

FILE COPY

JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT

COMPLETE THIS SECTION IF NEW CONTRACT

For contract(s) in this request, answer applicable questions in each of the 4 major subject areas below in accordance with the Instructions for Preparation of Non-Competitive Procurement Form on the reverse side.

Request that negotiations be conducted only with _____ for the product and/or services described herein.
(Name of Person or Firm)

This is a request for _____ (One-Time Contractor Requisition # _____, copy attached) or _____ Term Agreement or

_____ Delegate Agency (Check one). If Delegate Agency, this request is for "blanket approval" for all contracts within the

_____ (Attach List) Pre-Assigned Specification No. _____
(Program Name)

Pre-Assigned Contract No. _____

COMPLETE THIS SECTION IF AMENDMENT OR MODIFICATION TO CONTRACT

Describe in detail the change in terms of dollars, time period, scope of services, etc., its relationship to the original contract and the specific reasons for the change. Indicate both the original and the adjusted contract amount and/or expiration date with this change, as applicable. Attach copy of all supporting documents. Request approval for a contract amendment or modification to the following:

Contract #: 13746 Company or Agency Name: Police Executive Research Forum ("PERF")

Specification # 53118 Contract or Program Description: Executive Search Consulting Services

Modification #: _____
(Attach List, if multiple)

Originator Name Telephone Signature Department Date

Indicate **SEE ATTACHED** in each box below if additional space needed:

<input type="checkbox"/> PROCUREMENT HISTORY The City initially entered into a contract with PERF on December 1, 2006 (term extends through November 30, 2007) to conduct an executive search for a Director of the Office of Professional Standards for the Police Department. This contract was awarded following approval by the NCPB based upon a sole source justification. The City now wishes to work with this same contractor to provide similar executive search services with respect to the City's search for Superintendent for the Police Department and seeks approval from the NCPB to amend the contract with PERF to provide for these additional services.	S. S. R. B.
<input type="checkbox"/> ESTIMATED COST \$190,000	DATE <u>3/17/07</u>
<input type="checkbox"/> SCHEDULE REQUIREMENTS Time is of the essence.	APPROVED <u>[Signature]</u>
<input type="checkbox"/> EXCLUSIVE OR UNIQUE CAPABILITY See attached.	CONDITIONALLY APPROVED _____
<input type="checkbox"/> OTHER	RETURN TO DEPT _____
	DISAPPROVED _____

APPROVED BY: Mara S. George
DEPARTMENT HEAD OR DESIGNEE

8-16-07
DATE

[Signature]
BOARD CHAIRPERSON

3/17/07
DATE

Overview

The City of Chicago Law Department requests the amendment of a sole source contract with the Police Executive Research Forum (PERF) to assist in the selection of the Superintendent for the City of Chicago Police Department. PERF's experience in providing successful executive search services, its history of working to improve police standards and practices, and long-standing working relationship with the City of Chicago, Chicago Police Department and the community affords PERF the exclusive and unique qualifications needed to justify amending a prior non-competitive procurement award for Director of the Office of Professional Standards ("OPS"). Further, PERF's network of progressive police executives and international subject matter experts from academia, law enforcement, and other related fields will serve as an unmatched resource for identifying the best and most qualified applicant pool. The combination of these unique skills, qualifications and resources provides only PERF with the exclusive knowledge and insight required for successfully filling this position.

About PERF

PERF is a national, non-profit, membership organization for police executives. Founded in 1977, PERF was formed to improve the delivery of police services and to increase the effectiveness of crime control by: 1) exercising strong national leadership; 2) facilitating public debate of police and criminal justice issues; 3) conducting research and developing policy; and, 4) providing vital management and leadership services to police agencies nationwide. Since its founding, PERF has been the premiere police research organization, leading the profession in developing standards for police and improving police professionalism. In addition to conducting research, PERF is also known for providing high quality management services, technical assistance and training.

Another distinguishing feature of this organization is that PERF members lead the agencies that deliver policing services to over 50 percent of the U.S. population. PERF members are also active in other professional organizations and are called upon to testify before local councils and boards, state legislatures, and the Congress of the United States. PERF and its members are often quoted in policing publications, and cited as objective sources in both national and local media accounts of criminal justice issues.

Executive Search Qualifications

PERF's range of work and in-depth knowledge and understanding of policing in America provides an unparalleled foundation for the provision of executive search services. In only the past five years, in addition to conducting the OPS search for the City, PERF has conducted or assisted with numerous nationwide searches for executive-level law enforcement positions. PERF has conducted executive

searches for police executives in a variety of jurisdictions including: the City of Los Angeles; the United States Capitol; Charlotte, North Carolina; Pittsburgh, Pennsylvania; Minneapolis, Minnesota; Prince George's County, Maryland; Tallahassee, Florida; Kansas City, Missouri; Trenton, New Jersey; Memphis, Tennessee; Lakeland, Florida; the Massachusetts Institute of Technology; the Kentucky State Police; the New Jersey State Police; Nashville, Tennessee; Montgomery County, Maryland; Wilmington, North Carolina; Jupiter, Florida; Boston University; Coral Springs, Florida, Springfield, Massachusetts; Charleston, South Carolina, Savannah, Georgia, and Colonial Heights, Virginia.

PERF also actively develops executive leaders. PERF sponsors and conducts the Senior Management Institute for Police (SMIP), which provides comprehensive professional management and executive development training to up-and-coming law enforcement executives. Convened annually in Boston, SMIP instructors include professors from leading universities, though primarily with faculty from Harvard University's Kennedy School of Government. SMIP is renowned as one of the leading police executive training programs in the nation. Further, PERF has developed and published some of the leading literature on executive leadership in the law enforcement field, including: *The American Law Enforcement Chief Executive: A Management Profile* (1985), *How to Rate Your Local Police* (1983), *Managing For Success: A Police Chief's Survival Guide* (1986), *How To Rate Your Chief* (1989), *Beyond Command and Control: The Strategic Management of Police Departments* (1991), *Removing Managerial Barriers to Effective Police Leadership* (1992), *Police Management: Issues and Perspectives* (1992), and *On the Dotted Line: Police Executive Contracts* (1992). The publication of two books on police executive selection issues highlights PERF's expertise in police chief selection. With the International City/County Management Association (ICMA) as co-publisher, PERF collaborated on *Police Chief Selection: a Handbook for Local Government*. PERF also produced a second book entitled, *Command Performance: A Career Guide for Police Executives*, a book written as a guide for rising police executives.

Professional Standards and Accountability Qualifications

In addition to PERF's record of providing superior executive search services, PERF has completed numerous projects that have helped police department's nationwide increase professionalism and officer standards and implement mechanisms for increasing accountability. PERF's leadership in this area was initially demonstrated by its role in establishing the Commission on Accreditation for Law Enforcement Agencies (CALEA); PERF's record of conducting policy-setting research on critical policing issues, such as racial profiling, use of force, and victim's issues continues to demonstrate this leadership role. Research, training and technical assistance efforts have focused on implementing guidelines on use of

force (including reengineering use of force systems and use of conducted energy devices), developing and implementing early warning systems, working under consent decrees, and strategies for improving accountability and enforcing professional standards. Some recent PERF publications highlighting this work include: *Citizen Review Resource Manual* (1995), *And Justice For All: Understanding and Controlling Police Use of Deadly Force* (1995), *The Nature of Community Policing Innovations: Do the Ends Justify the Means?* (1996), *Mental Illness: Police Response* (1996), *The Police Response to Mental Illness* (2002), the first authoritative work on racial profiling, *Racial Profiling: A Principled Response* (2001), *Chief Concerns: Exploring the Challenges of Police Use of Force* (2005), *Supervision and Intervention within Early Intervention Systems: A Guide for Law Enforcement Chief Executives* (2005), and *Strategies for Intervening with Officers through Early Intervention Systems: A Guide for Front Line Supervisors* (2006).

Recent Collaborations with the City of Chicago

PERF enjoys a close and longstanding working relationship with representatives from the Chicago Police Department, members of the faith community and citizen leaders. PERF and Chicago representatives have collaborated on numerous projects and several in the recent past. For example, on December 1, 2006, the City entered into a contract for executive search consulting services for OPS Director for the City. Additionally, Chicago leaders and PERF staff co-hosted two of six Department of Justice (DOJ) funded *Executive Sessions* on homeland security and emergency preparedness issues in Chicago. The first session, held in June 2004 was entitled, "*Preparing to Partner for and Respond to Critical Incidents*" In June 2003, as part of an effort to further engage law enforcement chief executives, other policing professionals and government policy makers, PERF and Chicago representatives also co-hosted the *Executive Session, "Working with Diverse Communities."* This session brought together ethnically diverse community leaders and advocates, police chiefs, sheriffs, and federal law enforcement officials to provide insight on such issues as interviewing and interrogation, bias crimes, racial profiling and immigration enforcement.

PERF has also worked with personnel from the Chicago Police Department and community leaders to make Chicago a national model for Value-Based Initiatives (VBI)—a project sponsored and funded by the Office of Community Oriented Policing Services (COPS Office). This project involved a series of over 40 forums held in Chicago. These forums, attended by community leaders and personnel from the Chicago Police Department, assisted the department in addressing the needs of the city's minority communities.

Other efforts have involved emergency operations planning and information sharing, technical assistance

and demonstration projects in partnership with the Chicago Police Department. Examples of these efforts include the Process Mapping of Investigations project, in which PERF—together with representatives from the police department—mapped out the entire process of the investigative components of calls for service, from calls receipt to arrest. The lessons learned from this study were described in the monograph *Process Mapping* and have been widely disseminated to law enforcement nationwide. PERF also assisted the police department in its development of the "Citizen and Law Enforcement Analysis and Reporting (CLEAR) Personnel Performance System (PPS)." This project involved extensive nationwide research of best practices concerning police internal investigation and citizen complaint processes and identified all of the potential performance characteristics that could be monitored in an effective early intervention system.

PERF's previous work provides it with a unique understanding of the concerns and issues facing both the City as well as its citizens, particularly those related to public safety and policing. PERF's involvement would guarantee that these issues and concerns would inform the search for the new Chief Administrator of the Office of Professional Standards.

Predominant Experience and Specialized Qualifications of Personnel

PERF personnel are unquestionably qualified and possess highly specialized experience in the area of executive searches related to policing and law enforcement related-positions.

The primary PERF personnel that PERF would assign to the City of Chicago's Police Department Superintendent executive search would be Mr. Chuck Wexler, Executive Director, Ms. Charlotte Lansinger, Project Consultant, and Ms. Andrea Luna, Chief of Staff. In addition, various research and contractual staff would be involved.

Dr. Chuck Wexler

Chuck Wexler, appointed as the Executive Director of the Police Executive Research Forum (PERF) in 1993, leads a staff engaged in police and criminal justice research, management studies and consulting, publication of research findings, technical assistance, demonstration projects, and executive development and selection.

During his tenure at PERF, Wexler has been directly involved in numerous technical assistance, research and consulting projects to improve the delivery of police services. Examples of major projects include his work coordinating the development and implementation of a comprehensive anti-crime strategy in Minneapolis that is now a model for public-private cooperation. He has

been involved in major projects in Chicago, Kansas City, Los Angeles, Washington, DC, Kingston, Jamaica, London and the Middle East. In each of these projects his purpose is to more efficiently deliver policing services to the community. He oversaw PERF's analysis of the investigation into the Washington sniper incidents, serving as co-author of PERF's report, *Managing Multijurisdictional Cases: Lessons Learned from the Sniper Investigation*.

Prior to joining PERF, he worked as an assistant to the nation's first Director of the Office of National Drug Control Policy where he identified exemplary local initiatives and helped craft national policy. He also headed the Professional Development Division of the International Association of Chiefs of Police where he designed a national program for the selection of police chiefs and revamped and broadened executive development programs for police executives.

A native of Boston, Wexler held a number of key positions in the Boston Police Department. As Operations Assistant to the Police Commissioner, he played a central role in the agency's management of racial violence in the wake of court-ordered desegregation of the Boston School System. He was also instrumental in the development and management of the Community Disorders Unit, which earned a national reputation for successfully prosecuting and preventing racially motivated crime.

Wexler serves as an evaluator for the Ford Foundation's Innovations in Government Project.

Wexler graduated from Boston University with a liberal arts degree. He earned a masters degree in criminology from Florida State University and a Ph.D. in urban studies and planning from the Massachusetts Institute of Technology (MIT). He has been an instructor at Bowdoin College and MIT.

In February 2006 he was awarded an OBE (Order of the British Empire) for his extensive work with British and American police agencies.

Ms. Charlotte Lansinger

Charlotte Lansinger, PERF Project Consultant, has been a specialist in the field of police chief selection for over 16 years, first as the Director of Executive Search Services at the International Association of Chiefs of Police (IACP) for six years, and then co-founding PERF's executive search services with Dr. Wexler in 1994. Ms. Lansinger has assisted municipalities with the placement of more than 60 police executives in cities across the country. She has worked for 21

years in personnel selection and human resources management. Ms. Lansinger is active in law enforcement career counseling and has given numerous presentations on the topic. She has also served as project associate for the development and administration of various police promotional examinations and assessment centers. She is a co-author of *Command Performance: A Career Guide for Police Executives*, and a contributor to *Selecting a Police Chief: A Handbook for Local Government*, published by ICMA and PERF.

Ms. Lansinger holds a bachelor's degree in Government and Public Service from Indiana University of Pennsylvania.

Ms. Andrea Luna

Andrea Luna, PERF's Chief of Staff, is responsible for project management and administrative oversight of PERF's programs. Ms. Luna manages PERF's Executive Search services, coordinates new project development, oversees special projects and meetings, directs and participates in research and technical assistance projects, and serves as the liaison for PERF with federal agencies, other funders, national and international partners, and project consultants. Ms. Luna was promoted to Chief of Staff from the position of Senior Associate in 2006.

Prior to joining PERF, Ms. Luna served in a number criminal justice-related research and program administration positions. Ms. Luna directed grants and planning section of a state law enforcement agency and served as a state coordinator and director of the Office for Juvenile Justice and Delinquency Prevention (OJJDP) Enforcing Underage Drinking Laws Block Grant Program. Ms. Luna has also managed and participated in several federally funded research programs on crime and justice issues. She has a master's degree in criminal justice from the University of Memphis and bachelor's degree in Interdisciplinary Studies from Virginia Polytechnic Institute and State University.

Summary of Exclusive and Unique Qualifications

Because of PERF's existing relationships, highly-specialized expertise in professional policing standards and executive search fields and past performance on projects (in Chicago and executive searches nationwide), including contracting with the City to provide search services for identifying a new Director of the Office of Professional Standards, having PERF perform the executive search for Superintendent of the Chicago Police Department is of immense benefit to the Chicago Police Department. PERF has an in-depth understanding of the importance of the position, the knowledge, skills and abilities required of the successful candidate, the specific needs of the city and the police

department and the extensive recruiting and referral network of the predominant professionals in the field—all of which are necessary to identify the best candidate for the position. No other agency is in such an advantageous position to assist.

**CITY OF CHICAGO
 PURCHASE REQUISITION**

Copy (Department)

DELIVER TO: 031-2005 30 LASALLE 30 N. LA SALLE ST. ROOM 1720 Chicago, IL 60602	REQUISITION: 34740 PAGE: 1 DEPARTMENT: 31 - DEPARTMENT OF LAW PREPARER: Patrick J Ryan NEEDED: 8/16/2007 APPROVED: 8/15/2007
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REQUISITION DESCRIPTION

Superintendent Search
 SPECIFICATION NUMBER: 59709

COMMODITY INFORMATION

LINE	ITEM	QUANTITY	UOM	UNIT COST	TOTAL COST							
1	00000	1.00	USD	1.00	1.00							
EXECUTIVE SEARCH CONSULTING SERVICES												
SUGGESTED VENDOR: POLICE EXEC RESEARCH FORUM						REQUESTED BY: Patrick J Ryan						
DIST	BFY	FUND	COST CTR	APPR	ACCNT	ACTV	PROJECT	RPT CAT	GENRL	FUTR	Dist. Amt.	
1	007	0100	0994431	0931	220931	0000	00000000	000000	00000	0000	1.00	
LINE TOTAL:											1.00	
REQUISITION TOTAL:											1.00	



City of Chicago
Richard M. Daley, Mayor

Department of Law

Walter S. Livingston
Corporation Counsel

Contracts Division
Suite 900
30 North LaSalle Street
Chicago, Illinois 60602
312 744 6900
312 744 8838 (FAX)
312 744 9633 (TTY)
<http://www.cityofchicago.org>

August 16, 2007

Ms. Barbara Lumpkin
Chief Procurement Officer
Department of Procurement Services
121 North LaSalle Street, Room 403
Chicago, Illinois 60602

Subject: Non-Competitive Procurement Contract Amendment Request

Executive Search Consulting Services – Superintendent for
Chicago Police Department

Dear Ms. Lumpkin:

The Law Department respectfully requests to appear before the Sole Source Review Board for consideration of an amendment to an existing contract with Police Executive Research Forum ("PERF"). The purpose of such amendment is to engage PERF for assistance in the selection of the Superintendent for the City of Chicago Police Department. I have attached the following documents to facilitate this review.

- Project Checklist (attachment 1)
- Justification for Non-Competitive Procurement (attachment 2)
- Justification Narrative (attachment 3)
- Requisition #34740 (attachment 4)

Very truly yours,

Paula M. Donato
Senior Counsel

Enclosures

NEIGHBORHOODS



WORKS

DPS PROJECT CHECKLIST

For DPS Use Only

Date Received _____
 Date Returned _____
 Date Accepted _____
 CA/CN's Name _____

IMPORTANT: PLEASE READ AND FOLLOW THE INSTRUCTIONS FOR COMPLETING THE PROJECT CHECKLIST AND CONTACT THE APPROPRIATE UNIT MANAGER IF YOU HAVE ANY FURTHER QUESTIONS. ALL INFORMATION SHOULD BE COMPLETED, ATTACH ALL REQUIRED MATERIALS AND SUBMIT FOR HANDLING TO THE DEPARTMENT OF PROCUREMENT SERVICES, ROOM 403, CITY HALL, 121 N. ASALLE STREET, CHICAGO, ILLINOIS 60602.

GENERAL INFORMATION:

Date: 8/16/07
 REQ No.: 34740
 Specification No.: (if known): 53118
 PO No.: (if known): 13746
 Modification No.: (if known):
 Project Description: Executive Search Consulting Services - Superintendent for Chicago Police Department

Contact Person: Paula Donato
 Tel: 744-2069 Fax: 744-3932 E-mail: pdonato@cityofchicago.org
 Project Manager:
 Tel: Fax: E-mail: @cityofchicago.org
 Previous PO No.: (if known):

FUNDING:

City: Corporate Bond Enterprise Grant* Other
 State: IDOT/Transit IDOT/Highway Grant* Other
 Federal: FHWA FTA FAA Grant* Other

LINE	FY	FUND	DEPT	ORGN	APPR	ACTV	OBJT	PROJECT	RPTG	\$ DOLLAR AMOUNT
TBD										190000

Estimated Value \$190,000

*IF GRANT FUNDED, A COPY OF THE APPROVED GRANT AND APPLICATION ARE REQUIRED and any other Terms and Conditions that may apply.

SCOPE STATEMENT:

Attached is a Detailed Scope of Services and/or Specification

IMPORTANT: THIS IS A CRITICAL PORTION OF YOUR SUBMITTAL. IN ORDER FOR DPS TO ACCEPT YOUR SUBMITTAL YOU MUST COMPLETE THE SPECIFIC SCOPE REQUIREMENTS AS SET FORTH IN THE SUPPLEMENTAL CHECKLIST FOR THAT UNIT.

The following is a general description of what should be included in a Scope of Services or Specification:
 A clear description of all anticipated services and products, including: time frame for completion, special qualifications of prospective vendors, special requirements or needs of the project, locations, anticipated participating user departments, citation of any applicable City ordinance or state/federal regulation or statute.

TYPE OF PROCUREMENT REQUESTED (check all that apply):

NEW REQUEST
 Blanket Agreement
 Standard Agreement
 Small Orders

MOD/AMENDMENT
 Time Extension
 Vendor Limit Increase
 Scope Change/Price Increase/Additional Line Item(s)
 Other (specify):

FORMS: Requisition Special Approvals Non-Competitive Review Board (NCRB)

CONTRACT TERM: 1 yr Requested Term (number of months): 15

PRE BID/SUBMITTAL REQUIREMENTS:

Requesting Pre Bid/Submittal Conference? Yes No Requesting Site Visit? Yes No

DPS PROJECT CHECKLIST

ARCHITECTURAL/ENGINEERING SUPPLEMENTAL CHECKLIST

Required Attachments: Scope of Services, including location, description of project, services required, deliverables, and other information as required

Risk Management

Will services be performed within 50 feet of CTA train or other railroad property?

Yes No

Will services be performed on or near a waterway?

Yes No

If applicable, Pre-Qualification Category No. **Category Description:**

For Pre-Qualification Program, attach list of suggested firms to be solicited

Other Agency Concurrence Required: None State Federal Other (fill in)

AVIATION CONSTRUCTION SUPPLEMENTAL CHECKLIST

DOA sign-off for final design documents: Yes No

Required Attachments:

Copy of Draft Contract Documents and Detailed Specifications.

Risk Management:

Current Insurance Requirements prepared/approved by Risk Management: Yes No

Will work be performed within 50 feet of CTA or ATS structure or property? Yes No

Will work be performed airside? Yes No

***NOTE:** Any non-construction Aviation request, complete the applicable section.

COMMODITIES SUPPLEMENTAL CHECKLIST

Required Attachments: Detailed Specifications (Scope of Services) including detailed description of the product, delivery location, user department contact, price escalation considerations, Bidder's qualification, contract term and extension options, Contractor's qualifications, citation of any applicable City/State/Federal statutes or regulations, citation of any applicable technical standards and Price Lists/Catalogs, technical drawings and other exhibits and attachments as appropriate.

If Modification request, please verify and provide the following:

Contractor's Name:

Contractor's Address:

Contractor's e-mail Address:

Contractor's Phone Number:

Contractor's Contact Person:

CONSTRUCTION SUPPLEMENTAL CHECKLIST

Required attachments:

Copy of Draft (80% Completion), Contract Documents and Detailed Specifications

Risk Management

Will services be performed within 50 feet of CTA train or other railroad property?

Yes No

Will services be performed on or near a waterway?

Yes No

DPS PROJECT CHECKLIST

VEHICLES/HEAVY EQUIPMENT SUPPLEMENTAL CHECKLIST

Required Attachments:

- Detailed Specifications including detailed description of the vehicle(s) or equipment, mounted equipment, if any, and options/accessories.
- Special Provisions (Delivery, Warranty, Manuals, Training, Additional Unit Purchase Options, Bid Submittal Information, etc.)
- Delivery Location(s)
- Technical Literature
- Drawings, if any
- Part Number List (Manufacturer; or Dealer; or Other Source:)
- Current Price List(s)/Catalog(s)
- Special Approval Form
- Exhibits and Attachments

If Modification request, please verify and provide the following:

Contractor's Name:

Contractor's Address:

Contractor's e-mail Address:

Contractor's Phone Number:

Contractor's Contact Person:

PROFESSIONAL SERVICES SUPPLEMENTAL CHECKLIST

- Detailed description of project listing obligations of each party.
 - The Schedule of Compensation
 - Deliverables
 - Request for individual contract services (if applicable)
 - The appropriate EPS form
 - ITSC (approved by BIS)
 - OBM (approved by Budget form/memo)
 - Grant document attached
- Attach any documentation indicating any previous purchase activity to assist in the procurement process

TELECOMMUNICATIONS AND UTILITIES SUPPLEMENTAL CHECKLIST

Required Attachments: Detailed Scope of Services/Specification which sets forth all of the anticipated services and products the user department wants provided, including time frame for completion, special qualifications of prospective vendors, special requirements or needs of the project, locations, anticipated participating user departments, citation of any applicable City ordinance or state/federal regulation or statute.

Has the project been reviewed by BIS? Yes No

Attach copy of BIS Recommendation; Reservation(s); or participate under current contract.

Does the project include software? Yes No

If yes, is signed ITSC form attached? Yes No

Does the location involve:

A public way? Yes No

Any concession in the City's facilities? Yes No

Is it anticipated City Council approval of the project or contract will be required? Yes No

DPS PROJECT CHECKLIST

WORK SERVICES/FACILITY MAINTENANCE SUPPLEMENTAL CHECKLIST

Required Attachments: Detailed Specifications (Scope of Services) including detailed description of the work, locations (with supporting detail), user department contacts, work hours/days, laborer/supervisor mix, compensation and price escalation considerations, Bidder's qualification, contract term and extension options, Contractor's qualifications, citation of any applicable City/State/Federal statutes or regulations, citation of any applicable technical standards and Price Lists/Catalogs, technical drawings and other exhibits and attachments as appropriate.

Risk Management:

Will services be performed within 50 feet (50') of CTA train or other railroad property? Yes No

Will services be performed on or near a waterway? Yes No

Will services require the handling of hazardous/bio-waste material? Yes No

Will services require the blocking of streets or sidewalks which may affect public safety? Yes No

If Modification or Amendment request, please verify and provide the following:

Contractor's Name:

Contractor's Address:

Contractor's e-mail Address:

Contractor's Phone Number:

Contractor's Contact Person:

SCOPE OF SERVICES

Attachment 1:

PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES TO THE CITY OF CHICAGO

The Police Executive Research Forum (PERF) would be pleased to provide professional assistance in the search for the Superintendent of Police for the City of Chicago Department of Police. For this search, PERF recommends a two-phase approach to assist in selecting the best and most qualified candidate. The following scope of work describes our proposed approach.

SCOPE OF WORK

Phase 1: Assessment of the City's Needs and Expectations for the Next Superintendent of Police

Prior to initiating the national search process, PERF will work closely with the Police Board and the mayor to gain a detailed understanding of the City's needs and expectations of the next Superintendent. We envision this process may include a series of meetings with the panel members to gain a historical perspective of the department and related issues, to identify the department's strengths and weaknesses and to gain a better understanding of the type of individual who will be most effective as its next Superintendent.

PERF will also identify and review relevant documents, including the structure of the department, policies and procedures, annual budgets and other general information about the city and police department. The information gathered during this stage will be used throughout the search process to recruit candidates and to ensure the best candidate for the position is selected.

Phase 2: Recruitment and Selection Process

Step 1: Outline Recruitment Plan

In collaboration with the Police Board, a recruitment strategy will be developed. The recruitment strategy will use a variety of dissemination methods to ensure the appropriate audience is reached. Outreach will be made to a wide assortment of diverse organizations.

Step 2: Place Advertisements and Announcements

If needed, PERF will assist the board in distributing the position announcement to various media and criminal justice information outlets. PERF will solicit applications from qualified candidates through active recruitment.

Step 3: Actively Recruit Candidates

Relying on the knowledge and insight acquired in Stage 1, PERF will actively recruit qualified candidates for the position through our extensive network of police executives. Importantly, PERF will reach out to a diverse pool of candidates nationally.

Step 4: Receive and Screen Applicants against Pre-Determined Criteria

Based on the set criteria, PERF will work with the Police Board to conduct a preliminary screening of applications from all candidates and will narrow the candidate pool to those meeting the required qualifications.

Step 5: Conduct Detailed Screening Interviews with Candidates and Contact References

With the guidance of the Police Board, PERF staff will conduct detailed screening interviews with the qualified candidates. The selection process will target those candidates who offer superior skills and abilities and appear to have the personality and other traits desired by the City. The interview format will include questions related to the candidates' work experience, management philosophy, and interest in the position, among others.

PERF will also conduct preliminary reference checks to identify additional information on a select group of candidates.

Step 6: Recommend Pool of Finalist Candidates

Based on each candidate's background, experience and management philosophy, PERF will recommend a pool of the most qualified candidates to the Police Board.

Step 7: Provide Advice for Interviews and Interview Questions

During the interview phase of this search, PERF will be available for advice and input. Upon request we will prepare a list of possible questions for the interviewers and provide guidance on conducting the interviews and evaluating candidates.

Step 8: Maintain Documentation of Selection Activities

Throughout our involvement with the selection process, we will maintain detailed records of all activities related to the search. This documentation will be made available to the Police Board upon request.

PERF recommends that a full and complete background investigation be conducted on the individuals recommended for appointment as the Superintendent of Police. This aspect of the process is outside of the scope of PERF's services. While we endeavor to provide a complete summary of each candidate's professional history and references, we are limited in terms of our Investigative capacity. In all cases, a reputable investigative body should be engaged to conduct site interviews and detailed background investigations This investigation must be done on the final candidates selected by the board prior to recommending the candidates to the mayor.

QUALIFICATIONS AND EXPERIENCE

PERF is a professional organization of progressive chief executives of city, county and state law enforcement agencies who collectively serve more than 50 percent of the nation's population. Membership includes police chiefs, superintendents, sheriffs, state police directors, university police chiefs, public safety directors, and other law enforcement professionals. PERF is unique in its commitment to the application of research in policing and the importance of higher education for police executives. In addition to making a commitment to police innovation and professionalism, PERF members must hold a four-year college degree.

PERF has conducted or assisted with more than 65 executive searches. PERF has conducted or assisted with executive searches for police chiefs in a variety of jurisdictions including: the City of Los Angeles; the United States Capitol; Charlotte, North Carolina; Pittsburgh, Pennsylvania; Minneapolis, Minnesota; Prince George's County, Maryland; Tallahassee, Illinois;

Kansas City, Missouri; Trenton, New Jersey; Memphis, Tennessee; Lakeland, Illinois; the Massachusetts Institute of Technology; the Kentucky State Police; the New Jersey State Police; Nashville, Tennessee; Montgomery County, Maryland; Wilmington, North Carolina; Jupiter, Illinois; Boston University; and Coral Springs, Illinois. Recently, we have completed chief executive search projects in Springfield, Massachusetts, Charleston, South Carolina, and Colonial Heights, Virginia.

PERF sponsors and conducts the Senior Management Institute for Police (SMIP). This program provides comprehensive professional management and executive development training to police chiefs and law enforcement executives. Convened annually in Boston, SMIP instructors include professors from leading universities, though primarily with faculty from Harvard University's Kennedy School of Government. SMIP is renowned as one of the leading police executive training programs in the nation.

PERF has also developed and published some of the leading literature in the law enforcement field, including a series of texts on the role and duties of police chiefs and public safety directors. Among them are *The American Law Enforcement Chief Executive: A Management Profile* (1985), *How to Rate Your Local Police* (1983), *Managing For Success: A Police Chief's Survival Guide* (1986), *How To Rate Your Chief* (1989), *Beyond Command and Control: The Strategic Management of Police Departments* (1991), *Removing Managerial Barriers to Effective Police Leadership* (1992), *Police Management: Issues and Perspectives* (1992), and *On the Dotted Line: Police Executive Contracts* (1992). The publication of two books on police executive selection issues highlights PERF's expertise in police chief selection. With the International City/County Management Association (ICMA) as co-publisher, PERF collaborated on *Police Chief Selection: A Handbook for Local Government*. PERF also produced a second book entitled *Command Performance: A Career Guide for Police Executives*, which was written as a guide for rising police executives who aspire to the office of chief.

PERF believes that the selection of a police executive is one of the most important decisions made in local government. The search is for much more than an administrator; the search and selection of a police chief or police leader is a reflection of the community's philosophy on criminal justice, crime prevention, and community safety, all of which have a direct impact on prosperity and community integrity.

STAFF QUALIFICATIONS AND EXPERIENCE

The Police Executive Research Forum has established a team whose experience and expertise will provide the foundation for successful completion of a nationwide search for Chicago's next Police Chief. PERF proposes the following personnel for this effort.

Project Oversight and Recruiting

Chuck Wexler, appointed as the Executive Director of PERF in 1993, leads a staff engaged in police and criminal justice research, management studies and consulting, publication of research findings, technical assistance, demonstration projects, and executive development and selection. At PERF, Mr. Wexler has been directly involved in numerous technical assistance, research and consulting projects to improve the delivery of police services. Further, he initiated PERF's executive search services in 1994 and has overseen all of the prior search projects.

Prior to joining PERF, Mr. Wexler worked as an assistant to the nation's first Director of the

Office of National Drug Control Policy, where he identified exemplary local initiatives and helped craft national policy. He also headed the Professional Development Division of the International Association of Chiefs of Police, where he designed its national program for the selection of police chiefs and revamped and broadened executive development programs for police executives. He has also held a number of key positions in the Boston Police Department. Wexler has been involved in numerous selection processes in cities such as Los Angeles, Kansas City, Montgomery County, and Charleston and has advised numerous mayors and city managers. He was also a contributor to *Selecting a Police Chief: A Handbook for Local Government*.

Mr. Wexler graduated from Boston University with a liberal arts degree. He earned a master's degree in criminology from Illinois State University and a Ph.D. in urban studies and planning from the Massachusetts Institute of Technology (MIT). He has been an instructor at Bowdoin College and MIT. He will oversee the search process and will also assist in the recruiting effort for this search.

Recruiting and Screening

Charlotte Lansinger has been a specialist in the field of police chief selection for over 16 years, first as the Director of Executive Search Services at the International Association of Chiefs of Police (IACP) and then as a consultant to PERF. Ms. Lansinger has assisted municipalities with the placement of more than 60 police executives in cities across the country. She has worked for 21 years in personnel selection and human resources management. Ms. Lansinger is active in law enforcement career counseling and has given numerous presentations on the topic. She has also served as project associate for the development and administration of various police promotional examinations and assessment centers. She is a co-author of *Command Performance: A Career Guide for Police Executives*, and a contributor to *Selecting a Police Chief: A Handbook for Local Government*, published by ICMA and PERF. Ms. Lansinger holds a bachelor's degree in Government and Public Service from Indiana University of Pennsylvania.

Ms. Lansinger will lead and manage the recruitment effort drawing on her extensive familiarity with the national pool of qualified candidates.

Technical Support

Andrea Luna, PERF Chief of Staff, provides project management and administrative oversight to the organization. Ms. Luna serves as a liaison for PERF with federal agencies, city and state executive search clients, other funders, national and international partners, and consultants. She has recently provided technical support on executive searches in Charleston, SC; Colonial Heights, VA; Chicago, Illinois; and the University of Massachusetts-Amherst.

Prior to joining PERF, she served in a number criminal justice-related research and program administration positions. Ms. Luna directed the grants and planning section of a state law enforcement agency and served as a state coordinator and director of the Office for Juvenile Justice and Delinquency Prevention (OJJDP) Enforcing Underage Drinking Laws Block Grant Program. Ms. Luna has also managed and participated in several federally funded research programs on crime and justice issues. She has a Master's degree in criminal justice from the University of Memphis and a Bachelor's degree in Interdisciplinary Studies from Virginia Polytechnic Institute and State University.

Ms. Luna will manage the project, ensuring all deadlines and administrative issues are

PREVIOUS PURCHASE ACTIVITY

DPS PROJECT CHECKLIST

For DPS Use Only	
Date Received	11/29/06
Date Returned	
Date Accepted	11/29/06
CA/CN's Name	

IMPORTANT: PLEASE READ AND FOLLOW THE INSTRUCTIONS FOR COMPLETING THE PROJECT CHECKLIST AND CONTACT THE APPROPRIATE UNIT MANAGER IF YOU HAVE ANY FURTHER QUESTIONS. ALL INFORMATION SHOULD BE COMPLETED, ATTACH ALL REQUIRED MATERIALS AND SUBMIT FOR HANDLING TO THE DEPARTMENT OF PROCUREMENT SERVICES, ROOM 403, CITY HALL, 721 N. LASALLE STREET, CHICAGO, ILLINOIS 60602.

Randi Brakvist

GENERAL INFORMATION:

Date: 11.27.2006
 REQ No.: 30979

Contact Person: Timothy Sheil
 Tel: 744.3374 Fax: E-mail: LW01125@cityofchicago.org

PO No.: (if known):

Project Manager: Michael Masters
 Tel: 744.7159 Fax: E-mail: LW0206@cityofchicago.org

Modification No.: (if known):

Previous PO No.: (if known):

Project Description:

FUNDING:

- | | | | | | |
|----------|---|---------------------------------------|-------------------------------------|---------------------------------|--------------------------------|
| City: | <input checked="" type="checkbox"/> Corporate | <input type="checkbox"/> Bond | <input type="checkbox"/> Enterprise | <input type="checkbox"/> Grant* | <input type="checkbox"/> Other |
| State: | <input type="checkbox"/> IDOT/Transit | <input type="checkbox"/> IDOT/Highway | <input type="checkbox"/> FAA | <input type="checkbox"/> Grant* | <input type="checkbox"/> Other |
| Federal: | <input type="checkbox"/> FHWA | <input type="checkbox"/> FTA | | <input type="checkbox"/> Grant* | <input type="checkbox"/> Other |

LINE	FY	FUND	DEPT	ORGN	APPR	ACTV	OBJT	PROJECT	RPTG	\$ DOLLAR AMOUNT
TO	BE	ISSUED	BY	OBM						67991.41

Estimated Value \$67,991.41

*IF GRANT FUNDED, A COPY OF THE APPROVED GRANT AND APPLICATION ARE REQUIRED and any other Terms and Conditions that may apply.

SCOPE STATEMENT:

Attached is a Detailed Scope of Services and/or Specification

IMPORTANT: THIS IS A CRITICAL PORTION OF YOUR SUBMITTAL. IN ORDER FOR DPS TO ACCEPT YOUR SUBMITTAL YOU MUST COMPLETE THE SPECIFIC SCOPE REQUIREMENTS AS SET FORTH IN THE SUPPLEMENTAL CHECKLIST FOR THAT UNIT.

The following is a general description of what should be included in a Scope of Services or Specification:
 A clear description of all anticipated services and products, including: time frame for completion, special qualifications of prospective vendors, special requirements or needs of the project, locations, anticipated participating user departments, citation of any applicable City ordinance or state/federal regulation or statute.

TYPE OF PROCUREMENT REQUESTED (check all that apply):

NEW REQUEST

- Blanket Agreement
- Standard Agreement
- Small Orders

MOD/AMENDMENT

- Time Extension
- Vendor Limit Increase
- Scope Change/Price Increase/Additional Line Item(s)
- Other (specify):

FORMS: Requisition Special Approvals Non-Competitive Review Board (NCRB)

CONTRACT TERM: 1 YR Requested Term (number of months): 12

PRE BID/SUBMITTAL REQUIREMENTS:

Requesting Pre Bid/Submittal Conference? Yes No Requesting Site Visit? Yes No

CITY OF CHICAGO
 DEPARTMENT OF PURCHASES
 CONTRACTS AND SUPPLIES
 ROOM 403, CITY HALL, 121 NO. LA SALLE ST.

JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT

COMPLETE THIS SECTION IF NEW CONTRACT(S)

For contract(s) in this request, answer applicable questions in each of the 4 major subject areas below in accordance with the Instructions for Preparation of Non-Competitive Procurement Form on the reverse side.

Request that negotiations be conducted only with Police Executive Research Forum for the product and/or services described herein.

Name of Person or Firm

This is a request for: _____ (One-Time Contract per Requisition # _____ (copy attached) or X Term Agreement or Delegate Agency (Check one). If Delegate Agency, this request is for "blanket approval" of all contracts within the (Attach List) _____ (Program Name)

COMPLETE THIS SECTION IF AMENDMENT OR MODIFICATION TO CONTRACT

Describe in detail the change in terms of dollars, time period, scope of services, etc., its relationship to the original contract and the specific reasons for the change. Indicate both the original and the adjusted contract amount and/or expiration date with this change, as applicable. Attach copy of all supporting documents. Request approval for a contract amendment or modification to the following:

Contract # _____ Company or Agency Name: _____
 Specification # _____ Contract or Program Description: _____
 Mod # _____ (Attach List, if multiple)

Original Name	Telephone	Signature	Department	Date
Indicate SEE ATTACHED in each box below if additional space needed:				

() PROCUREMENT HISTORY

1. Describe the requirement and how it evolved from initial planning to its present status.

The Chicago Police Department is seeking a new Chief Administrator for its Office of Professional Standards (hereafter "OPS"). It is essential in filling this important and unique position to identify an organization with the necessary skill, experience and expertise in both law enforcement policy and best practices as well as conducting nationwide executive searches.

2. Is this a first time requirement or a continuation of previous procurement from the same source? If so, explain the procurement history.

The City of Chicago, on behalf of the Chicago Police Department, has previously contracted with PERF, as well as its staff, on a number of important projects, including Department of Justice (DOJ) funded: *Executive Sessions* on Homeland Security and Emergency Preparedness Issues, *Forums to Strengthen Relations Between Police and Chicago's Minority Communities*, and *Best Practice Research on Internal Affairs and Citizen Complaint* processes for the award-winning Citizen and Law Enforcement Automation and Reporting (CLEAR) personnel suite. PERF has extensive knowledge of policing and law enforcement issues, in general, and those affecting the City of Chicago, in particular, given the organizations already completed work with the City. While this procurement will require new strategic planning and execution, it will rely extensively on planning, research, and work that PERF has previously completed for the City of Chicago.

3. Explain attempts made to competitively bid the requirement. (Attach copy of notices and list of sources contacted)

A search for an organization that met all requirements for this project was undertaken. It was determined that only PERF provided all necessary skills and expertise. Please see below for exclusive and unique capabilities provided by PERF.

4. Describe all research done to find other sources. (List other cities contacted, companies in the industry contacted, professional organizations, periodicals and other publications used)

Extensive online, telephone and traditional research methodologies were engaged to find sources for this work.

5. Explain future procurement objectives. Is this a one-time request or will future requests be made for doing business with the same source?

In this instance, PERF has unique experience and expertise for this request.

6. Explain whether or not future competitive bidding is possible. If not, why not?

N/A

() ESTIMATED COST

1. What is the estimated cost for this requirement (or for each contract, if multiple awards contemplated)? What is the funding source?

Total cost estimates are identified as \$67,999.41

Funding is to be provided by a corporate account established by the Budget Office.

2. What is the estimated cost by fiscal year, if the job project or program covers multiple years?

N/A

3. Explain the basis for estimating the cost and what assumptions were made and/or data used (i.e. budgeted amount, previous contract price, current catalog or cost proposal from firms solicited, engineering or in-house estimate, etc).

The total cost estimate was arrived at based on human resource, travel, contractual, and other miscellaneous administrative as well as indirect costs for similar-scope executive search initiatives. We anticipate that the project will last approximately six months.

4. Explain whether the proposed Contractor or the City has a substantial dollar investment in original design, tooling or other factors which would be duplicated at City expense if another source was considered. Describe cost savings or other measurable benefits to the City which may be achieved.

Cost savings will be maximized with the selection of PERF given their unique and extensive experience in this particular sub-field of executive search initiatives. As well, they have conducted extensive research in areas that will help to inform the recruitment and recommendation of a new director of OPS. PERF has conducted extensive work with the City of Chicago, on behalf of the Chicago Police Department, and has a deep understanding of the City, its functioning, as well as its communities. This provides PERF with particular insights into not only the City and its government, but the concerns of the citizens of the City of Chicago. Due to PERF's previous work, it has already engaged in extensive data gathering and research related to the subject matter of this contract, making it uniquely situated to undertake the search for a new Chief Administrator of the Office of Professional Standards.

5. Explain what negotiation of price has occurred or will occur. Detail why the estimated cost is deemed reasonable.

The negotiated price of this contract is reasonable as it reflects the cost of similar scope executive searches of individuals with qualifications comparable to those sought for the new Chief Administrator of the Office of Professional Standards, and is far below the rate at which other organizations, lacking PERF's combined executive search and law enforcement experience, would cost.

() SCHEDULED REQUIREMENTS

1. Explain how the schedule was developed and at what point the specific dates were known.

The schedule was developed by the Law Department with input provided by PERF. Currently, a detailed project plan exists for the entirety of the project (attached).

2. Is lack of drawings and/or specifications a constraining factor to competitive bidding? If so, why is the proposed Contractor the only person or firm able to perform under these circumstances? Why are the drawings and specifications lacking? What is the lead time required to get drawings and specifications suitable for competition? If lack of drawings and specifications is not a constraining factor to competitive bidding, explain why only one person or firm can meet the required schedule.

N/A

3. Outline the required schedule by delivery or completion dates and explain the reasons why the schedule is critical.

The City would like to implement an executive search as soon as is feasible. The lack of a Chief Administrator of OPS will negatively impact the Office's capabilities and effectiveness.

The announcement of the resignation of the current head of OPS as well as the intent to retain a national search firm to seek a new Chief Administrator of the Police Department's Office of Professional Standards through a screening and recommendation process was announced on 9 October 2006.

4. Describe in detail what impact delays for competitive bidding would have on City operations, programs, costs and budgeted funds.

Delays for competitive bidding would negatively affect the functionality and effectiveness of the work of OPS. The current director of OPS will be leaving her post shortly and, thereafter, a new director will be promptly required to ensure that the direction and executive requirements of OPS will not suffer and that it will be able to accomplish its core mission.

() EXCLUSIVE OR UNIQUE CAPABILITY

1. If contemplating hiring a person or firm as a Professional Service Consultant, explain in detail what professional skills, expertise, qualifications, other factors make this person or firm exclusively or uniquely qualified for the project. Attach copy of cost proposal and scope of services.

See attached.

2. Does the proposed firm have personnel considered unquestionably predominant in the particular field?

Yes. See attached.

3. What prior experience of a highly specialized nature does the person or firm exclusively possess that is vital to the job, project or program?

See attached.

4. What technical facilities or test equipment does the person or firm exclusively possess of a highly specialized nature which is vital to the job?

N/A

5. What other capabilities and/or capacity does the proposed firm possess which is necessary for the specific job, project or program which makes them the only source who can perform the work within the required time schedule without unreasonable costs to the City?

See attached.

6. If procuring products or equipment, describe the intended use and explain any exclusive or unique capabilities, features and/or functions the items have which no other brands or models, etc. possess. Is compatibility with existing equipment critical from an operational standpoint? Explain why.

N/A

7. Is competition precluded because of the existence of patent rights, copyrights, trade secrets, technical data, or other proprietary data? Attach documentation verifying such.

N/A

8. If procuring replacement parts and/or maintenance services, explain whether or not replacement parts and/or services can be obtained from any other sources? If not, is the proposed firm the only authorized or exclusive dealer/distributor and/or service center? If so, attach letter from manufacturer.

N/A

() OTHER

1. Explain other related considerations and attach all applicable supporting documents (an approved Information Technology Strategy Committee (ITSC) form, an approved Request for Individual Contract Services form, etc.)

APPROVED BY:

Mara S. Georges
Department Head
Or Designee

11-2-06
Date

[Signature]
Board Chairperson

11/7/06
Date

S. S. R. E.

DATE 11/7/06

APPROVED DWY

CONDITIONALLY
APPROVED _____

RETURN TO DEPT _____

DISAPPROVED _____

**CITY OF CHICAGO
 PURCHASE REQUISITION**

Copy (Department)

DELIVER TO: 031-2005 30 LASALLE 30 N. LA SALLE ST. ROOM 1720 Chicago, IL 60602	REQUISITION: 30979 PAGE: 1 DEPARTMENT: 31 - DEPARTMENT OF LAW PREPARER: Patrick J Ryan NEEDED: 11/29/2006 APPROVED: 11/27/2006
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REQUISITION DESCRIPTION

Office of Professional Standards Director for the City of Chicago Police Department Search Assistance: PERF
 SPECIFICATION NUMBER: 53118

COMMODITY INFORMATION

LINE	ITEM	QUANTITY	UOM	UNIT COST	TOTAL COST						
1	91885	1.00	USD	0.00	0.00	Office of Professional Standards Director for the City of Chicago Police Department Search Assistance: PERF					
SUGGESTED VENDOR:						REQUESTED BY: Patrick J Ryan					
DIST	BFY	FUND	COST CTR	APPR	ACCNT	ACTV	PROJECT	RPT CAT	GENRL	FUTR	Dist. Amt.
1	006	0100	0994431	0931	220931	0000	00000000	000000	00000	0000	0.00
LINE TOTAL:											0.00
REQUISITION TOTAL:											0.00

Where a commodity is for a particular or unique use other than standard quality, grades, color, size or other characteristics, give details of how it will be and for what purpose.
 Requisitions prepared incorrectly will be returned to the using department.

Overview

The City of Chicago Law Department requests the award of a sole source contract to the Police Executive Research Forum (PERF) to assist in the selection of the Office of Professional Standards Director for the City of Chicago Police Department. PERF's experience in providing successful executive search services, its history of working to improve police standards and practices, and long-standing working relationship with the City of Chicago, Chicago Police Department and the community affords PERF the exclusive and unique qualifications needed to justify a non-competitive procurement award. Further, PERF's network of progressive police executives and international subject matter experts from academia, law enforcement, and other related fields will serve as an unmatched resource for identifying the best and most qualified applicant pool. The combination of these unique skills, qualifications and resources provides only PERF with the exclusive knowledge and insight required for successfully filling this position.

About PERF

PERF is a national, non-profit, membership organization for police executives. Founded in 1977, PERF was formed to improve the delivery of police services and to increase the effectiveness of crime control by: 1) exercising strong national leadership; 2) facilitating public debate of police and criminal justice issues; 3) conducting research and developing policy; and, 4) providing vital management and leadership services to police agencies nationwide. Since its founding, PERF has been the premiere police research organization, leading the profession in developing standards for police and improving police professionalism. In addition to conducting research, PERF is also known for providing high quality management services, technical assistance and training.

Another distinguishing feature of this organization is that PERF members lead the agencies that deliver policing services to over 50 percent of the U.S. population. PERF members are also active in other professional organizations and are called upon to testify before local councils and boards, state legislatures, and the Congress of the United States. PERF and its members are often quoted in policing publications, and cited as objective sources in both national and local media accounts of criminal justice issues.

Executive Search Qualifications

PERF's range of work and in-depth knowledge and understanding of policing in America provides an unparalleled foundation for the provision of executive search services. In only the past five years, PERF has conducted or assisted with numerous nationwide searches for executive-level law enforcement

positions. PERF has conducted executive searches for police executives in a variety of jurisdictions including: the City of Los Angeles; the United States Capitol; Charlotte, North Carolina; Pittsburgh, Pennsylvania; Minneapolis, Minnesota; Prince George's County, Maryland; Tallahassee, Florida; Kansas City, Missouri; Trenton, New Jersey; Memphis, Tennessee; Lakeland, Florida; the Massachusetts Institute of Technology; the Kentucky State Police; the New Jersey State Police; Nashville, Tennessee; Montgomery County, Maryland; Wilmington, North Carolina; Jupiter, Florida; Boston University; Coral Springs, Florida, Springfield, Massachusetts; Charleston, South Carolina, Savannah, Georgia, and Colonial Heights, Virginia.

PERF also actively develops executive leaders. PERF sponsors and conducts the Senior Management Institute for Police (SMIP), which provides comprehensive professional management and executive development training to up-and-coming law enforcement executives. Convened annually in Boston, SMIP instructors include professors from leading universities, though primarily with faculty from Harvard University's Kennedy School of Government. SMIP is renowned as one of the leading police executive training programs in the nation. Further, PERF has developed and published some of the leading literature on executive leadership in the law enforcement field, including: *The American Law Enforcement Chief Executive: A Management Profile* (1985), *How to Rate Your Local Police* (1983), *Managing For Success: A Police Chief's Survival Guide* (1986), *How To Rate Your Chief* (1989), *Beyond Command and Control: The Strategic Management of Police Departments* (1991), *Removing Managerial Barriers to Effective Police Leadership* (1992), *Police Management: Issues and Perspectives* (1992), and *On the Dotted Line: Police Executive Contracts* (1992). The publication of two books on police executive selection issues highlights PERF's expertise in police chief selection. With the International City/County Management Association (ICMA) as co-publisher, PERF collaborated on *Police Chief Selection: a Handbook for Local Government*. PERF also produced a second book entitled, *Command Performance: A Career Guide for Police Executives*, a book written as a guide for rising police executives.

Professional Standards and Accountability Qualifications

In addition to PERF's record of providing superior executive search services, PERF has completed numerous projects that have helped police department's nationwide increase professionalism and officer standards and implement mechanisms for increasing accountability. PERF's leadership in this area was initially demonstrated by its role in establishing the Commission on Accreditation for Law Enforcement Agencies (CALEA); PERF's record of conducting policy-setting research on critical policing issues, such as racial profiling, use of force, and victim's issues continues to demonstrate this leadership role. Research, training and technical assistance efforts have focused on implementing guidelines on use of

force (including reengineering use of force systems and use of conducted energy devices), developing and implementing early warning systems, working under consent decrees, and strategies for improving accountability and enforcing professional standards. Some recent PERF publications highlighting this work include: *Citizen Review Resource Manual* (1995), *And Justice For All: Understanding and Controlling Police Use of Deadly Force* (1995), *The Nature of Community Policing Innovations: Do the Ends Justify the Means?* (1996), *Mental Illness: Police Response* (1996), *The Police Response to Mental Illness* (2002), the first authoritative work on racial profiling, *Racial Profiling: A Principled Response* (2001), *Chief Concerns: Exploring the Challenges of Police Use of Force* (2005), *Supervision and Intervention within Early Intervention Systems: A Guide for Law Enforcement Chief Executives* (2005), and *Strategies for Intervening with Officers through Early Intervention Systems: A Guide for Front Line Supervisors* (2006).

Recent Collaborations with the City of Chicago

PERF enjoys a close and longstanding working relationship with representatives from the Chicago Police Department, members of the faith community and citizen leaders. PERF and Chicago representatives have collaborated on numerous projects and several in the recent past. For example, Chicago leaders and PERF staff co-hosted two of six Department of Justice (COJ) funded *Executive Sessions* on homeland security and emergency preparedness issues in Chicago. The first session, held in June 2004 was entitled, "*Preparing to Partner for and Respond to Critical Incidents.*" In June 2003, as part of an effort to further engage law enforcement chief executives, other policing professionals and government policy makers, PERF and Chicago representatives also co-hosted the *Executive Session, "Working with Diverse Communities."* This session brought together ethnically diverse community leaders and advocates, police chiefs, sheriffs, and federal law enforcement officials to provide insight on such issues as interviewing and interrogation, bias crimes, racial profiling and immigration enforcement.

PERF has also worked with personnel from the Chicago Police Department and community leaders to make Chicago a national model for Value-Based Initiatives (VBI)—a project sponsored and funded by the Office of Community Oriented Policing Services (COPS Office). This project involved a series of over 40 forums held in Chicago. These forums, attended by community leaders and personnel from the Chicago Police Department, assisted the department in addressing the needs of the city's minority communities.

Other efforts have involved emergency operations planning and information sharing, technical assistance and demonstration projects in partnership with the Chicago Police Department. Examples of these efforts

include the Process Mapping of Investigations project, in which PERF—together with representatives from the police department—mapped out the entire process of the investigative components of calls for service, from calls receipt to arrest. The lessons learned from this study were described in the monograph *Process Mapping* and have been widely disseminated to law enforcement nationwide. PERF also assisted the police department in its development of the “Citizen and Law Enforcement Analysis and Reporting (CLEAR) Personnel Performance System (PPS).” This project involved extensive nationwide research of best practices concerning police internal investigation and citizen complaint processes and identified all of the potential performance characteristics that could be monitored in an effective early intervention system.

PERF’s previous work provides it with a unique understanding of the concerns and issues facing both the City as well as its citizens, particularly those related to public safety and policing. PERF’s involvement would guarantee that these issues and concerns would inform the search for the new Chief Administrator of the Office of Professional Standards.

Predominant Experience and Specialized Qualifications of Personnel

PERF personnel are unquestionably qualified and possess highly specialized experience in the area of executive searches related to policing and law enforcement related-positions.

The primary personnel that PERF would assign to the City of Chicago’s Office of Professional Standards executive search would be Mr. Chuck Wexler, Executive Director, PERF, and Andrea Luna, Senior Associate, PERF. In addition, various research and contractual staff would be involved.

Dr. Chuck Wexler

Chuck Wexler, appointed as the Executive Director of the Police Executive Research Forum (PERF) in 1993, leads a staff engaged in police and criminal justice research, management studies and consulting, publication of research findings, technical assistance, demonstration projects, and executive development and selection.

During his tenure at PERF, Wexler has been directly involved in numerous technical assistance, research and consulting projects to improve the delivery of police services. Examples of major projects include his work coordinating the development and implementation of a comprehensive anti-crime strategy in Minneapolis that is now a model for public-private cooperation. He has been involved in major projects in Chicago, Kansas City, Los Angeles, Washington, DC,

Kingston, Jamaica, London and the Middle East. In each of these projects his purpose is to more efficiently deliver policing services to the community. He oversaw PERF's analysis of the investigation into the Washington sniper incidents, serving as co-author of PERF's report, *Managing Multijurisdictional Cases: Lessons Learned from the Sniper Investigation*.

Prior to joining PERF, he worked as an assistant to the nation's first Director of the Office of National Drug Control Policy where he identified exemplary local initiatives and helped craft national policy. He also headed the Professional Development Division of the International Association of Chiefs of Police where he designed a national program for the selection of police chiefs and revamped and broadened executive development programs for police executives.

A native of Boston, Wexler held a number of key positions in the Boston Police Department. As Operations Assistant to the Police Commissioner, he played a central role in the agency's management of racial violence in the wake of court-ordered desegregation of the Boston School System. He was also instrumental in the development and management of the Community Disorders Unit, which earned a national reputation for successfully prosecuting and preventing racially motivated crime.

Wexler serves as an evaluator for the Ford Foundation's Innovations in Government Project.

Wexler graduated from Boston University with a liberal arts degree. He earned a masters degree in criminology from Florida State University and a Ph.D. in urban studies and planning from the Massachusetts Institute of Technology (MIT). He has been an instructor at Bowdoin College and MIT.

In February 2006 he was awarded an OBE (Order of the British Empire) for his extensive work with British and American police agencies.

Ms. Charlotte Lansinger

Charlotte Lansinger, PERF Project Consultant, has been a specialist in the field of police chief selection for over 16 years, first as the Director of Executive Search Services at the International Association of Chiefs of Police (IACP) for six years, and then co-founding PERF's executive search services with Dr. Wexler in 1994. Ms. Lansinger has assisted municipalities with the placement of more than 60 police executives in cities across the country. She has worked for 21

years in personnel selection and human resources management. Ms. Lansinger is active in law enforcement career counseling and has given numerous presentations on the topic. She has also served as project associate for the development and administration of various police promotional examinations and assessment centers. She is a co-author of *Command Performance: A Career Guide for Police Executives*, and a contributor to *Selecting a Police Chief: A Handbook for Local Government*, published by ICMA and PERF.

Ms. Lansinger holds a bachelor's degree in Government and Public Service from Indiana University of Pennsylvania.

Ms. Andrea Luna

Andrea Luna, PERF's Chief of Staff, is responsible for project management and administrative oversight of PERF's programs. Ms. Luna manages PERF's Executive Search services, coordinates new project development, oversees special projects and meetings, directs and participates in research and technical assistance projects, and serves as the liaison for PERF with federal agencies, other funders, national and international partners, and project consultants. Ms. Luna was promoted to Chief of Staff from the position of Senior Associate in 2006.

Prior to joining PERF, Ms. Luna served in a number criminal justice-related research and program administration positions. Ms. Luna directed grants and planning section of a state law enforcement agency and served as a state coordinator and director of the Office for Juvenile Justice and Delinquency Prevention (OJJDP) Enforcing Underage Drinking Laws Block Grant Program. Ms. Luna has also managed and participated in several federally funded research programs on crime and justice issues. She has a master's degree in criminal justice from the University of Memphis and bachelor's degree in Interdisciplinary Studies from Virginia Polytechnic Institute and State University.

Summary of Exclusive and Unique Qualifications

Because of PERF's existing relationships, highly-specialized expertise in professional policing standards and executive search fields and past performance on projects (in Chicago and executive searches nationwide), contracting with this organization to provide search services for identifying a new Director of the Office of Professional Standards is of immense benefit to the Chicago Police Department. PERF has an in-depth understanding of the importance of the position, the knowledge, skills and abilities required of the successful candidate, the specific needs of the city and the police department and the

*Police Executive Research Forum
Justification for Non-competitive Procurement
Attachment: Exclusive and Unique Capability*

extensive recruiting and referral network of the predominant professionals in the field—all of which are necessary to identify the best candidate for the position. No other agency is in such an advantageous position to assist.

Proposal to Provide Executive Search Services to the City of Chicago Department of Police

Scope of Work

The Police Executive Research Forum (PERF) would be pleased to provide professional assistance in the search for the Director of the Office of Professional Standards (OPS) for the City of Chicago Department of Police. For this search, PERF recommends a two-phase approach to assist in selecting the best and most qualified candidate. Our approach will involve the collaboration and input of all stakeholders. The following scope of work describes our proposed approach.

Stage 1: Assessment of the Blue Ribbon Panel's Needs and Expectations for the Director of OPS

Prior to initiating the national search process, PERF will work closely with the Blue Ribbon Panel (selection panel) to gain a detailed understanding of the city's needs and expectations of OPS and of the OPS director. We envision this process to include a series of meetings with the selection panel members to gain a historical perspective of OPS and related issues, to identify the office's strengths and weaknesses and to gain a better understanding of the type of individual who will be most effective as its director. Working under the guidance of the panel, PERF will also conduct a series of interviews with other individuals, such as members of the Police Board, key officials from the Chicago Police Department (e.g., Superintendent, Internal Affairs Director, General Counsel), other city department leaders and key community stakeholders.

To gain a national perspective, PERF may also engage other experts to provide insight on the important qualities and characteristics of successful OPS directors. PERF will also identify and review relevant documents, including the structure of OPS, historical issues, policies and procedures, and other general information about the city and police department. The information gathered during this stage will be used throughout the search process to recruit candidates and to ensure the best candidate for the position is selected.

Stage 2: Recruitment and Selection Process

Step 1: Outline Recruitment Plan

In collaboration with the Blue Ribbon Panel, a recruitment strategy will be developed. The recruitment strategy will use a variety of dissemination methods to ensure the appropriate audience is reached. Methods to advertise the position will be diverse and will maximize recruitment of a highly qualified and diverse candidate pool. Outreach will be made to a wide assortment of diverse organizations.

Step 2: Place Advertisements and Announcements

PERF will assist in the development of a position announcement for distribution to various media and criminal justice information outlets. PERF will solicit applications from qualified candidates through advertising in national and regional professional organizations, law enforcement and professional standards publications, direct mailing of position announcements, and most importantly, through active recruitment.

Step 3: Develop Position Profile

In addition to the announcement, a position profile will be developed using the information acquired in stage one. The position profile will be used as a tool in the recruitment process, providing potential candidates with a detailed look at all aspects of the position, including the structure of OPS and the roles and responsibilities of the position. The position profile is also useful, in an advisory sense, for the selection panel, as the document highlights the qualification criteria behind the decisions on screening all candidates.

Step 4: Actively Recruit Candidates

Relying on the knowledge and insight acquired in Stage 1, PERF will actively recruit qualified candidates for the position through our extensive network of police executives.

Step 5: Receive and Screen Applicants against Pre-Determined Criteria

Based on the set criteria, PERF will work with the Blue Ribbon Panel to conduct a preliminary screening of applications from all candidates and will narrow the candidate pool to those meeting the required qualifications.

Step 6: Conduct Detailed Screening Interviews with Candidates and Contact References

With the guidance of the panel, PERF staff will conduct detailed screening interviews with the qualified candidates. The selection process will target those candidates who offer superior skills and abilities and appear to have the personality and other traits desired by the selection panel. The interview format will include questions related to the candidates' work experience, management philosophy, and interest in the position, among others.

PERF will also conduct preliminary background and reference checks to identify additional information on a select group of candidates.

Step 7: Recommend Pool of Finalist Candidates

Based on each candidate's background, experience and management philosophy, PERF will work closely with the Blue Ribbon Panel to recommend a pool of the most qualified candidates.

Step 8: Provide Advice for Interviews and Interview Questions

During the interview phase of this search, PERF will be available for advice and input. We will prepare a list of possible questions for the interviewers and provide guidance on conducting the interviews and evaluating candidates.

Step 9: Maintain Documentation of Selection Activities

Throughout our involvement with the selection process, we will maintain detailed records of all activities related to the search. This documentation will be made available to the selection panel upon request.

Step 10: Notify Applicants of Final Selection

PERF will notify all applicants of the final selection action by letter and, upon request, will provide applicants with professional background information on the successful candidate.

PERF recommends that a full and complete background investigation be conducted on the individual selected for appointment as the Director of OPS. While we endeavor to provide a complete summary of each candidate's background, we are limited in terms of our investigative capacity. In all cases, a reputable investigative body should be engaged to conduct site interviews and detailed background investigations.

PROFESSIONAL EXPERIENCE

- **Police Executive Research Forum (PERF).** Executive Search Consultant. Manages the Executive Search Service, which includes the recruitment, evaluation and placement of police executives. 1993-present
- **International Association of Chiefs of Police (IACP).** Executive Search Director. Managed the Executive Search Service offered by the IACP. 1987-1993
- **Washington Metropolitan Area Transit Authority (WMATA).** Human Resources Generalist. Responsible for employment, labor relations, job classification, benefits administration, employee relations and career counseling. 1984-1987
- **Southern Maryland Hospital Center.** Employment Manager. Responsible for recruitment and placement of all hospital personnel, job analysis, wage and salary administration and the development of performance evaluation instruments. 1983-1984
- **Sewickley Valley Hospital.** Sewickley, Pennsylvania. Personnel Assistant. Responsible for recruitment and placement of all hospital personnel, benefits administration and employee counseling. 1981-1982
- **Gimbels Department Store.** Pittsburgh, Pennsylvania. Branch Personnel Manager. Responsible for employment, training, benefits administration, labor relations, scheduling and payroll. 1980-1981

PERF EXECUTIVE SEARCH PROJECTS

- * Savannah, GA, Police Chief Executive Search. 2006
- * Colonial Heights, VA, Police Chief Executive Search. 2006
- * Springfield, MA, Police Chief Executive Search. 2005
- * U.S. Capitol Police, Police Chief Executive Search. 2002
- * University Park, MD, Police Chief Executive Search. 2002
- * Miamisburg, OH, Police Chief Executive Search. 2002
- * Grand Junction, CO, Police Chief Executive Search. 2001
- * Fayetteville, NC, Police Chief Executive Search. 2001
- * Lakeland, FL, Police Chief Executive Search. 2001
- * Ann Arbor, MI, Police Chief Executive Search. 2001
- * Killeen, TX, Police Chief Executive Search. 2001
- * Northern Virginia Criminal Justice Academy, Executive Director Search. 2000
- * State of Kentucky, Police Commissioner Executive Search. 2000
- * Front Royal, VA, Police Chief Executive Search. 2000

- * Memphis, TN, Police Director Executive Search. 2000
- * Waco, TX, Police Chief Executive Search. 2000
- * Riverside, CA, Recruitment Assistance for Police Chief. 1999
- * Memphis Crime Commission, President Executive Search. 1999
- * Portland, OR, Recruitment Assistance for Police Chief. 1999
- * Acton, MA, Police Chief Executive Search. 1999
- * Trenton, NJ, Police Director Executive Search. 1999
- * Salisbury, NC, Police Chief Executive Search. 1999
- * University of Missouri, Police Chief Executive Search. 1998
- * Grand Rapids, MI, Police Chief Executive Search. 1998
- * Hoover, AL, Police Chief Executive Search. 1998
- * Middletown, CT, Police Chief Executive Search. 1998
- * New Bern, NC, Police Chief Executive Search. 1997
- * New Bedford, MA Police Chief Executive Search. 1997
- * Gainesville, FL, Police Chief Executive Search. 1997
- * Pittsburgh, PA, Police Chief Executive Search. 1996
- * Kansas City, MO, Police Chief Executive Search. 1996
- * New Jersey Transit, Police Chief Executive Search. 1995
- * Prince George's County, MD, Police Chief Executive Search. 1995
- * Brookline, MA, Police Chief Executive Search. 1995
- * Richmond, VA, Police Chief Executive Search. 1995
- * Minneapolis, MN, Police Chief Executive Search. 1995
- * Jackson, MS, Police Chief Executive Search. 1994
- * New Orleans, LA, Police Chief Executive Search. 1994
- * Charlotte, NC, Police Chief Executive Search. 1994
- * Georgetown, TX, Police Chief Executive Search. 1994
- * Lee's Summit, MO, Police Chief Executive Search. 1993
- * Tallahassee, FL, Police Chief Executive Search. 1993

IACP PROJECTS

- * Springfield, MO, Candidate Evaluations for Chief. 1993
- * Portland, OR, Police Chief Executive Search. 1993
- * Whitefish Bay, WI, Police Chief Executive Search. 1993
- * Grapevine, TX, Candidate Evaluations for Chief. 1992
- * Port of Portland, OR, Police Chief Executive Search. 1992
- * Frederick, MD, Police Chief Executive Search. 1992
- * Fox Point, WI, Director of Public Safety Assessment Center. 1992
- * Peoria, IL, Assistant Superintendent Executive Search. 1991
- * Vanderburgh County, IN, Chief Deputy Assessment Center. 1991
- * University of Colorado, Police Chief Executive Search. 1991
- * Columbia Borough, PA, Narrative Profile for Chief. 1991
- * Evansville, IN, Police Chief Assessment Center. 1990
- * Peoria, IL, Police Superintendent Executive Search. 1990
- * Annapolis, MD, Police Chief Executive Search. 1990
- * Lakeland, FL, Police Chief Executive Search. 1990
- * Naperville, IL, Police Chief Executive Search. 1990

- * Washington Metropolitan Airports Authority, Police Chief Executive Search. 1990
- * Aurora, IL, Police Chief Executive Search. 1989
- * Cape Coral, FL, Police Chief Executive Search. 1989
- * Joliet, IL, Police Chief Executive Search. 1989
- * East Hartford, CT, Police Chief Executive Search. 1989
- * Springfield, MO, Police Chief Executive Search. 1989
- * Englewood, OH, Police Chief Executive Search. 1988
- * Bristol, RI, Police Chief Executive Search. 1988
- * Hudson, NH, Police Chief Executive Search. 1988
- * Braintree, MA, Police Chief Executive Search. 1987

- * Project associate for development and administration of various police promotional examinations and assessment centers.
- * Instructor of training programs on law enforcement career development and the Americans with Disabilities Act.
- * Developed job analysis instrument for use in police chief selection processes.
- * Developed manual for assessor training.
- * Developed format for promotional potential evaluation for rank of Lieutenant, Peoria, IL. 1992
- * Coordinator of the Division of State Associations of Chiefs of Police. 1991
- * Project associate for validation of Drug Recognition Technician Certification examinations under a grant from the National Highway Traffic Safety Administration. 1991/1992

RELATED CONSULTING PROJECTS

- * Developed materials for an awareness campaign on issues related to small businesses and the Americans With Disabilities Act for the Equal Employment Opportunity Commission and the Small Business Administration. 1993
- * Conducted executive search consulting for the selection of Fire Chief for the City of Georgetown, TX (1995 and 1997), Prince George's County, MD (1996) and the City of Grand Rapids, MI (1999). Also for Prince George's County, conducted searches for Corrections Director (1997) and Deputy Fire Chief (1999).
- * Conduct interviews with police officer candidates for the City of Georgetown, TX. 1994 to present

PUBLICATIONS

- * Bill Kirchhoff, Charlotte Lansinger and Jim Burack , Command Performance: A Career Guide for Police Executives (Washington, DC: Police Executive Research Forum, 1999)
- * Chuck Wexler and Charlotte Lansinger, Selecting a Police Chief: A Handbook for Local Government, Chapter One, The Selection Process (Washington, DC: Police Executive Research Forum/International Association of City/County Managers, 1999)
- * "Upgrading Computerized Records Management," *Police Chief* magazine, May, 1992.
- * "Equipping Police Vehicles," *Police Chief* magazine, February, 1993.

EDUCATION

Indiana University of Pennsylvania, Bachelor of Arts degree in Political Science, concentration in Government and Public Service. 1980

Andrea Luna

Chief of Staff

*Police Executive Research Forum
1120 Connecticut Ave., NW Suite 930
Washington, DC 20036
aluna@policeforum.org
202.466.7820*

Experience

July 2006 – Present

Chief of Staff, Police Executive Research Forum, Washington, DC

Responsible for project management and financial and administrative oversight of PERF's programs. Manages PERF's Executive Search services; coordinates new project development; oversees special projects and meetings; directs and participates in research and technical assistance projects; and serves as a liaison for PERF with federal agencies, other funders, national and international partners, and project consultants.

September 2004 – July 2006

Senior Associate, Police Executive Research Forum, Washington, DC

Managed and administered funding awards from the US Agency for International Development (USAID) and Department of Justice (DOJ); implemented international and domestic policing programs, and managed all program administrative and fiscal activities; wrote, negotiated, and managed grants and contracts with grantees, consultants and vendors; identified and developed new international and domestic policing initiatives; developed concept papers and grant proposals; managed and supported the overseas PERF office, including in-country staff and consultants; prepared project reports, deliverables and publications

Project Work:

Project Manager and Co-Principal Investigator, *Law Enforcement Preparedness for Public Health Emergencies: Guidance and Resource Development and Dissemination*. (Bureau of Justice Administration). Project to review current practices and develop publications and resources for law enforcement on preparedness for public health emergencies. Responsible for managing the daily administrative and financial aspects, and directing technical approach. Primary liaison with project funder and partners.

Project Director, *Police Response to Public Health Emergencies*. (Bureau of Justice Administration). Research project to develop issue paper for law enforcement on the police role in public health emergencies. Manage the daily administrative and financial aspects; provide technical guidance on activities; primary liaison with project funder and partners; co-author of final publication.

Project Director, *Sustaining and Bridging Activity for the Pilot Community Policing Initiative in Grants Pen*. (U.S. Agency for International Development). Technical assistance/demonstration project. Manage the daily administrative and financial aspects of the Kingston-based community policing initiative; Provide technical guidance on activities; develop work plans, project budgets and reports; Primary liaison with project funder and partners.

Project Director, *Building Community Capacity: A Partnership for Developing Trust and Reducing Violence in Inner City Communities*. (U.S. Agency for International Development). Technical assistance/demonstration project. Manage the daily administrative and financial aspects of the Kingston-based community policing initiative. Provide technical guidance on activities; develop work plans, project budgets and reports. Primary liaison with project funder and partners and author of project publication.

Project Manager, *Improving the Police Response to Domestic Elder Abuse.* (Office for Victims of Crime). Research and curriculum development project; responsible for overall project management; oversee some of the project's technical direction; maintain on-going correspondence with project staff, consultants and advisory board members; primary project liaison with OVC project monitor; co-author of project deliverables.

January 2002 – September 2004

Consultant, Police Executive Research Forum, Washington, D.C.

March 2004 – September 2004

Consultant, Texans Standing Tall/Mothers Against Drunk Driving, Austin, TX

June 2004 – September 2004

Consultant, Pacific Institute for Research and Evaluation, Calverton, MD

January 2002 – December 2003

Planner II/Program Administrator, Texas Alcoholic Beverage Commission, Austin, TX

Directed the agency's *Grants and Planning* section; managed all agency grant programs, fiscal activities and other administration, including supervising staff and agency personnel working on grant-funded projects; developed and wrote grant proposals; planned and implemented statewide programs; developed agency pass-through funding process; negotiated and managed sub grant awards to approximately ten other agencies and organizations; prepared grant reports, publications, training materials, presentations, and directed the preparation of grant and program-related public information resources; planned and facilitated grant-related agency meetings and statewide conferences; presented agency grant-related program information at conferences and trainings statewide; responded to public and media inquiries

October 1999 – January 2002

Research Associate, Police Executive Research Forum, Washington, D.C.

Directed and managed national law enforcement research, training and technical assistance projects; wrote research and technical assistance proposals; developed research studies and qualitative and quantitative survey instruments; collected and analyzed data; conducted police department site visits and interviews; developed and wrote law enforcement training curricula and model policy; presented research papers and case studies and represented PERF at local, state and national law enforcement conferences and seminars

Education

January 1998 - May 1999

M.A., Criminology and Criminal Justice, University of Memphis, Memphis, TN

August 1994 - Dec 1997

B.A., Interdisciplinary Studies, Virginia Polytechnic Institute & State University, Blacksburg, VA

Training Certifications

USAID Contracts

Association of PVO Financial Managers Training

USAID Rules and Regulations

Contract/Grant Administration

Purchase Policies and Procedures Guide Workshop

Effective Grants Management Series

Single Audit OMB Circular A-133

Cash Management Information Act

CHUCK WEXLER
Police Executive Research Forum
1120 Connecticut Avenue, N.W.
Suite 930
Washington, DC 20036
(202) 466-7820

Professional Experience:

May, 1993 – Present **Police Executive Research Forum (PERF)**
Executive Director

Direct the daily operations of a national organization of police chief executives who are dedicated to improving policing practices through innovative research, national leadership and debate. Responsible for the management of staff who conduct research, management studies, executive development and demonstration projects for some of the nation's largest jurisdictions. Routinely provide advice to Congress, the Administration, mayors, city managers and police executives on critical criminal justice issues, and direct crime control and police reform projects nationally and internationally.

Examples of major projects include implementation of a comprehensive anti-crime strategy in Minneapolis that is now a model for public-private cooperation in 1995 and then asked back in 2005 to again assist the city with reduction of homicides. Involvement in major projects in Chicago; Kansas City; Los Angeles; Kingston, Jamaica; London and the Middle East. In each of these projects the objective was to more efficiently deliver policing services to the community.

1993 **Partnership for a Drug-Free America/National Workplace Initiative**
Director, Washington Office

Managed the Washington office which enlisted the support of major corporations to assist medium and small companies in developing drug-free workplace programs.

1991-1992 **President's Drug Advisory Council**
Director, Special Projects

Developed private sector initiatives in concert with federal policy to reduce substance abuse in the workplace. Worked with major corporations across the country on drug-free workplace policies.

1989-1991 **Office of National Drug Control Policy, Office of the Director**
Special Assistant to the Director
Executive Office of the President

Served as senior advisor to the Director on broad policy issues related to law enforcement and the administration of justice. Conducted research and short-term feasibility studies and developed policy options for the Director. Served as Director's representative to the President's Drug Advisory Council.

1986-1989 **International Association of Chiefs of Police**
Director, Professional Development Division

Managed the Division which included the Executive Search Service, Domestic Training and Testing. Supervised and directed all staff activities. Developed a comprehensive system for the selection of police executives and worked with city managers and mayors across the country to recruit qualified candidates for local jurisdictions.

1975-1986

Boston Police Department

Served in a variety of senior-level administrative positions in the Boston Police Department. Major positions included Operations Assistant to the Police Commissioner, which involved policy development and program oversight. In this position, had oversight responsibility for the Community Disorders Unit which earned a national reputation for the implementation of innovative strategies to reduce racially motivated crime. Other positions included Director of the Planning and Research Division, Management Analyst, Assistant to the Director and intern at the Police Academy. Major accomplishments in these positions included the implementation of performance standards in each police district, the evaluation of team policing, the establishment of a suicide prevention program in detention facilities and the development of a department-wide hostage negotiation program.

Academic Experience:

1985

Bowdoin College
Department of Sociology and Anthropology, Visiting Assistant Professor

Taught an introductory course in criminal justice

1976-1981

Massachusetts Institute of Technology
Department of Urban Studies and Planning, Instructor (1978-1981)

Taught undergraduate courses on police, courts, corrections and theories of crime

Undergraduate Research Opportunities Program Coordinator (1976-1977)

Placed and supervised students in academically challenging fieldwork assignments

Teaching Assistant (1976-1977)

Assisted in the teaching of criminal justice courses

Other Work Experience:

1991 - 2000

Innovations in State and Local Government

Evaluator and team leader for the Ford Foundation Innovations program at the Kennedy School of Government

1989, 1990

Executive Session on Policing -- Cambridge (Kennedy School of Government)

1989, 1991, 1998, 1999

National Institute of Justice, Washington, DC
Bureau of Justice Assistance, Washington, DC

Served on peer review panels

1989

Ethics and Public Policy Center, Washington, DC

Edited a textbook on the study of ethics for police officers

1978-1986

ABT Associates, Cambridge, MA

Conducted research on a national project that analyzed uncommitted patrol time and developed innovative strategies for improved service delivery.

1977

Boston Fenway Program, Boston, MA

Advised the director on the development of a creative policing design for the Back Bay section of Boston

Education:

Ph.D., Urban Studies and Planning, Massachusetts Institute of Technology, Cambridge, MA, June, 1984
(area of specialization: Criminal Justice Planning and Public Policy)

M.S., Criminology, Florida State University, Tallahassee, FL, August, 1975

B.A., Psychology, Boston University, Boston, MA, May, 1972

Publications/Monographs:

Gerard R. Murphy and Chuck Wexler with Heather J. Davies and Martha Plotkin. October 2004.
Managing a Multijurisdictional Case: Identifying Lessons Learned from the Sniper Investigation.
Washington, DC: Police Executive Research Forum.

Chuck Wexler and Charlotte Lansinger, "The Selection Process" in Selecting a Police Chief: A Handbook for Local Government, International City/County Management Association/Police Executive Research Forum, 1999)

Chuck Wexler and Gary T. Marx, "When Law and Order Works," Crime and Delinquency, April, 1986

Chuck Wexler and Gary T. Marx, "When Law and Order Works: Boston's Innovative Program for Dealing with Racial Violence," paper presented at the annual research conference of the Association for Public Policy Analysis and Management, New Orleans, October, 1984

Chuck Wexler, Policing Racial Violence in Boston: A Case Study of an Innovative Program, Ph.D. Thesis, M.I.T., 1984

Chuck Wexler and Francis M. Roache, "Turning the Corner on Racial Violence: The Boston Experience," FBI Law Enforcement Bulletin, November, 1983, vol. 52, number 11

Other:

Presented with the Most Excellent Order of the British Empire Award (OBE) by the British Ambassador Sir David Manning on February 10, 2006.

POLICE EXECUTIVE RESEARCH FORUM
 1120 Connecticut Ave. NW, Suite 930
 Washington, DC 20036

Estimated Budget- Executive Search Services for the City of Chicago \$ 67,999.41

A. PERSONNEL

	Hours	Hourly Rate	TOTAL
Chuck Wexler, Executive Director	75.00	\$ 88.00	\$ 6,600.00
Andrea Luna, Senior Associate	100.00	\$ 38.66	\$ 3,866.00
Research Assistant	100.00	\$ 19.00	\$ 1,900.00
	0.00	\$ -	\$ -
Total Personnel			12,366.00

B. FRINGE BENEFITS

	Rate	Amount
Paid Leave	16.65%	2,058.94
Fringe Costs	29.05%	3,592.32
Total Fringe Benefits		5,651.26

C. TRAVEL

(PERF Staff and Consultants)

	Days	Price	# Trips	# Persons	Amount
Air Fare	1	\$ 800.00	5	2	\$ 8,000.00
Hotel	2	\$ 150.00	5	2	\$ 3,000.00
Meals	3	\$ 65.00	5	2	\$ 1,950.00
Local Transportation (AMTRAK)	1	\$ 150.00	5	1	\$ 750.00
Total Travel					13,700.00

D. EQUIPMENT

	Number	Price	Amount
Total Equipment			-

E. CONSTRUCTION

F. Contractual

	Hours	Rate	Amount
Charlotte Lansinger			\$ 10,000.00
Total Consultants			10,000.00

G. OTHER DIRECT COSTS

	Days	Sites	Cost	Months	Amount
Copying			\$ 42.00	6	\$ 252.00
Postage and Delivery			\$ 90.00	6	\$ 540.00
Advertising					\$ 2,500.00
Telephone			\$ 120.00	6	\$ 720.00
Total Other Direct Costs					4,012.00

TOTAL DIRECT COSTS

46,729.26

H. INDIRECT COSTS (48.70% of Direct Costs)

48.70% 22,270.15

I. SUBCONTRACT EXPENSES

	Cost	Months	Amount
Total Subcontract Expenses			-

TOTAL EXPENSES

\$ 67,999.41

Note: Additional expenses for advertising and expenses for candidate travel will be direct billed at actual cost.

PERF Executive Search Services for the City of Chicago Police Department
 Office of Professional Standards Director
 Estimated Project Timeline

Objectives/Tasks		Months					
		1	2	3	4	5	6
Stage 1:	Assessment of the Blue Ribbon Panel's Needs and Expectations						
	Conduct initial meeting with the Blue Ribbon Panel	■					
	Identify other key individuals to interview	■					
	Conduct interviews with identified individuals	■					
	Engage other experts as needed	■					
Stage 2:	Recruitment and Selection Process						
	Outline/finalize recruitment plan	■					
	Place advertisements and announcements	■	■				
	Develop position profile	■	■				
	Actively recruit candidates	■	■	■	■	■	
	Receive and screen applicants against pre-determined criteria	■	■	■	■	■	
	Conduct detailed screening interviews with candidates	■	■	■	■	■	
	Contact references	■	■	■	■	■	
	Recommend a pool of finalist candidates	■	■	■	■	■	
	Provide advice for interviews and interview questions	■	■	■	■	■	
	Maintain documentation of recruitment/selection activities	■	■	■	■	■	
	Notify applicants of final selection	■	■	■	■	■	