closely with the Training Bureau, preparing a special report to the Board on issues surrounding the Department's Training Academy. She also focused on issues within the County's jails, including the investigation and review of inmate suicides and other deaths in custody, and worked with Department leaders to develop a mechanism for executive-level review of uses of force within the jails.

Ms. Ruhlin currently serves as the Project Manager for the Office of Correction and Law Enforcement Monitoring in Santa Clara County, CA, where she regularly reviews important incidents and functions involving the County Sheriff's Office, including internal affairs investigations, use of force reviews, and reviews of in-custody deaths. In its role as "OCLEM," OIR Group provides ongoing reports to the Board of Supervisors and the County's Community Correction and Law Enforcement Monitoring Committee. Ms. Ruhlin also leads OIR Group's efforts to serve as the Inspector General for the Santa Cruz County Sheriff's Office.

Ms. Ruhlin joined OIR in 2006 after working with Merrick Bobb at the Police Assessment Resource Center in Los Angeles, where she was responsible for investigating and drafting special reports to the County Board of Supervisors regarding policy and training deficiencies within the Sheriff's Department. Prior to working with PARC, her private law practice focused on civil rights and criminal defense. She graduated from American University and the University of Southern California School of Law.

Stephen Connolly

Stephen Connolly is a Managing Owner of OIR Group, an attorney, and a longtime practitioner in the police oversight field. His experience dates back to 2001, when he served as an original member of Los Angeles County's Office of Independent Review; in that role, he monitored hundreds of internal investigations and disciplinary determinations involving the Los Angeles County Sheriff's Department. He was also the first Executive Director of the Orange County Office of Independent Review from 2008 to 2016. His two decades of work with law enforcement agencies throughout California and in several other states have taken a variety of forms, including real-time monitoring, investigation, auditing, policy review, and extensive public outreach and reporting.

For several years he has also provided training to law enforcement on a variety of subjects related to supervision, risk management, and effective internal review. Certified as an instructor by California's Commission on Peace Officer Standards and Training ("POST"), he teaches several mandatory training blocks each year to lieutenant-level police managers from throughout the state.

Mr. Connolly is currently serving as one of the Independent Police Auditors in the California cities of Palo Alto, Santa Rosa, Modesto, Anaheim, and Davis. He also recently finished serving as part of the court-appointed monitoring team that oversaw implementation of multiple police reforms in the Stockton Unified School District.

He graduated from Holy Cross College and Loyola Law School.



City of Pasadena Price Proposal

**2024-RFP-0601 - Independent Police
Auditor**

Submitted to:

Sherene Young
Acting Principal Administrative Analyst
100 N. Garfield Avenue, Room N-210
Pasadena, CA 91109

Submitted by:

Teresa Magula
Managing Owner, OIR Group
6510 Spring Street #613
Long Beach, CA 90815
Teresa.Magula@OIRGroup.com
(310) 903-0127

Price Proposal

OIR Group proposes billing rates of \$275/hour plus travel expenses consistent with the City of Pasadena's regulations. OIR Group would agree to a "do not exceed" expense of **\$175,000 per year** for the duration of the contract term.

Direct Costs

Direct Costs will be limited to the billable hours spent completing Independent Police Auditor duties set out in the scope of work. OIR Group anticipates spending an average of 50 hours per month performing audit functions, attending meetings, presenting to the Commission and/or Council, hosting "office hours," and other items contemplated in this scope of work and outlined in the attached *Technical Proposal*.

This estimate is based on the current work product of Dr. Richard Rosenthal, the outgoing IPA. This estimate may change if the Pasadena Police Department experiences a major critical incident.

As listed in our Technical Proposal, Teresa Magula will be the Project Lead and perform the majority of the functions listed in the scope of work. She will be assisted by OIR Group's Stephen Connolly and Julie Ruhlin. All members of OIR Group will be billed at the rate of \$275/hour.

Indirect Costs

Indirect Costs will be limited to any necessary travel and lodging as a result of on-site work. OIR Group does not bill for meals or travel time.

OIR Group's proposed Project Lead, Teresa Magula, lives in La Crescenta, which is adjacent to Pasadena. As such, OIR Group does not anticipate having travel-related costs.

Other Proposed Costs

OIR Group does not expect to incur any additional costs.



City of Pasadena Technical Proposal

**2024-RFP-0601 - Independent Police
Auditor**

Submitted to:

Sherene Young
Acting Principal Administrative Analyst
100 N. Garfield Avenue, Room N-210
Pasadena, CA 91109

Submitted by:

Teresa Magula
Managing Owner, OIR Group
6510 Spring Street #613
Long Beach, CA 90815
Teresa.Magula@OIRGroup.com
(310) 903-0127



6510 Spring Street #613, Long Beach, CA 90815
OIRGroup.com

October 7, 2024

Sherene Young, Acting Principal Administrative Analyst
Office of the City Attorney
100 N. Garfield Avenue, Room N-210
Pasadena, CA 91109

Dear Ms. Young:

We are pleased to submit this Cover Letter and related proposal response to the City of Pasadena.

This proposal is our official offer to complete the scope of work listed in the Request for Proposals. As detailed in the enclosed proposal, OIR Group is a Limited Liability Corporation highly qualified to perform the work set out in the RFP. OIR Group principals have developed unparalleled experience in the field. As detailed in our enclosed proposal, we bring an incredible depth of knowledge to this assignment. Most importantly, we have a proven track record of work with the City of Pasadena, its police department, and its Community Police Oversight Commission on various projects, including our 2023 review of the officer-involved shooting of Anthony McClain. We welcome the opportunity to contribute to the City of Pasadena.

Our Project Lead for this engagement is Teresa Magula. You may reach Ms. Magula at (310) 903-0127, or teresa.magula@oirgroup.com.

Kindly,

A handwritten signature in black ink, appearing to be "Teresa Magula", written over a thin horizontal line.

Teresa Magula, Managing Owner

Table of Contents

Introduction to OIR Group.....	4
Project Approach & Statement of Philosophy	5
Scope & Technical Approach.....	7
Serve as a Best-Practices Advisor	7
Personnel Complaints and Investigations.....	9
Review Categorical Uses of Force	12
Review Biased-Based Policing Complaints	13
Policy, Procedure and Training.....	14
Public Reporting	15
Records Review	15
Deliverables & Timeline	17
Qualifications & Experience	19
Relevant Experience.....	21
Staffing.....	26
Teresa Magula	27
Julie Ruhlin.....	28
Stephen Connolly.....	29

Introduction to OIR Group

OIR Group, LLC, is a team of police practices experts whose members have provided oversight services to public entities since 2001. During our over 20 years in the field, we have proven our ability to provide rigorous, credible oversight in a variety of contexts. We have worked with over 30 law enforcement agencies throughout California and in several other states. Most importantly, we bring an incredible depth of knowledge to this assignment: we are currently the Independent Police Auditor for the neighboring Southern California cities of Burbank, Anaheim, Pomona and Santa Monica, for the Northern California cities of Santa Cruz, Eureka, Santa Rosa, Palo Alto, Modesto, Davis and the counties of Santa Clara and Santa Cruz, and for the city of Las Cruces, New Mexico.

The role contemplated by the City of Pasadena overlaps considerably with the direct experiences we have had in different jurisdictions.

In light of this background, we are uniquely suited to evaluate and oversee the Pasadena Police Department (PPD). Moreover, our proposed project lead, Teresa Magula, lives in neighboring La Crescenta, closely follows City and PPD incidents and trends, has worked and collaborated with PPD command staff and members of your Community Police Oversight Commission, and has connected with outgoing IPA, Dr. Richard Rosenthal, regarding his work generally, specific audits, and the expectations of the role.

Our website, www.oirgroup.com, offers detailed examples of our past work and includes numerous public reports that showcase our approach, thoroughness, and familiarity with each of the services described in the City's RFP, including our three previous evaluations of the Pasadena Police Department.

Project Approach & Statement of Philosophy

OIR Group has unrivalled experience in the review and assessment of all aspects of law enforcement organizations and operations, including critical and use of force incidents, bias-based police practices, citizen complaints, and other allegations of officer misconduct. As a group we have reviewed over 700 officer-involved shootings and in-custody deaths, as well as countless lower-level uses of force, for at over 30 law enforcement agencies. And our familiarity with the complaint and administrative discipline process is as extensive.

We understand all aspects of the systems, policies, and investigative practices that make for effective and responsive law enforcement. We know – and have contributed to – the evolving standards for accountability and public engagement that have animated recent police reform efforts throughout the state and country. And, through our experience in conducting administrative investigations for police agencies on several occasions (including projects in Santa Rosa, Vallejo, and San Leandro, California), we have developed a first-hand knowledge of the mechanics of investigations under state law and best practice.

OIR Group also regularly performs broader systemic audits of critical police functions. Those have included reviews of recruiting, hiring, promotional process, training, performance evaluations, and risk management processes. Each audit and the ensuing recommendations are aimed at improving law enforcement performance. In 2020, we published a lengthy report evaluating the operations, policies, review systems, and culture of the Vallejo Police Department. And, in 2021, we published reports for the Cities of Santa Monica, Santa Rosa, Iowa City (IA), and Kalamazoo (MI) that addressed controversial responses to civil unrest during last summer's nationwide reaction to the murder of George Floyd. We have also completed an extensive review of the Santa Clara County Sheriff's Office's and Davis Police Department's policies through the lens of the "Eight Can't Wait" reform initiative that was popularized by activists in the aftermath of Mr. Floyd's death. Most recently, we completed a holistic review of the Oxnard Police Department's response to persons in crisis.

Importantly, we also have a long record of communicating effectively with police agencies themselves in the development and implementation of reforms. As auditors, we bring important elements of outside scrutiny, independence, and perspective to law enforcement review processes. But we recognize that our insights are not an end in themselves; instead, they will ideally and ultimately serve to enhance the agency's actual performance, in terms of the quality of its self-scrutiny and its responsiveness to public priorities and concerns.

We work to achieve this dynamic in a variety of ways. Through candid dialogue and a willingness to listen and learn, we have convinced a number of different agencies that our criticisms are fair, and our reform suggestions are sincere and constructive. This has facilitated the agency's acceptance and implementation of our ideas – thus helping to ensure that the changes will have a concrete and positive influence.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Scope & Technical Approach

Since 2001, OIR Group's members have had unique outsider access to a full range of internal review processes for a number of police agencies. This includes countless Internal Affairs investigations into officer misconduct, hundreds of critical incident reviews (including officer-involved shootings and in-custody deaths), and a myriad of supervisory force assessments. We have seen firsthand the way that different agencies perform such important functions with greater or lesser effectiveness. We recognize the principles of sound, thorough investigation and its importance to appropriate accountability. Our accumulated knowledge includes a deep understanding of law enforcement policy and procedure, the evolving legal standards for use of force, and the investigative framework established by the Peace Officer Bill of Rights, which governs the administrative discipline process.

Our ability to stand in the shoes of the public and introduce that point of view has helped us recommend approaches to the citizen complaint process that heighten accessibility, objectivity, and trust. And our emphasis on holistic review – which goes beyond “bottom line” questions of performance and instead looks for any and all opportunities for improvement – has shaped the approach of multiple agencies when it comes to the evaluation of force incidents and other critical encounters.

Here, we detail our specific experience and technical approach for each component of the scope of work as outlined in the **Scope of Services** of the RFP.

Serve as a Best-Practices Advisor

We work closely with City and County civilian review boards, commissions, or other entities, including providing extensive training to incoming members and facilitating effective communication between the agency and its entity. We have done this work for the cities of Anaheim, Davis, Santa Monica, Modesto, Eureka,

and Boulder (CO), among others. Accordingly, we are both confident and enthusiastic about our prospects for integrating effectively with Pasadena's Community Police Oversight Commission.

One of the important ways in which our role has expanded in recent years is with regard to new oversight entities that are designed to add community perspective to the ways in which jurisdictions ensure accountability for local law enforcement. Our work in Anaheim, California is especially relevant in this regard. That city has established a Police Review Board comprised of residents from throughout Anaheim's various neighborhoods. It holds monthly meetings that include both public sessions and confidential briefings relating to critical incidents and other topics of interest. And it issues an annual report that includes recommendations for the Police Department regarding issues that have emerged during the year.

We appreciate the ways in which the Anaheim model bolsters oversight by combining the access and subject-matter expertise of professional monitors with the lived experience and priorities of the actual community members whom the Department serves. In the years since the current version of the Police Review Board started its work, both the Board and our internal team have benefitted from combining our respective strengths.

Further, we have made numerous practical recommendations aimed at helping agencies achieve comparable goals to those listed by the City of Pasadena and its Commission. OIR Group continually researches, learns, and develops best practices in tactics and accountability and exports those policies to agencies it monitors and reviews. Our team lead is an active member in the International Association of Chiefs of Police (IACP) and regularly reviews new policy and legal updates. Members of our team regularly teach California POST classes on oversight and accountability for command staff. We are familiar with the extensive work of the Police Executive Research Forum, including its *Guiding Principles* on use of force, and contributed to the *Special Community/Police Task Force Recommendations Regarding "Use of Force,"* and the *Report of the President's Task Force on 21st Century Policing*.

We have also benefitted from our longtime affiliation with the National Association for the Civilian Oversight of Law Enforcement, and the network of research and ideas that NACOLE provides.

Personnel Complaints and Investigations

We bring extensive experience to ***assessment of police internal review systems***. In fact, a significant portion of our emphasis over the years has been on helping agencies achieve more effective approaches to their *own* investigations and after-action processes. By making recommendations for the enhancement of internal reviews, our influence extends beyond individual cases and contributes to broader systemic improvement.

Further, substantive work in community complaints has always been central to our practice. Collectively, we have ***reviewed well over a thousand complaint investigation files***, with focus on each of the following issues:

- Scope of review: Has the agency framed the allegations fully and appropriately, and assigned investigative resources accordingly?
- Effectiveness of investigations: What is the quality of the evidence-gathering in terms of timeliness, completeness and objectivity, and have interviews of witnesses and subjects corresponded to best practices?
- Legitimacy of outcomes: Was the evidence assessed by decision-makers with appropriate rigor, objectivity, and fairness; and have individual subjects been treated in a manner consistent with each other and agency standards?
- Approaches to remediation: Do the corrective measures, if any, correspond to the goals of the process in terms of correcting behavior and preserving agency priorities and public trust?
- Commitment to holistic improvement: Has the agency responded effectively to relevant issues beyond formal accountability, such as counseling, training, or policy revision?

Our annual reviews in cities such as Burbank, Santa Rosa, Modesto, and Anaheim follow the audit scope contemplated by the City of Pasadena and

previously conducted by Dr. Rosenthal. Our reports featured **collective assessments of trends in complaint and investigation processes**. For example, we have written about allegations of racial bias, looking for common features and learning opportunities even when the underlying violation is not sustained. And we emphasize the importance of consistency in the remediation of misconduct when its existence has been established by the facts of the investigation.

Our approach to this portion of the scope of work is to evaluate the effectiveness of the Department's systems through **audit and evaluation to assess if the systems produce holistic, timely, and fair outcomes**. We interact with Department leadership and/or their designees to establish the selection of cases: these include officer-involved shootings, in-custody deaths, other uses of force, administrative investigations, and public complaints. The combination of random samples in some categories and the automatic inclusion for certain identified matters of significance (such as allegations involving supervisors) will help ensure that the materials being reviewed are appropriately representative.¹

OIR Group has also looked at the "public side" of the complaint process, with an eye toward promoting access, trust, and effective communication at various stages. Moreover, we have **facilitated intake of complaints** from the public in our work as Independent Police Auditor for the cities of Anaheim, Eureka, Santa Rosa, Davis, Santa Cruz, and Palo Alto. Part of our role has also included receiving real time updates on ongoing investigations for monitoring and reporting purposes; this helps not only with transparency but also in promoting due diligence and effectiveness within the investigations themselves.

Finally, our team has engaged in every component of the Internal Affairs process listed in the scope of work:

- Conducted assessments of **excessive force complaints**, both in real-time or upon completion by a law enforcement agency; we evaluate these cases both for appropriate disciplinary outcomes (when warranted) and with an eye to preventing excessive force in the future, by examining

¹ We are also Axon licensees for "Evidence.com," which we have found greatly facilitates our ability to review body-worn camera recordings and other materials with efficiency and minimum inconvenience to the police agency being reviewed.

officer training, supervisory response, the type of force used, and de-escalation attempts.

For example, after several high-profile in-custody deaths and significant uses of force, the City and County of Denver asked us to review the use of force functions and the internal affairs functions of its Sheriff's Department. That review culminated in a public report in which we explored the Department's early identification system, databases, crisis intervention training, supervisory responsibility, and discipline consistency. We served as expert consultants for the California Attorney General's Office in its investigation of use of force and other issues within the Stockton Unified School District, participating in the initial review and offering specific findings and recommendations.

- Reviewed hundreds of ***internal allegations of misconduct***, ranging from Department-wide misconduct, such as allegations of highly inappropriate text messages for the City of Eureka, to lower-level misconduct, such as failures to appear in court or activate body-worn cameras for the City of Las Cruces (NM).
- ***Attended and participated in interviews***, both of sworn personnel and civilians, across various jurisdictions, including but not limited to the Cities of Santa Rosa and Boulder (CO).
- Taken on ***an investigative role*** when necessary to address conflicts with the agency regarding its handling of particular cases or allegations. Our team has direct experience conducting investigations as needed in full compliance with the Peace Officer Bill of Rights.
- Consulted with city and county officials when additional investigation was needed.
- Monitored compliance with both SB1421 and SB2.

We have also performed ***evaluations in other operational areas*** such as hiring and promotions, performance evaluations, transparency, and community engagement. For example, our lengthy, in-depth assessment of the Madison (WI) Police Department, completed in 2018, touched on every aspect of that organization from recruitment to discipline, policy to community outreach. It resulted in well over a hundred recommendations, most of which the Department

went on to adopt. In short, our understanding of policing operations facilitates our ability to know what to ask for, how best to get it, and what to make of it in terms of conducting a meaningful evaluation in the listed areas.

Review Categorical Uses of Force

OIR Group has extensive experience reviewing categorical uses of force and other critical incidents. In fact, OIR Group has performed this very type of analysis for the City of Pasadena on three prior occasions:

- Report to the City of Pasadena Concerning the Officer-Involved Shooting of Leroy Barnes, Jr., presented to the City Council in 2009;
- Report to the City of Pasadena Concerning the Officer-Involved Shooting of Kendrec McDade, presented to the City Council in 2014; and
- Report to the City of Pasadena Concerning the Officer-Involved Shooting of Anthony McClain, presented to the City Council in 2023.

These reports can be reviewed at our website: <https://www.oirgroup.com/view-by-location>

Further, as Independent Police Auditors for several jurisdictions, OIR Group regularly receives notice when a critical incident occurs in the jurisdictions we serve. We have a great deal of experience in evaluating – and helping to shape – the administrative response to these matters. In fact, we collaborated with the City of Anaheim in developing its current protocol for responding to major incidents. Anaheim’s approach has multiple phases that evolve from the evaluation of immediate concerns to the eventual assessment of individual accountability and department-wide learning opportunities.

OIR Group contributes both to the framing of investigative issues and the development of responsive action items as they arise.

For example, our working relationship with the City of Portland, Oregon, commenced with the City when we were asked to review an in-custody death of a man in mental health crisis. Since that time, the City has engaged us to prepare a series of reports examining and critiquing the way in which the

Portland Police Bureau investigates and reviews critical incidents, including officer-involved shootings and in-custody deaths. The reports we have prepared have explored issues of bias-based policing, dealing with individuals in mental or drug-influenced crisis, providing prompt medical treatment to persons injured by police force deployments, and the negative implications for use of the term “suicide by cop.”

We have also been involved in the review, audits, and assessments of officer-involved shootings, critical incidents and other uses of force in numerous other law enforcement agencies, including the Santa Clara, San Diego and Orange County Sheriff’s Departments and the Gardena, Lompoc, Torrance, Inglewood, Santa Maria, Oxnard, Fullerton, Hermosa Beach, Santa Ana, and Oakland Police Departments.

OIR Group principal members have also worked with its monitored agencies to instill the principle that every force event should be reviewed through multiple prisms, including an examination of the equipment available to officers at the time, decision-making regarding how that equipment was deployed, and the existence of new technology that might have affected the outcome of the incident. Reviewers should assess whether the involved officers suffered from inadequate preparation, guidance, or support in any of these areas, and have protocols in place for addressing identified issues.

Review Biased-Based Policing Complaints

Cases involving allegations of racial bias can be unsatisfying for complainants and accused officers alike as, nationwide, they are rarely, if ever, sustained. These allegations are notoriously hard to prove, largely because so much depends on the subjective or implicit mindset and motivations of the involved officers.

When we evaluate these cases, we often recommend that agencies make every effort to fully investigate and to go beyond the familiar paradigm of “You stopped me because of my race” vs. “No, I didn’t.” We are proponents of research-based investigations that seek to answer an explicit set of questions, including exploring intent, knowledge and impact, and patterns of behavior, both by individual

officers and/or Department-wide. For example, does the accused officer have a pattern of allegations of racial bias? Does the office exhibit any race-based patterns of practice related to stops or other police encounters? Some jurisdictions have gone so far as to test “comparator evidence,” an analysis of the officer’s actions in same type of encounter, but with a subject of a different race. This is an especially effective tool in evaluating the outcomes of traffic stops.

By specifically evaluating an incident in this way, a Department can better hone-in on the basis for the complainant's perceptions and analyze the relevant encounter in its complete context. A rigorous approach has greater potential to provide insight into officer thinking as well as to refute allegations with greater confidence and credibility. We hold agencies to a high standard and would do the same for PPD.

Policy, Procedure and Training

In our combined years of law enforcement oversight experience, we have developed valuable perspective regarding law enforcement best practices as they apply to **policy, procedure, and training**. This has two components: the substantive operational issues themselves (including policy, tactics, supervision, community relations, and principles of de-escalation) and the different internal review mechanisms by which the most effective agencies scrutinize their own performance. As we have detailed above, we are well-versed in each of these components and will bring that experience and expertise to the City of Pasadena.

Further, whenever an agency introduces new technology, it must develop policy and training to adequately convey its expectations to officers. With regard to Taser, video cameras, and body-worn cameras, OIR Group has worked on developing policies designed to provide clear guidance to officers on their use and deployment, considering best investigative practices, data storage issues, and privacy concerns. OIR Group is already considering what guiding principles may be needed with regard to the use of emerging technologies in policing such as use of Artificial Intelligence (AI), drones and robots.

Public Reporting

Serving as an independent liaison between the public and the law enforcement agencies we monitor has been a component of virtually every project we have undertaken. Our goal is to use our combination of subject matter expertise and critical distance as a way of bridging gaps in communication and understanding.

Over our 20-plus years of independent auditing, OIR Group has extensive experience with community outreach and public reporting, and we consider it to be not only a prominent feature of our collective resume but also a centerpiece of our operational philosophy.

We have extensive experience in reporting and engagement. We have found that the process of preparing reports is an excellent opportunity to engage with police agencies as to both issues and opportunities for improvement. Our interest in fairness and accuracy – rather than “gotcha” moments that draw attention to ourselves without advancing police effectiveness – has contributed to the constructive dialogue we are generally able to establish and results in public reporting that is accurate and incisive.

OIR Group has also regularly presented its findings to elected bodies and their communities throughout the nation. As part of its core function, it has also fielded questions raised by its reporting and recommendations. Over our years of independent auditing, we have issued numerous public reports to city managers and elected officials and their communities in numerous settings.

Records Review

As the Independent Police Monitor or Auditor for various jurisdictions, OIR Group has access to police department information systems. As a regular practice, OIR Group members:

- Participate virtually in interviews when requested, appropriate and necessary

- Receive complaints from the public directly via one of four mechanisms: mail, website, email, and telephone
- Are apprised of complaint cases as they are initiated
- Track case progress within agency systems, such as IAPro, BlueTeam, and Axon Standards
- Track case load, investigations, and on-going audits within our internal project management systems
- Review body-worn camera and In-Car Camera footage on Axon, Watchguard, or other system
- Receive notifications via text message or email regarding critical incidents, typically followed by a briefing.

In short, we have extensive experience in developing secure and comprehensive information-sharing mechanisms with the jurisdictions that utilize our services.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Deliverables & Timeline

OIR Group is committed to providing exceptional service to the City of Pasadena that is timely and actionable. We anticipate having a brief period of overlap with the outgoing IPA, Dr. Rosenthal, to come up to speed on his work products and the Commission and City's expectations.

Our exact timeline and deliverables will be largely dependent on PPD and the Commission. However, our experience suggests that we will spend an average of 50 hours monthly on this engagement, which will predominantly be used on the audits and reviews listed in the scope of work, drafting reports regarding our findings and recommendations, and presenting these to the PPD, Commission and City leadership. Unanticipated incidents, such as the occurrence of an officer-involved shooting or other major incident, may increase our monthly hours.

As such, the timeline and deliverables detailed tables below are subject to change as needed and/or requested by the Commission and City leadership.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

INITIAL PHASE – FIRST 60 DAYS: ASSESSMENT & RELATIONSHIP BUILDING		
Meetings	Review	Establish
<ul style="list-style-type: none"> • City leadership • Commission members • Police Chief and command staff • Community leaders and other stakeholders • Goal is to gain perspective on state of the police department and identifying any specific concerns • Gather input from Department and stakeholders to identify future areas of audits 	<ul style="list-style-type: none"> • Dr. Rosenthal's work and prior reports to establish a baseline for the coming year • Pasadena PD policies and procedures • Commission goals and expectations • Training protocols 	<ul style="list-style-type: none"> • Expectations and deliverables for the calendar year • Systems for complaint intake and handling • Work with Department to develop protocols to ensure: <ul style="list-style-type: none"> • Prompt notice of critical incidents • Prompt notice of new complaints • Expectations for inclusion at key meetings • Efficient referral of complaints to the IA Program

ONGOING WORK: PRACTICE, SUSTAINABILITY, REPORTING	
Audit Deliverables	Ongoing Practices
<ul style="list-style-type: none"> • Review of the Complaint Investigation Process, including both citizen and internal complaints • Review Uses of Force of all types and levels • Police operations, including but not limited to, policy, procedure, and training • Trend and comparison analysis • Reviews of officer-involved shootings and in-custody deaths, or other special audits as determined necessary or requested • Publication of Reports regarding audits, policy, procedures, or other special topics as outlined in the scope of work and requested by Commission 	<ul style="list-style-type: none"> • Attend Commission meetings • Regular contact with Commission and City leadership • By request, host “office hours” to receive complaints and meet with community members, City stakeholders, and police officials. • Maintain complaint and auditing log • Reports submitted within timeframe determined by City • On-site or virtual presentations of findings

Qualifications & Experience

OIR Group has a wide range of public agency experience, including work in jurisdictions of similar size and make-up as the City of Pasadena.

The range and scope of our work in the last two decades is reflected below. Our full body of work listed by Location or Date can be reviewed on our website: OIRGroup.com

Each project is directly related to the scope of work outlined in this RFP as follows:

- **Santa Clara County Sheriff's Office:** OIR Group staffs OCLEM, the Office of Correction and Law Enforcement Monitoring. This office provides independent monitoring of the County's corrections and law enforcement functions.
- **Los Angeles County Sheriff's Department:** Independent oversight to all allegations of police misconduct and uses of force, including officer-involved shootings and in-custody deaths.
- **San Diego Sheriff's Department:** Use of force and officer-involved shooting review.
- **Denver County Sheriff's Department:** Review the use of force functions and the internal affairs functions of its Sheriff's Department. Serve as monitor for training as a result of an in-custody death.
- **City of Portland, Oregon:** Reports examining and critiquing the way in which the Portland Police Bureau investigates and reviews critical incidents, including officer-involved shootings and in-custody deaths.
- **Oakland, Burbank, Torrance, Lompoc, Inglewood, Hermosa Beach, Santa Ana, Santa Maria, Oxnard, and Pasadena Police Departments:** Reviews, audits, and assessments of officer-involved shootings, critical incidents and other uses of force.

- **Anaheim, Davis, Eureka, West Sacramento, Santa Rosa, Santa Cruz, Las Cruces (NM) and Palo Alto Police Departments:** Independent Police Auditor including monitoring of officer-involved shootings, use of force, citizen complaints, and internal affairs. In the City of Anaheim, one of our roles is to serve as a liaison to the "Police Review Board," a panel of residents who provide their own input to the Police Department regarding matters of policy, practice, and training.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Relevant Experience

As requested by the City, we have provided information about five clients who reflect the range and scope of work contemplated for the City of Pasadena.

City of Eureka

Independent Police Auditor

Started: 2022 and continuing

City Contact:

Miles Slattery

City Manager

msslattery@eurekaca.gov

(707) 441-4184

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Eureka for two years. OIR Group provides real-time review of internal investigations, including complaints from members of the public, internal administrative investigations, and critical incidents. OIR Group helped the Eureka Police Department establish a robust, formal investigative process for administrative matters, including creating a Pre-Disposition Settlement Agreement process to facilitate complaint resolution. OIR Group provides technical assistance on best practices to the City's Community Oversight on Police Practices (COPP) Board and conducts systemic audits at the request of the Board or the City. OIR Group issues quarterly public reports to the Board regarding its work.

City of Las Cruces
Independent Police Auditor
Started: 2020 and continuing

City Contact:
Viola M. Perea
City Auditor, Office of the City Manager
vperea@lascruces.gov
(575) 541-2247

Contract Description:
OIR Group has served as the Independent Police Auditor for the City of Las Cruces, New Mexico, for over four years. OIR Group reviews closed administrative investigations stemming from public complaint and those that are internally generated by the Las Cruces Police Department, including select use of force and critical incidents. OIR Group assisted with creation of an Alternative Complaint Resolution program to enhance police-community relationships. OIR Group consults command staff on policy development and updates; most recently, OIR Group advised on a new policy for use of the Conducted Electrical Weapon (Taser). OIR Group also conducts regular community outreach and hosts periodic listening sessions with the engaged Las Cruces public. OIR Group issues semi-annual public reports to the City Council regarding its work.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Santa Rosa

Independent Police Auditor

Started: 2021 and continuing

City Contact:

Marekeshia Smith

City Manager

msmith@srcity.org

707-543-3020

Contract Description:

OIR Group has served as the Independent Police Auditor in Santa Rosa, CA for nearly three years. The core function of the IPA Office in Santa Rosa is the real-time, active monitoring of all investigations into public complaints and other allegations of officer misconduct. OIR Group has full access to the Police Department's internal database for administrative investigations. It receives notification when a new case is opened, and it works with the Department throughout the process – including the option to participate in officer interviews. OIR Group also produces an annual public report that provides the City Council and Santa Rosa community with a detailed window into SRPD's internal review systems. The report features recommendations intended to enhance the effectiveness of those processes, and OIR Group's tenure has led to a number of changes in policy and procedure within the Police Department.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Burbank

Independent Police Auditor

Started: 2011 and continuing

City Contact:

Justin Hess

City Manager

JHess@BurbankCA.gov

(818) 238-5800

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Burbank since 2011. Our monitoring function has a few different components and goals. Over the year, we are in regular communication with Department leadership regarding developing events and receive status reports on the progress of pending investigations. For deadly force incidents or in-custody deaths, we attend the Department's Critical Incident Review Board. On an annual basis, OIR Group conducts audits of misconduct complaints, including all biased-based policing complaints, uses of force, and vehicle pursuits, and reports out to City Council and the City's Police Commission.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Davis
Independent Police Auditor
Started: 2018 and continuing

Contract Description:

OIR Group has served as the IPA for the City of Davis for over seven years. OIR Group provides technical assistance on best practices to the City's Police Accountability Commission and conducts systemic audits at the request of the Commission. OIR Group also reviews all complaints and internal investigations and significant uses of force and issues public reports to the Commission regarding its findings.

City Contact:

Kelly Stachowicz
Assistant City Manager
kstachowicz@cityofdavis.org
(530) 757-5602

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Staffing

OIR Group has various principal members who each work in performing a range of police review functions. We have also cultivated a number of relationships over the years with subject matter experts of various kinds, and our model allows us to affiliate with them on an as-needed basis; our associations with these other highly qualified professionals constitute a resource that could potentially enhance a specific element of our performance in Pasadena as needed.

We have designated Teresa Magula to be the project lead and primary liaison with the City for this project. Not only is she geographically proximate to Pasadena, but she led OIR Group's recent review of PPD, where she became familiar with command staff and Commissioners and worked with Dr. Rosenthal, the outgoing IPA.

Ms. Magula will be assisted by Stephen Connolly and Julie Ruhlin, long-standing OIR Group members and fellow co-owners. And, OIR Group also has relationships with numerous Subject Matter Experts who may be brought in as needed for specific purposes.

These personnel are committed for the duration of the contract term. Their detail biographies are included, below.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Teresa Magula

Teresa Magula is a Managing Owner of OIR Group and a former Special Investigator for the Los Angeles Police Department's Office of Inspector General, the office responsible for investigating misconduct allegations and uses of force. Her expertise includes evaluating police use of force incidents and Internal Affairs investigations for law enforcement agencies, as well as reviewing and advising on vehicle pursuits, crowd management, critical incident response, and other high-profile, large-scale events. Ms. Magula has conducted operational and policy reviews of various law enforcement agencies; most recently, she led a holistic review of the Oxnard Police Department's response to persons in crisis and helped draft model use of force policies used by the State of Washington. She is the lead Independent Police Auditor for the cities of Eureka, Santa Cruz, and Las Cruces (New Mexico), where she regularly interacts with both police department personnel and community-based Boards and Commissions.

Ms. Magula also works with the Federal and California Departments of Justice as a monitor and subject-matter expert on use of force and accountability systems, including investigations of the Stockton Unified School District's Department of Public Safety and the Phoenix Police Department.

Ms. Magula has a broad range of experience. Prior to her work in law enforcement oversight, she was an Economist for the Milken Institute and a Senior Consultant with Deloitte Consulting, LLP where she specialized in data system implementation, audits, and reviews. Ms. Magula is also committed to improving community-police relations: she served on the Los Angeles Mayor's Performance Management Unit, where she was the liaison between City public safety agencies and the Mayor's Office, the Santa Monica Commission on the Status of Women and Girls, and the LA County Citizen Commission on Jail Violence.

Ms. Magula received a Master's Degree in Public Policy from UCLA's Luskin School, where she focused on Crime Policy, and a Bachelor's Degree in Sociology and Women's Studies from UCLA. She also is a native Spanish speaker.

Julie Ruhlin

Julie Ruhlin is a Managing Owner of OIR Group. From 2011 to 2014, Ms. Ruhlin served as Deputy Chief for the Office of Independent Review in Los Angeles County. In addition to her regular responsibilities monitoring internal affairs and critical incident investigations at the Sheriff's Department and making independent recommendations regarding disciplinary determinations, she worked closely with the Training Bureau, preparing a special report to the Board on issues surrounding the Department's Training Academy. She also focused on issues within the County's jails, including the investigation and review of inmate suicides and other deaths in custody, and worked with Department leaders to develop a mechanism for executive-level review of uses of force within the jails.

Ms. Ruhlin currently serves as the Project Manager for the Office of Correction and Law Enforcement Monitoring in Santa Clara County, CA, where she regularly reviews important incidents and functions involving the County Sheriff's Office, including internal affairs investigations, use of force reviews, and reviews of in-custody deaths. In its role as "OCLEM," OIR Group provides ongoing reports to the Board of Supervisors and the County's Community Correction and Law Enforcement Monitoring Committee. Ms. Ruhlin also leads OIR Group's efforts to serve as the Inspector General for the Santa Cruz County Sheriff's Office.

Ms. Ruhlin joined OIR in 2006 after working with Merrick Bobb at the Police Assessment Resource Center in Los Angeles, where she was responsible for investigating and drafting special reports to the County Board of Supervisors regarding policy and training deficiencies within the Sheriff's Department. Prior to working with PARC, her private law practice focused on civil rights and criminal defense. She graduated from American University and the University of Southern California School of Law.

Stephen Connolly

Stephen Connolly is a Managing Owner of OIR Group, an attorney, and a longtime practitioner in the police oversight field. His experience dates back to 2001, when he served as an original member of Los Angeles County's Office of Independent Review; in that role, he monitored hundreds of internal investigations and disciplinary determinations involving the Los Angeles County Sheriff's Department. He was also the first Executive Director of the Orange County Office of Independent Review from 2008 to 2016. His two decades of work with law enforcement agencies throughout California and in several other states have taken a variety of forms, including real-time monitoring, investigation, auditing, policy review, and extensive public outreach and reporting.

For several years he has also provided training to law enforcement on a variety of subjects related to supervision, risk management, and effective internal review. Certified as an instructor by California's Commission on Peace Officer Standards and Training ("POST"), he teaches several mandatory training blocks each year to lieutenant-level police managers from throughout the state.

Mr. Connolly is currently serving as one of the Independent Police Auditors in the California cities of Palo Alto, Santa Rosa, Modesto, Anaheim, and Davis. He also recently finished serving as part of the court-appointed monitoring team that oversaw implementation of multiple police reforms in the Stockton Unified School District.

He graduated from Holy Cross College and Loyola Law School.

Qualifications & Experience

OIR Group has a wide range of public agency experience, including work in jurisdictions of similar size and make-up as the City of Pasadena.

The range and scope of our work in the last two decades is reflected below. Our full body of work listed by Location or Date can be reviewed on our website: OIRGroup.com

Each project is directly related to the scope of work outlined in this RFP as follows:

- **Santa Clara County Sheriff's Office:** OIR Group staffs OCLEM, the Office of Correction and Law Enforcement Monitoring. This office provides independent monitoring of the County's corrections and law enforcement functions.
- **Los Angeles County Sheriff's Department:** Independent oversight to all allegations of police misconduct and uses of force, including officer-involved shootings and in-custody deaths.
- **San Diego Sheriff's Department:** Use of force and officer-involved shooting review.
- **Denver County Sheriff's Department:** Review the use of force functions and the internal affairs functions of its Sheriff's Department. Serve as monitor for training as a result of an in-custody death.
- **City of Portland, Oregon:** Reports examining and critiquing the way in which the Portland Police Bureau investigates and reviews critical incidents, including officer-involved shootings and in-custody deaths.
- **Oakland, Burbank, Torrance, Lompoc, Inglewood, Hermosa Beach, Santa Ana, Santa Maria, Oxnard, and Pasadena Police Departments:** Reviews, audits, and assessments of officer-involved shootings, critical incidents and other uses of force.

- **Anaheim, Davis, Eureka, West Sacramento, Santa Rosa, Santa Cruz, Las Cruces (NM) and Palo Alto Police Departments:** Independent Police Auditor including monitoring of officer-involved shootings, use of force, citizen complaints, and internal affairs. In the City of Anaheim, one of our roles is to serve as a liaison to the "Police Review Board," a panel of residents who provide their own input to the Police Department regarding matters of policy, practice, and training.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

Relevant Experience

As requested by the City, we have provided information about five clients who reflect the range and scope of work contemplated for the City of Pasadena.

City of Eureka

Independent Police Auditor

Started: 2022 and continuing

City Contact:

Miles Slattery

City Manager

msslattery@eurekaca.gov

(707) 441-4184

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Eureka for two years. OIR Group provides real-time review of internal investigations, including complaints from members of the public, internal administrative investigations, and critical incidents. OIR Group helped the Eureka Police Department establish a robust, formal investigative process for administrative matters, including creating a Pre-Disposition Settlement Agreement process to facilitate complaint resolution. OIR Group provides technical assistance on best practices to the City's Community Oversight on Police Practices (COPP) Board and conducts systemic audits at the request of the Board or the City. OIR Group issues quarterly public reports to the Board regarding its work.

City of Las Cruces
Independent Police Auditor
Started: 2020 and continuing

City Contact:
Viola M. Perea
City Auditor, Office of the City Manager
vperea@lascruces.gov
(575) 541-2247

Contract Description:
OIR Group has served as the Independent Police Auditor for the City of Las Cruces, New Mexico, for over four years. OIR Group reviews closed administrative investigations stemming from public complaint and those that are internally generated by the Las Cruces Police Department, including select use of force and critical incidents. OIR Group assisted with creation of an Alternative Complaint Resolution program to enhance police-community relationships. OIR Group consults command staff on policy development and updates; most recently, OIR Group advised on a new policy for use of the Conducted Electrical Weapon (Taser). OIR Group also conducts regular community outreach and hosts periodic listening sessions with the engaged Las Cruces public. OIR Group issues semi-annual public reports to the City Council regarding its work.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Santa Rosa
Independent Police Auditor
Started: 2021 and continuing

City Contact:
Marekeshia Smith
City Manager
msmith@srcity.org
707-543-3020

Contract Description:
OIR Group has served as the Independent Police Auditor in Santa Rosa, CA for nearly three years. The core function of the IPA Office in Santa Rosa is the real-time, active monitoring of all investigations into public complaints and other allegations of officer misconduct. OIR Group has full access to the Police Department's internal database for administrative investigations. It receives notification when a new case is opened, and it works with the Department throughout the process – including the option to participate in officer interviews. OIR Group also produces an annual public report that provides the City Council and Santa Rosa community with a detailed window into SRPD's internal review systems. The report features recommendations intended to enhance the effectiveness of those processes, and OIR Group's tenure has led to a number of changes in policy and procedure within the Police Department.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Burbank

Independent Police Auditor

Started: 2011 and continuing

City Contact:

Justin Hess

City Manager

JHess@BurbankCA.gov

(818) 238-5800

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Burbank since 2011. Our monitoring function has a few different components and goals. Over the year, we are in regular communication with Department leadership regarding developing events and receive status reports on the progress of pending investigations. For deadly force incidents or in-custody deaths, we attend the Department's Critical Incident Review Board. On an annual basis, OIR Group conducts audits of misconduct complaints, including all biased-based policing complaints, uses of force, and vehicle pursuits, and reports out to City Council and the City's Police Commission.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Davis
Independent Police Auditor
Started: 2018 and continuing

Contract Description:

OIR Group has served as the IPA for the City of Davis for over seven years. OIR Group provides technical assistance on best practices to the City's Police Accountability Commission and conducts systemic audits at the request of the Commission. OIR Group also reviews all complaints and internal investigations and significant uses of force and issues public reports to the Commission regarding its findings.

City Contact:

Kelly Stachowicz
Assistant City Manager
kstachowicz@cityofdavis.org
(530) 757-5602

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK



Purchasing Division

100 N. Garfield, Room S348

Pasadena, CA 91101

Phone (626) 744-6755

<https://www.cityofpasadena.net/finance/doing-business-with-the-city/>

Vendor Questionnaire (Form AA-1)

Affidavit of Equal Opportunity Employment & Non-segregation

By submitting this form you are declaring under penalty of perjury under the laws of the State of California and the laws of the United States that the information is true and correct. Furthermore, you are certifying that your firm will adhere to equal opportunity employment practices to assure that applicants and employees are not discriminated against because of their race, religion, color, national origin, ancestry, disability, sex or age. And, your firm does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location, under its control, where segregated facilities are maintained.

Company Name:	OIR Group, LLC
Address:	6510 Spring Street #613
City, State, Zip:	Long Beach, CA 90815
Contact Person:	Teresa Magula
Phone:	310-903-0127
E-mail Address:	teresa.magula@oirgroup.com
DBA (if applicable):	

Remit Address (if different):	
City, State, Zip:	

Please state clearly and concisely the type(s) of goods and services your company would provide on this contract	Independent Police Auditor services to include, but not limited to, audits of Pasadena Police Department policy, procedures, and contact with members of the public.
--	--

The following section is OPTIONAL and is for statistical reporting purposes only. Ownership (please check all that apply):

- | | | | |
|---|-----------------------------------|--|---------------------------------|
| <input type="checkbox"/> African American | <input type="checkbox"/> Armenian | <input type="checkbox"/> Native American | <input type="checkbox"/> Female |
| <input type="checkbox"/> Asian | <input type="checkbox"/> Hispanic | <input type="checkbox"/> Disabled | |



Purchasing Division

100 N. Garfield, Room S348

Pasadena, CA 91101

Phone (626) 744-6755

<https://www.cityofpasadena.net/finance/doing-business-with-the-city/>

Licenses and Certifications

Review the solicitation document to identify the required licenses or certifications, and list them on this form. This form is for quick reference only.

Company Name: OIR Group, LLC

Project: Independent Police Auditor

Address: 6510 Spring Street #613

City, State, Zip: Long Beach, CA 90815

Phone: 310-903-0127

Email Address: teresa.magula@oirgroup.com

Agency, and Description	Number
City of Pasadena (Pasadena Business License)	
State of California, Department of Industrial Relations (Required For all Public Works: Pursuant to Division 2, Part 7, Chapter 1)	
State of California, Department of General Services (Small and Micro Business Certification)	

License/Certification Name	Issuing Organization	Issue Date	Status	License or Certification Number



Purchasing Division

100 N. Garfield, Room S348

Pasadena, CA 91101

Phone (626) 744-6755

<https://www.cityofpasadena.net/finance/doing-business-with-the-city/>

Project Workforce Utilization (Form AA-2)

This form is to be included in all bids for projects involving labor or services valued at \$25,000 or more.

Instructions: Please indicate the job titles/classifications to be used in the performance of this contract should it be awarded to your firm. Please indicate the number of employees in each job classification as well as the number of new hires, if any, as a result of this contract.

Company Name: OIR Group, LLC

Project: Independent Police Auditor

Job Titles/Classification	Estimated number of existing staff to be employed in this classification if awarded the contract	Estimated number of new hires to be employed in this classification if awarded the contract
Project Manager	1	
Auditor	3	
Are any current employees or potential new hires Pasadena residents? If so, how many?	No	

SIGNATURE PAGE AND LEGAL STATUS

Terms _____ 30 days

Delivery shall be no more than NINETY (90) days after receipt of City purchase order.

Firm OIR Group, LLC

Address 6510 Spring Street #613

City, State, Zip: Long Beach, CA 90815

Phone 310-903-0127

Email Address teresa.magula@oirgroup.com


The undersigned certifies that he is an official legally authorized to bind his firm and to enter into a contract should the City accept this proposal.

Bid proposal by OIR Group

(Name of Firm)

Legal status of bidder: Please check the appropriate box

- Corporation State of Incorporation California
- Partnership List Names _____
- DBA State full name _____
- Other Explain _____

Signature of Bidder  _____

Title Managing Owner

(Authorized Signature)

Address 6510 Spring Street #613 City Long Beach State CA Zip 90815

Telephone No. 310-903-0127

Signed this 10 day of October, 2024

Non-Collusion Declaration

NON-COLLUSION DECLARATION TO BE EXECUTED BY COMPANY AND SUBMITTED WITH BID/PROPOSAL

The undersigned declares:

I am Managing Owner _____, (Insert "Sole Owner", "Partner", "President, "Secretary", or other proper title) Of OIR Group _____ (Insert name of Name of Company), the party making the foregoing bid.

The party making the forgoing bid/proposal submitted herewith to the City of Pasadena declares:

That all statements of fact in such bid/proposal are true;

That such bid/proposal was not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation;

That such bid/proposal is genuine and not collusive or sham;

That said Proposer has not, directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interest of the City of Pasadena, or of any other Proposer or anyone else interested in the proposed contract; and further

That prior to the public opening and reading of bids/proposals, said Proposer:

- a. Did not directly or indirectly, induce or solicit anyone else to submit a false or sham bid/proposal;
- b. Did not directly or indirectly, collude, conspire, connive or agree with anyone else that said Proposer or anyone else would submit a false or sham bid/proposal, or that anyone should refrain from bidding or withdraw his or her bid/proposal;
- c. Did not, in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to raise or fix the bid/proposal price of said Proposer or of anyone else, or to raise or fix any overhead, profit, or cost element of the bid/proposal price, or of that of anyone else;
- d. Did not, directly or indirectly, submit his or her bid/proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent, or to any individual or group of individuals thereof to effectuate a collusive or sham bid, except the City of Pasadena, and has not paid, and will not pay, any person or entity for such purpose or to any person or persons who have a partnership or other financial interest with said Proposer in his or her business.

Any person executing this declaration on behalf of a Proposer that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the Proposer.

I certify under penalty of perjury of the laws of the State of California that the above information is correct.

Signed:  _____

Title: Managing Owner _____

Typed Name: Teresa Magula _____

Date: October 10, 2024 _____

Disclosure Pursuant to the City of Pasadena Taxpayer Protection Amendment Pasadena City Charter, Article XVII

Contractor/Organization hereby discloses its trustees, directors, partners, officers, and those with more than 10% equity, participation, or revenue interest in Contractor/Organization, as follows:

(If printing, please print legibly. Use additional sheets as necessary.)

1.	Contractor/Organization Name: OIR Group, LLC
-----------	---

2.	Type of Entity: <input checked="" type="checkbox"/> non-government <input type="checkbox"/> nonprofit 501(c)(3), (4), or (6)
-----------	--

3.	Name(s) of trustees, directors, partners, officers of Contractor/Organization:
	Teresa Magula
	Stephen Connolly
	Julie Ruhlin

4.	Names of those with more than 10% equity, participation or revenue interest in Contractor/Organization:
	Teresa Magula (33.3%)
	Stephen Connolly (33.3%)
	Julie Ruhlin (33.3%)

Prepared by: Teresa Magula

Title: Managing Owner, OIR Group

Phone: 310-903-0127

Date: October 7, 2024



CITY OF PASADENA, DEPARTMENT OF FINANCE, PURCHASING DIVISION CONFLICT OF INTEREST

DISCLOSURE AND CERTIFICATION REGARDING CONFLICT OF INTEREST

The City of Pasadena strives to provide full and open competition that is free of real or perceived unfair competitive advantage or conflict of interest. This document is intended to provide guidance on when a conflict of interest may exist, and how Proposers may propose to mitigate conflicts to contract with the City. In this document, "Proposer" means the person(s) or entity submitting a bid or proposal to any solicitation, any subcontractors, and all related entities including parent companies, subsidiaries, and companies owned, controlled, or owned and controlled by the same or closely related people.

When does a conflict of interest exist?

An organizational conflict of interest occurs when any of the following circumstances arise:

- a. Lack of Impartiality or Impaired Objectivity. When the Proposer is unable, or potentially unable, to provide impartial or objective assistance or advice due to other activities, relationships, contracts, or circumstances.
- b. Unequal Access to Information. The Proposer has an unfair competitive advantage through obtaining access to nonpublic information during the performance of an earlier contract.
- c. Biased Ground Rules. During the conduct of an earlier procurement, the Proposer has established the ground rules for a future procurement by developing specifications, evaluation factors, or similar documents.

Conflicts of interest may exist at an organizational level, and at a personal level. Conflicts of interest may be "actual," meaning they currently exist, or they may be "perceived," meaning a reasonable person with all the material facts believes there appears to be a conflict, whether or not the organizations or individuals involved are in relationships that actually create or experience bias or unfair advantage. Actual, potential, and perceived conflicts of interest are collectively referred to as "conflicts of interest" in this document.

Please note that the information provided serves as a guide only, and a conflict may arise in other situations not described in this document.

For federally funded procurements, please see: 49 C.F.R. 19.43; 2 C.F.R. 200.319(b)(5).

Disclosure of Conflict of Interest

A Proposer shall either: (1) disclose all conflicts of interest and propose a plan to mitigate the conflicts to successfully perform work for the City; or (2) certify that the Proposer is unaware of any facts or circumstances which would give rise to a conflict of interest in performing work under this solicitation. A disclosure will not automatically disqualify the Proposer from being awarded a contract.

Failure to disclose

If, in the City's sole discretion, a conflict is discovered after award or execution of a contract, the City may cancel the contract. In the event the Proposer was aware of a conflict of interest prior to the award of the contract and did not disclose the conflict to the City, the City, in its sole discretion, may terminate the contract for default whether the conflict can be mitigated or not.

Instructions for Preparation of Disclosure and Certification Regarding Conflict of Interest form

The Proposer must determine if a conflict of interest exists. Proposers and their subcontractors or subconsultants must complete and submit a Disclosure and Certification Regarding Conflict of Interest form as part of the bid or proposal (see following page), including forms for all proposed first-tier subcontractors. If the Proposer determines that a conflict of interest exists, it must provide a Mitigation Plan to the City for approval. Proposers may disclose a potential conflict of interest at any time by submitting the Disclosure of Conflict of Interest form to the RFP Administrator named in the solicitation package. The City, in its sole discretion, will make the final determination as to whether a conflict of interest exists and whether the Proposer's Mitigation Plan is sufficient.

Disclosure and Certification Regarding Conflict of Interest

1. Certification. The Proposer hereby acknowledges that it has read the Conflict of Interest Guidelines included in the solicitation and has, to the best of its knowledge and belief:

(Choose One)

Determined that there are no relevant facts or circumstances which could give rise to conflicts of interest. (Proposer may provide an explanation or any supporting documentation).

OR

Determined that one or more conflicts of interest exists. (Proposer must provide a Mitigation Plan).

2. Flow-Down. The Proposer must include a signed copy of this certification form for each of its subcontractors and subconsultants with the terms "contract," "Proposer," and "City" modified appropriately to preserve the City's rights. The Proposer must submit all subcontractor/subconsultant forms to the City with its proposal.

3. Continuing Obligations. The Proposer has a continuing obligation to the City to disclose conflicts of interest to the City during the solicitation phase or, if awarded a contract, throughout the duration of the contract. During the solicitation, the Disclosure and Certification Regarding Conflict of Interest Form(s) and any related mitigation plan(s) must be submitted to the RFP Administrator. After the City issues a Notice to Proceed, all documents must be submitted to the Contract Manager.

By signing below, the Proposer certifies that the information contained in this form is accurate to the best of its knowledge, and that the Proposer agrees to comply with the requirements herein. The Proposer has a continuing obligation to the City to disclose conflicts of interest to the City during the solicitation phase or, if awarded a contract, throughout the duration of the contract.

Teresa Magula

PROPOSER NAME (PLEASE PRINT)

Managing Owner, OIR Group

PROPOSER'S OFFICIAL TITLE (PLEASE PRINT)



PROPOSER'S SIGNATURE

9/30/2024

DATE

RELEVANT EXPERIENCE FORM

Please complete the next five (5) pages to demonstrate experience with projects of similar scope and size to that which is to be performed. This completed form will be submitted with bid.

Project No. 1

Project Name _____

Project Address/Location _____

Date of Start/Completion of Project _____

Contract Description

PLEASE SEE ATTACHED.

Contract Owner Information:

Owner _____

Name of Contact _____

Title _____

Address _____

Phone Number _____ Email _____

Project No. 2

Project Name _____

Project Address/ Location _____

Date of Start/Completion of Project _____

Contract Description

Contract Owner Information:

Owner _____

Name of Contact _____

Title _____

Address _____

Phone Number _____ Email _____

Project No. 3

Project Name _____

Project Address/ Location _____

Date of Start/Completion of Project _____

Contract Description

Contract Owner Information:

Owner _____

Name of Contact _____

Title _____

Address _____

Phone Number _____ Email _____

Project No. 4

Project Name _____

Project Address/ Location _____

Date of Start/Completion of Project _____

Contract Description

Contract Owner Information:

Owner _____

Name of Contact _____

Title _____

Address _____

Phone Number _____ Email _____



Project No. 5

Project Name _____

Project Address/ Locaton _____

Date of Start/Completion of Project _____

Contract Description

Contract Owner Information:

Owner _____

Name of Contact _____

Title _____

Address _____

Phone Number _____ Email _____

Relevant Experience

As requested by the City, we have provided information about five clients who reflect the range and scope of work contemplated for the City of Pasadena.

City of Eureka

Independent Police Auditor

Started: 2022 and continuing

City Contact:

Miles Slattery

City Manager

msslattery@eurekaca.gov

(707) 441-4184

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Eureka for two years. OIR Group provides real-time review of internal investigations, including complaints from members of the public, internal administrative investigations, and critical incidents. OIR Group helped the Eureka Police Department establish a robust, formal investigative process for administrative matters, including creating a Pre-Disposition Settlement Agreement process to facilitate complaint resolution. OIR Group provides technical assistance on best practices to the City's Community Oversight on Police Practices (COPP) Board and conducts systemic audits at the request of the Board or the City. OIR Group issues quarterly public reports to the Board regarding its work.

City of Las Cruces

Independent Police Auditor

Started: 2020 and continuing

City Contact:

Viola M. Perea

City Auditor, Office of the City Manager

vperea@lascruces.gov

(575) 541-2247

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Las Cruces, New Mexico, for over four years. OIR Group reviews closed administrative investigations stemming from public complaint and those that are internally generated by the Las Cruces Police Department, including select use of force and critical incidents. OIR Group assisted with creation of an Alternative Complaint Resolution program to enhance police-community relationships. OIR Group consults command staff on policy development and updates; most recently, OIR Group advised on a new policy for use of the Conducted Electrical Weapon (Taser). OIR Group also conducts regular community outreach and hosts periodic listening sessions with the engaged Las Cruces public. OIR Group issues semi-annual public reports to the City Council regarding its work.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Santa Rosa

Independent Police Auditor

Started: 2021 and continuing

City Contact:

Marekeshia Smith

City Manager

msmith@srcity.org

707-543-3020

Contract Description:

OIR Group has served as the Independent Police Auditor in Santa Rosa, CA for nearly three years. The core function of the IPA Office in Santa Rosa is the real-time, active monitoring of all investigations into public complaints and other allegations of officer misconduct. OIR Group has full access to the Police Department's internal database for administrative investigations. It receives notification when a new case is opened, and it works with the Department throughout the process – including the option to participate in officer interviews. OIR Group also produces an annual public report that provides the City Council and Santa Rosa community with a detailed window into SRPD's internal review systems. The report features recommendations intended to enhance the effectiveness of those processes, and OIR Group's tenure has led to a number of changes in policy and procedure within the Police Department.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Burbank

Independent Police Auditor

Started: 2011 and continuing

City Contact:

Justin Hess

City Manager

JHess@BurbankCA.gov

(818) 238-5800

Contract Description:

OIR Group has served as the Independent Police Auditor for the City of Burbank since 2011. Our monitoring function has a few different components and goals. Over the year, we are in regular communication with Department leadership regarding developing events and receive status reports on the progress of pending investigations. For deadly force incidents or in-custody deaths, we attend the Department's Critical Incident Review Board. On an annual basis, OIR Group conducts audits of misconduct complaints, including all biased-based policing complaints, uses of force, and vehicle pursuits, and reports out to City Council and the City's Police Commission.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

City of Davis

Independent Police Auditor

Started: 2018 and continuing

Contract Description:

OIR Group has served as the IPA for the City of Davis for over seven years. OIR Group provides technical assistance on best practices to the City's Police Accountability Commission and conducts systemic audits at the request of the Commission. OIR Group also reviews all complaints and internal investigations and significant uses of force and issues public reports to the Commission regarding its findings.

City Contact:

Kelly Stachowicz

Assistant City Manager

kstachowicz@cityofdavis.org

(530) 757-5602

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

