



**DEPARTMENT OF PROCUREMENT SERVICES
NON-COMPETITIVE REVIEW BOARD (NCRB) APPLICATION**

Complete this cover form and the **Non-Competitive Procurement Application Worksheet** in detail. Refer to the page entitled **"Instructions for Non-Competitive Procurement Application"** for completing this application in accordance with its policy regarding NCRB. Complete "other" subject area if additional information is needed. Subject areas must be fully completed and responses merely referencing attachments will not be accepted and will be immediately rejected.

Department	Originator Name	Telephone	Date	Signature of Application Author 
Police	Fred Waller	312/745-5210	1/13/2017	
Contract Liaison	Email Contract Liaison	Telephone		
Brown, Joel	joel.brown@chicagopolice.org	312/745-5640		

List Name of NCRB Attendees/Department

Fred Waller
Joel Brown

Request NCRB review be conducted for the product(s) and/or service(s) described herein.

Company: University of Chicago Crime Lab

Contact Person:	Phone:	Email:
Michael Weis	847.602.1656	mweis@uchicago.edu

Project Description: In September of 2016, the Superintendent of Police, as a member of the Violence Reduction Network (VRN), worked with the Department of Justice on the assessment, development and implementation of crime fighting strategies to help address an increase in violence and to build on the work underway by the University of Chicago Crime Lab.

This is a request for:

New Contract

Amendment / Modification

Contract Type

Blanket Agreement Term: 12 (# of mo)

Standard Agreement

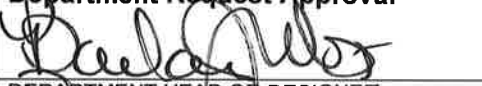
Type of Modification

Time Extension **Vendor Limit Increase** **Scope Change**

Contract Number: _____

Specification Number: _____

Modification Number: _____

Department Request Approval	Recommended Approval
 DEPARTMENT HEAD OR DESIGNEE	_____ BOARD CHAIRPERSON
<u>Barbara Weis</u> PRINT NAME	_____ PRINT NAME
<u>1/20/17</u> DATE	_____ DATE

(FOR NCRB USE ONLY)

Recommend Approval/Date: _____

Return to Department/Date: _____

Rejected/Date: _____

Approved **Rejected**

CHIEF PROCUREMENT OFFICER

DATE



DEPARTMENT OF PROCUREMENT SERVICES
NON-COMPETITIVE REVIEW BOARD (NCRB) APPLICATION
JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT WORKSHEET

All applicable information on this worksheet must be addressed using each question found on the "Instructions for Non-Competitive Procurement Application" in this application.

Justification for Non-Competitive Procurement Worksheet

PROCUREMENT HISTORY

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

A: As a member of the Violence Reduction Network (VRN) The Superintendent of Police worked with the federal government on the assessment, development and implementation of crime fighting strategies to help address an increase in violence. In September of 2016, the U.S. Department of Justice, Bureau of Justice Assistance engaged a team of experts to conduct the assessment phase of the project. During that engagement, the team required technical assistance, data analysis and specialized expertise that was available from The University of Chicago Crime Lab. After five months of work and collaboration on the assessment phase, the team has begun to implement the strategies of the project. At the end of January 2017 the funding provided by DOJ will come to an end and CPD would like to begin funding the continuation of this project as of March 2017.

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

A: This is a first time requirement.

3. Explain attempts made to competitively bid the requirement (attach copy of sources contacted).

A: There have been no attempts to competitively bid this requirement.

4. Describe in detail all research done to find other sources: list other cities, companies in the industry, professional organizations contacted. List periodicals and other publications used as references.

A: Based on the initial collaboration, no other research has been conducted.

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

A: This is a one time request.

6. Explain whether or not future competitive bidding is possible. If not explain in detail.

A: Not applicable as this is a one-time request.



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ESTIMATED COST

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

A. Estimated cost is \$1,117,819.00. The Police Department is the funding source.

2. What is the estimated cost by fiscal year?

A: Approximately \$931,515- 2017

B: Approximately \$186,304 - 2018

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.)

A. Organization name: The University of Chicago, Crime Lab (Cost Proposal attached)

Project Title: Chicago Crimefighting Initiative

Project Performance Period: 3/1/2017 - 2/28/2018

Title Allocation Expense

Research Director/PI 10% 19,470

Executive Director 20% 49,324

Research Manager 10% 9,735

Data Analyst 100% 110,330

Data Analyst 100% 110,330

Finance Director 25.0% 40,563

Operations and HR Manger 25.0% 45,430

IT Director 10.0% 18,172

IT Support Specialist 10.0% 12,980

Data Acquisitions Manager 20.0% 31,152

Communications 10.0% 16,225

Meetings with CPD & other Partners 10,000

University of Chicago Travel 7,500

Computer hardware/software 11,200

Consultants 440,000

Consultant Travel 130,000

IT Services 55408

TOTAL PROJECT COSTS 1,117,819



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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.

A: The Contractor and the federal government and the City of Chicago have a substantial dollar amount, as well as the Crime Lab's in-kind contribution, invested in the design, assessment, collaboration, data sharing and personnel involved in this project and to consider another source would require a significant additional investment in training and research in order to get to the same level of expertise and technical knowledge.

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

A: The University of Chicago agreed to no ndirect cost and all of the contractors on this project are conducting this work at or below fair market value.

SCHEDULE REQUIREMENTS

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

A: Since the funding was originally coming from the federal government and the ultimate scope and nature of the project were not known, the implementation schedule was just developed beginning January 2016.

7. 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.

A: Not applicable.

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

A: Not applicable.

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

A: Not applicable.

EXCLUSIVE OR UNIQUE CAPABILITY



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JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT WORKSHEET**

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

A: The University of Chicago Crime Lab is uniquely qualified to fulfill this statement of work, please see attached letter for additional information.

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

The University of Chicago Crime Lab is submitting a set of documents to qualify as a sole source provider for the Chicago Crimefighting Initiative. CPD wish to outline why the Crime Lab is uniquely qualified to perform the services.

Founded in 2008, the University of Chicago Crime Lab works with cities to identify, test, and scale promising approaches to reducing crime and violence. As part of the University of Chicago Urban Labs, the Crime Lab is one of five labs working to address major social challenges across five key dimensions of urban life: crime, education, health, poverty, and energy & environment. The Crime Lab uses insights from randomized controlled trials, predictive analytics, and other rigorous scientific methods to help cities better understand who benefits most from policy interventions and why.

From its earliest days, the Crime Lab has worked closely with the Chicago Police Department (CPD) in a wide array of capacities, from doing data-intensive, technical assistance projects, to conducting large-scale evaluations of CPD initiatives and strategies. In order to facilitate this work, the University of Chicago Crime Lab has had a long-standing Master Data Sharing Agreement in place with the CPD. The Crime Lab has invested significant time to learn the Department's data, systems, and processes, and formed close working relationships with Department personnel.

The portfolio of the Crime Lab's work with the CPD illustrates the depth of their partnership with the Department. They are assisting in the development of an Early Intervention System (EIS) to pre-emptively identify officers in need of additional training and supports, and are also conducting a process evaluation of the Department's Gang School Safety Team, which responds to incidents of violence involving students in Chicago Public Schools. In collaboration with the CPD and departments across the country, the Crime Lab is carrying out a study of underground gun markets to further our understanding of how the highest risk individuals are accessing guns. Finally, they are leveraging their expertise in behavioral science to study officer motivation and productivity, and to develop methods of soliciting information on possession of illegal guns in high-risk communities as part of the Gun Tip Line project.

In addition to their familiarity with the CPD, the Crime Lab is nationally recognized as a leader in



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the study of crime prevention policy and rigorous evaluation methods, and it possesses unique capabilities and capacity to assist the Department in its reform efforts. The Crime Lab can provide the in-kind contribution of additional staff and the expertise of its network of affiliates around the country, who possess deep subject matter expertise on matters of policing and public policy. For another potential vendor to carry out this work in the manner in which the Crime Lab has done, this would require several years of expertise in CPD to develop CPDs' policies, procedures, data and IT Infrastructure. Given the urgency of the crisis facing the City of Chicago, a drawn out process would serve neither the city, the police department, nor our residents.

The Crime Lab would partner with the existing team assembled by the Department of Justice who have unquestionably predominant subject matter expertise in the type of reform being implemented in Chicago. The team brought in by the DOJ have successfully designed and implemented this similar strategies in Los Angeles, and successfully helped replicate it in other cities (Milwaukee, New Orleans). As such, the combination of the Crime Lab and this team represents a uniquely qualified partnership to carry out the work requested by the Chicago Police Department.

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

Founded in 2008 the University of Chicago Crime Lab works with cities to identify, test, and scale promising approaches to reducing crime and violence. As part of the University of Chicago Urban Labs, the Crime Lab is one of five labs working to address major social challenges across five key dimensions of urban life: crime, education, health, poverty, and energy & environment. The Crime Lab uses insights from randomized controlled trials, predictive analytics, and other rigorous scientific methods to help cities better understand who benefits most from policy interventions and why.

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The portfolio of the Crime Lab's work with the CPD illustrates the depth of their partnership with the Department. They are assisting in the development of an Early Intervention System (EIS) to



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pre-emptively identify officers in need of additional training and supports, and are conducting a process evaluation of the Department's Gang School Safety Team, which responds to incidents of violence involving students in Chicago Public Schools. In collaboration with the CPD and departments across the country, the Crime Lab is carrying out a study of underground gun markets to further our understanding of how the highest risk individuals are accessing guns. Finally, they are leveraging their expertise in behavioral science to study officer motivation

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?

A: Not applicable

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?

The portfolio of the Crime Lab's work with the CPD illustrates the depth of their partnership with the Department. They are assisting in the development of an Early Intervention System (EIS) to pre-emptively identify officers in need of additional training and supports, and are conducting a process evaluation of the Department's Gang School Safety Team, which responds to incidents of violence involving students in Chicago Public Schools. In collaboration with the CPD and departments across the country, the Crime Lab is carrying out a study of underground gun markets to further our understanding of how the highest risk individuals are accessing guns. Finally, they are leveraging our expertise in behavioral science to study officer motivation and productivity, and to develop methods of soliciting information on possession of illegal guns in high-risk communities as part of the Gun Tip Line project.

In addition to its familiarity with the CPD, the Crime Lab is nationally recognized as a leader in the study of crime prevention policy and rigorous evaluation methods, and it possesses unique capabilities and capacity to assist the Department in its reform efforts. The Crime Lab can provide the in-kind contribution of additional staff and the expertise of its network of affiliates around the country, who possess deep subject matter expertise on matters of policing and public policy. For another potential vendor to carry out this work in the manner which benefits CPD would require several years to develop a close relationship with the Department, and to gain a similar level of access to its data.

The Crime Lab would partner with the existing team assembled by the Department of Justice



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who have unquestionable predominant subject matter expertise in the type of strategies being implemented in Chicago. The team brought in by the DOJ have successfully designed and implemented this similar strategy in Los Angeles, and successfully helped replicate it in other cities (Milwaukee, New Orleans). As such, the combination of the Crime Lab and this team represents a uniquely qualified partnership to carry out the work requested by the Chicago Police Department.

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, possess. Is compatibility with existing equipment critical from an operational standpoint? If so, provide detailed explanation?

A: Not applicable

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

A: The Crime Lab is nationally recognized as a leader in the study of crime prevention policy and rigorous evaluation methods, and it possesses unique capabilities and capacity to assist the Department in its strategic efforts.

The Crime Lab can provide the in-kind contribution of additional staff and the expertise of its network of affiliates around the country, who possess deep subject matter expertise on matters of policing and public policy. For another potential vendor to carry out this work in the manner which would require several years to develop a close relationship with the Department, and to gain a similar level of access to its data.

The Crime Lab would partner with the existing team assembled by the Department of Justice who have unquestionable predominant subject matter expertise in the type of reform being implemented in Chicago. The team brought in by the DOJ have successfully designed and implemented these strategies in Los Angeles, and successfully helped replicate it in other cities (Milwaukee, New Orleans). As such, the combination of the Crime Lab and this team represents a uniquely qualified partnership to carry out the work requested by the Chicago Police Department.

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 on company letterhead.

A: Not applicable

OTHER



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DEPARTMENT OF PROCUREMENT SERVICES NON-COMPETITIVE REVIEW BOARD (NCRB) APPLICATION INSTRUCTIONS FOR NON-COMPETITIVE PROCUREMENT APPLICATION

INSTRUCTIONS FOR PREPARATION OF NON-COMPETITIVE PROCUREMENT APPLICATION

If a City Department has determined that the purchase of supplies, equipment, work and/or services cannot be done on a competitive basis, a justification must be prepared on this "Justification for Non-Competitive Procurement Application" in which procurement is requested on a or non-competitive basis in accordance with 65 ILCS 5/8-10-4 of the Illinois Compiled Statutes. Using this instruction sheet, all applicable information must be addressed on the worksheet. The information provided must be complete and in sufficient detail to allow for a decision to be made by the Non-Competitive Procurement Review Board. For Amendments, Modifications, 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.

Attach a DPS Checklist and any other required documentation; the Board will not consider justification with incomplete information documentation or omissions.

PROCUREMENT HISTORY

1. Describe the requirement and how it evolved from initial planning to its present status.
2. Is this a first time requirement or a continuation of previous procurement from the same source? If so, explain the procurement history.
3. Explain attempts made to competitively bid the requirement (attach copy of sources contacted).
4. Describe in detail all research done to find other sources; list other cities, companies in the industry, professional organizations contacted. List periodicals and other publications used as references.
5. Explain future procurement objectives. Is this a one-time request or will future requests be made for doing business with the same source?
6. Explain whether or not future competitive bidding is possible. If not, explain in detail.

ESTIMATED COST

1. What is the estimated cost for this requirement or for each contract, if multiple awards are contemplated? What is the funding source?
2. What is the estimated cost by fiscal year?
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.)
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.
5. Explain what negotiation of price has occurred or will occur. Detail why the estimated cost is deemed reasonable.

SCHEDULE REQUIREMENTS

1. Explain how the schedule was developed and at what point the specific dates were known.
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.
3. Outline the required schedule by delivery or completion dates and explain the reasons why the schedule is critical.
4. Describe in detail what impact delays for competitive bidding would have on City operations, programs, costs and budgeted funds.

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, and/or other factors make this person or firm exclusively or uniquely qualified for the project. Attach a copy of the cost proposal, scope of services, and **Temporary Consulting Services Form**.
2. Does the proposed firm have personnel considered unquestionably predominant in the particular field?
3. What prior experiences of a highly specialized nature does the person or firm exclusively possess that is vital to the job, project or program?
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?
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?
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, possess. Is compatibility with existing equipment critical from an operational standpoint? If so, provide detailed explanation?
7. Is competition precluded because of the existence of patent rights, copyrights, trade secrets, technical data, or other proprietary data (attach documentation verifying such)?
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 on company letterhead.

MBE/WBE COMPLIANCE PLAN

- * All submissions must contain detailed information about how the proposed firm will comply with the requirements of the City's Minority and Women Owned Business program. All submissions must include a completed C-1 and D-1 form, which is available on the Procurement Services page on the City's intranet site. The City Department must submit a Compliance Plan, including details about direct and indirect compliance.

OTHER

1. Explain other related considerations and attach all applicable supporting documents, i.e., an approved "ITGB Form" or "Request For Individual Hire Form".

REVIEW AND APPROVAL

This application must be signed by both Originator of the request and signed by the Department Head. After review and final disposition from the Board, this application will be signed by the Board Chairman. After review and final disposition from the Board, this form will be presented to the Chief Procurement Officer recommending approval.

Project Checklist

Attach required forms for each procurement type and detailed scope of services and/or specifications and forward original documents to the Chief Procurement Officer; City Hall, Room 806.

Date:
20 January 2017

Department Name:
POLICE

Requisition No: 150783 **Specification No:** 368874

PO No: **Modification No:**

Contract Liaison:
JOEL BROWN

Telephone:
312-745-5640


Email:
JOEL.BROWN@CHICAGOPOLICE.ORG

Project / Program Manager:
JOEL BROWN

Telephone:
312-745-5640

Email:
JOEL.BROWN@CHICAGOPOLICE.ORG

For blanket agreements, original or lead department must consult with other potential departments who may want to participate on the blanket agreement. If grant funded, attach copy of the approved grant application and other terms and conditions of the funding source. **Note:** 1) Funding: Attach information if multiple funding lines; 2) Individual Contract Services: Include approval form signed by Department Head and OBM; 3) ITGB: IT project valued at \$100,000.00 or more, attach approval transmittal sheet.

***Contract Liaison Signature**


***By signing this form, I attest that all information provided is true and accurate.**

Project Title:
Chicago Crime-fighting Initiative

Project Description:
In September of 2016, the Superintendent of Police, as a member of the Violence Reduction Network (VRN), worked with the Department of Justice on the assessment, development and implementation of crime fighting strategies to help address an increase in violence and to build on the work underway by the University of Chicago Crime Lab.

Funding:


Corporate Bond Enterprise Grant Other:

IDOT/Transit IDOT/Highway FHWA FTA FAA

LINE	FY	FUND	DEPT	ORGN	APPR	ACTV	PROJECT	RPTG	ESTDOLLAR AMOUNT
1	017	0100	057	1005	0140				\$1,117,819

Check One:
 New Contract Request

**By signing below, I attest the estimates provided for this contract are true and accurate.*

***Project / Program Manager Signature**


***Commissioner/Authorized Designer Signature**


Purchase Order Information:

Contract Term (No. of Months): 12 months

Extension Options (Rate of Recurrence): N/A

Estimated Spend/Value: \$1,117,819

Grant Commitment / Expiration Date:

Pre-Bid/Submittal Conference: Yes No

Mandatory Site Visit

Purchase Order Type:

Blanket/Purchase Order (DUR)
 Master Consultant Agreement (Task Order)
 Standard/One-Time Purchase

Procurement Method:

Bid RFP RFQ RFI
 Small Order

Special Approvals Required:

Emergency
 Non-Competitive Review Board (NCRB)
 Request for Individual Contract Services
 Information Technology Governance Board (ITGB)

Contract Type:

Architect Engineering Commodity Construction JOC SBI
 Professional Services Revenue Generating Vehicle & Heavy Equipment
 Work Service Joint Procurement Reference Contract

Modification or Amendment

Modification Information:

PO Start Date: _____
PO End Date: _____
Amount (Increase/Reduction): _____

MBE/WBE/DBE Analysis: (Attach MBE/WBE/DBE Goal Setting Memo)

Full Compliance Contract Specific Goals
 No Stated Goals Waiver Request

Modification/Amendment Type:

Time Extension Scope Change/Price Increase /Additional Line Item(s)
 Vendor Limit Increase Requisition Encumbrance Adjustment
 Other (specify): _____

Risk Management / EDS

Insurance Requirements (included) Yes No
EDS Certification of Filing (included) Yes No

Vendor Info:

Name: _____
Contact: _____
Address: _____
E-mail: _____
Phone: _____



Rahm Emanuel
Mayor

Department of Police • City of Chicago
3510 S. Michigan Avenue • Chicago, Illinois 60653

Eddie T. Johnson
Superintendent of Police

Jamie Rhee
Chief Procurement Officer
Department of Procurement Services
121 North LaSalle Street – Room 806
Chicago, Illinois 60602

January 13, 2017

Re: University of Chicago Crime Lab, New Sole Source Contract Request for One (1) Year Contract.

Requisition: 150783

Specification: 368874

CPO Rhee,

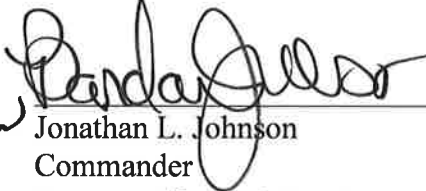
The Chicago Police Department is requesting a New Sole Source Contract for One (1) Year with The University of Chicago Crime Lab in the amount of \$1,117,819.

In September of 2016, the Superintendent of Police, as a member of the Violence Reduction Network (VRN), worked with the Department of Justice on the assessment, development and implementation of crime fighting strategies to help address an increase in violence and to build on the work underway by the University of Chicago Crime Lab. The U.S. Department of Justice, Bureau of Justice Assistance engaged a team of experts to conduct the assessment phase of the project. From its earliest days, the Crime Lab has worked closely with the Chicago Police Department (CPD) in a wide array of capacities, from doing data-intensive, technical assistance projects, to conducting large-scale evaluations of CPD initiatives and strategies. For another potential vendor to carry out this work in the manner in which the Crime Lab has done, this would require several years of expertise in CPD to develop CPDs' policies, procedures, data and IT Infrastructure. Given the urgency of the crisis facing the City of Chicago, a drawn out process would serve neither the city, the police department, nor our residents.

The Crime Lab will partner with the existing team assembled by the Department of Justice who has unquestionable predominant subject matter expertise in the type of reform that will be implemented in Chicago. The team brought in by the DOJ has successfully designed and implemented similar strategies in Los Angeles, and successfully helped replicate it in other cities as well such as Milwaukee and New Orleans. As such, the combination of the Crime Lab and this team represents a uniquely qualified partnership to carry out the work requested by the Chicago

Police Department.

We respectfully request that you approve this request. Thank you for your consideration.


TW Jonathan L. Johnson
Commander
Bureau of Support Services
Chicago Police Department



**Science In Service
of Cities.**

urbanlabs@uchicago.edu
773 834 4292

33 North LaSalle Street
Suite 1600, Chicago, IL 60602

urbanlabs.uchicago.edu

January 13, 2017

Joel Brown, Contract Coordinator
Finance Division
Chicago Police Department
3510 South Michigan Ave
Chicago, IL 60653

Mr. Brown

The University of Chicago Crime Lab is submitting a set of documents to qualify as a sole source provider for the Chicago Crimefighting Initiative. In this letter, we wish to outline why the Crime Lab is uniquely qualified to perform the services.

Founded in 2008, the University of Chicago Crime Lab works with cities to identify, test, and scale promising approaches to reducing crime and violence. As part of the University of Chicago Urban Labs, the Crime Lab is one of five labs working to address major social challenges across five key dimensions of urban life: crime, education, health, poverty, and energy & environment. The Crime Lab uses insights from randomized controlled trials, predictive analytics, and other rigorous scientific methods to help cities better understand who benefits most from policy interventions and why.

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The portfolio of the Crime Lab's work with the CPD illustrates the depth of our partnership with the Department. We are assisting in the development of an Early Intervention System (EIS) to pre-emptively identify officers in need of additional training and supports, and we are conducting a process evaluation of the Department's Gang School Safety Team, which responds to incidents of violence involving students in Chicago Public Schools. In collaboration with the CPD and departments across the country, the Crime Lab is carrying out a study of underground gun markets to further our understanding of how the highest risk individuals are accessing guns. Finally, we are leveraging our expertise in behavioral science to study officer motivation



Science in Service
of Cities.

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and productivity, and to develop methods of soliciting information on possession of illegal guns in high-risk communities as part of the Gun Tip Line project.

In addition to its familiarity with the CPD, the Crime Lab is nationally recognized as a leader in the study of crime prevention policy and rigorous evaluation methods, and it possesses unique capabilities and capacity to assist the Department in its reform efforts. The Crime Lab can provide the in-kind contribution of additional staff and the expertise of its network of affiliates around the country, who possess deep subject matter expertise on matters of policing and public policy. For another potential applicant to carry out this work in the manner in which we are able would require several years to develop a close relationship with the Department, and to gain a similar level of access to its data. Given the urgency of the crisis facing the city of Chicago, a drawn out process would serve neither the city, the police department, nor its most vulnerable citizens.

The Crime Lab would partner with the existing team assembled by the Department of Justice who have unquestionably predominant subject matter expertise in the type of reform being implemented in Chicago. The team brought in by the DOJ have successfully designed and implemented this reform in Los Angeles, and successfully helped replicate it in other cities (Milwaukee, New Orleans). As such, the combination of the Crime Lab and this team represents a uniquely qualified partnership to carry out the work requested by the Chicago Police Department.

Thank you for this opportunity and please don't hesitate to contact me with questions or concerns.

Regards,

A handwritten signature in black ink, appearing to be 'M Weis', written over a light blue horizontal line.

Michael Weis, Director of Finance
University of Chicago Urban Labs

Scope of Work

Chicago Crimefighting Initiative (University of Chicago Crime Lab)

Introduction

This is a statement of work in support of the Chicago Crimefighting Initiative Team (CCI Team). The period of work covers 12 months, beginning on March 1, 2017 and ending on February 28, 2018.

History of the Project

In 2016, the city of Chicago witnessed a spike in violent crime, particularly homicides and shootings, attributable most frequently to disputes between street gangs. Eleven hundred more shootings accompanied the 2016 spike than in 2015. In response to the rise in violence, the Chicago Police Department (CPD) acted swiftly to identify the city's most embattled districts and remove firearms from city streets. In 2016, Chicago police officers confiscated 8,300 guns, a 20 percent increase from the previous year.

In September of 2016, the Superintendent of Police, as a member of the Violence Reduction Network (VRN), worked with the Department of Justice on the assessment, development and implementation of crime fighting strategies to help address an increase in violence and to build on the work underway by the University of Chicago Crime Lab. The U.S. Department of Justice, Bureau of Justice Assistance engaged a team of experts to conduct the assessment phase of the project. During that engagement, the team required technical assistance, data analysis and specialized expertise that was available from the University of Chicago Crime Lab. After five months of work and collaboration on the assessment phase, the team moved to implement the strategies of the project.

Original Request

The original Chicago Crimefighting Initiative project was designed to be a knowledge exchange with CPD and the Los Angeles Police Department (LAPD) to fine tune crime fighting strategies and tactics, building on the work underway by the University of Chicago Crime Lab. By working collaboratively with the Superintendent and his senior managers, the CCI Team will seek to fully utilize the strengths of the department as well as assist in identifying best practices from throughout the country and to assist CPD to utilize those strategies and plans in order to have an impact on the current crime situation.

The Superintendent requested technical assistance and collaboration in three main areas:

1. Development and Dissemination of Comprehensive Crimefighting Plan
2. Assessment and Managed Evolution of Compstat Command Accountability Program
3. Leveraging of Partnerships with Local, State and Federal Law Enforcement Agencies

Tasks and Deliverables:

The team would develop and implement the following short term, medium and long term deliverables:

1. Assess Crimefighting and Analytical Capability
2. Develop a Crimefighting plan and underlying strategies focused on violent crime
3. Secondly, develop Part I and property crime plan
4. Assist CPD in setting up needed Crimefighting infrastructure and systems
5. Assist CPD in planning and implementing Citywide Crimefighters Conference
6. Conduct a comprehensive assessment and overhaul of Compstat process
7. Assess the current deployment and patrol plan
8. Conduct management and personnel assessment
9. Evaluate implementation of the Crimefighting plan and strategy
10. Integrate into a larger strategic vision and plan for CPD

Progress to date

By February 1, 2017 the CCI Team will have made in-depth inroads on all of the tasks and deliverables noted above. Specifically, the team has completed Tasks 1, 2, 4, and 6 and has begun work on Tasks 3, 5, and 7-10.

University of Chicago Involvement and Investment

The CCI Team has worked closely with the University of Chicago Crime Lab. In particular, the Team has assisted in training and educating Ms. Kimberley Smith and Mr. Terrance Neumann about crime analysis, the nature of police work, and the work that lies ahead. The UC Crime Lab has also sponsored peer-to-peer knowledge sharing with the New York and Los Angeles Police Departments. Leaders and managers from CPD have traveled to both cities, meeting with and engaging in intense discussions with their counterparts.

In addition, the CCI Team will make full use of the Crime Lab's recent study of homicides in Chicago.

The University of Chicago Crime Lab, founded in 2008, has worked intensively with the Chicago Police Department over the last year to more effectively analyze and use data, understand the recent increase in violent crime, carried out focus groups with officers, help the department identify areas where officers need additional support, embed and train civilian crime analysts

The Proposed Work

The current project

Time Frame: March 1, 2017 to February 28, 2018

Three main iterative phases:

1. Research
2. Implementation
3. Evaluation

Research

Conduct research to assess needs and solicit ideas from officers in a bottom up flip thinking approach.

Qualitative research:

- Receive officer input on theories of crime and the efficacy of patrol for types of crime. Communicate those to command and incorporate into focused missions.
- Investigate officer satisfaction and activity through sociological methodology.
- Community interviews

Quantitative research:

- Surveys of officers,
- Analysis of crime and officer productivity data, and officer satisfaction/morale
- Analysis of secondary data (e.g., 911/311 calls) to better understand the context of violent crime

Implementation

Launch a demonstration project of the crime intelligence detail. The research team will:

- Attend trainings on all software platforms currently available to CPD.
- Identify metrics or outputs from these platforms that could be incorporated into daily crime briefings for officers, command staff.
- Create a regular work plan for future crime analysts, and identify existing processes that might be revamped.
- Improve training protocols for future CPD/civilian crime analysts.

Operationalize infrastructure:

- Enhance officer understanding of focused missions by investigating the who / when / where / why.
- Prepare materials every day for briefings in the situation room and roll call.
- Assist with introduction and implementation of new tools and strategies, further supporting officers in using data and analytics to inform strategic deployment of resources

Design, implement and optimize the Situation Room concept across six districts. This phase of the overall project is focused on implementation of the ideal crimefighting strategies in the 7th and 11th district and the expansion of that concept to four additional districts.

Build out Crimefighting Infrastructure in Districts 7 & 11. The team, in conjunction with CPD personnel and civilian analysts from the University of Chicago, will build out a situation room in Districts 7 & 11 and will provide staff and train a crime intelligence detail for each district. The team will continue to meet with Superintendent Johnson, his chief of staff, and other staff, to improve Chicago PD's crime-fighting strategies and tactics during the implementation.

Key activities include:

- Physical build out of Situation Rooms in 7 & 11
- Training of Crime Intelligence detail – continuous training on CPD's data and technology systems
- Set up Crimefighting daily/weekly/monthly operations and Intel process
- Total overhaul of mission assignments to use predictive analytics and SSL on offenders
- Integration of Shotspotter decision support system into the crime intelligence process
- Research protocol for focus groups and survey research in districts to assess needs, attitudes and readiness down to officer level
- Site assessments in 7 & 11 on fleet, physical plant and technology needs
- Implementation of situation room briefings
- Coordination of crime intelligence entities within each district (work with the District Intelligence Officer, Compstat officer, and the Tactical Team)
- Coordination of outside resources
- Assist CPD in developing job descriptions, recruiting, hiring and training of six (6) civilian crime analysts
- Expand the crime fighting concept to Districts 6, 9, 10 and 15

ENHANCE CRIME-FIGHTING INFRASTRUCTURE

A police department's ability to fight crime is predicated on its inclination to engage all of its employees toward the common goal of crime reduction. This will be done in a data-driven, community-oriented manner that prioritizes missions, deploys resources thoughtfully, and analyzes results of individual and collective efforts to shore up weaknesses and capitalize on best practices. The Ideal District will develop meaningful, measurable missions and will engage every single employee in its effort to reduce crime in the community. Importantly, the Ideal District will **own** its crime problems, even as it requests outside resources for assistance, serving as the hub of all crime reduction missions pertaining to the communities within the district.

Three goals within Ideal Districts: Crime Reduction, Community Engagement, and Officer Readiness

Crime Reduction

Part of optimization for the districts crime fighting infrastructure will be the realization of a Situation Room. It is a formalized process to harness the crime and response cycle and is designed to maximize crime analysis capabilities. The ideal District supports a Crime intelligence Team which staffs the Situation Room and is comprised of one supervisor, two District Intelligence Officers, two crime analysts (civilians), and a CompStat officer. The Crime Intelligence Team should be robust enough to ensure new missions that are distributed daily, weekly and (pre)Compstat meetings, after thorough analysis in crimes to ensure sprees, trends, and patterns that will be prioritized and addressed. After analysis on a district level there will be meetings with the District Commander, the Executive Officer, the Tactical Lieutenant, patrol shift supervisor, a representative from CAPS and specialized entities to anticipate and counter future crime threats.

Community Engagement

As the Ideal District engages in state-of-the-art, data driven, crime reduction efforts, it must always - and with equal emphasis - focus on community engagement. Our finest crime reduction efforts aren't only defined by an absence of crime, but by a presence of peace. In the Ideal District, crime reduction and community engagement necessarily co-exist, and the partnership with the people who the officers proudly serve will be found in station layout, mission design, personnel assignment, and deployment. The Ideal District will have a station design that is welcoming to, and reflective of, the communities it serves. Likewise, the Ideal District requires sufficient deployment of officers to handle the quality-of-life concerns that impact the well being of those we serve on a daily basis, with a heightened emphasis on youth programs.

The Ideal District recognizes the value of a variety of policing strategies including Suppression, Prevention, Intervention and Engagement programs. The Ideal District develops a robust community relations program that focuses on non-traditional policing strategies to forge meaningful, long-lasting alliances with our most needy and under-served community members.

Officer Readiness

Officers should work at a station of which they can be proud. Officers will need to have the proper equipment in the field and in the station. Workstations complete with access to new computers are necessary for officer efficiency. Finally, officers need access to current, on going training with regular briefings on tactical issues, legal updates, and other law enforcement –related topics.

In addition when the Superintendent's Assessment Team (SAT) interviewed a variety of employees, a common theme was that District Commanders (DC) had minimal control over employee assignment to the district. The SAT believes that as DCs are ultimately accountable for the morale, effectiveness, and the quality of employees assigned to the district, he or she should have some discretion in determining who is assigned to the district patrol force and be empowered within his or her role.

Evaluation

It is imperative that we evaluate both the process and outcome of implementing the focused Crimefighting approach on crime and on officer attitudes and behavior.

Additionally, the potential impact of crime intelligence infrastructure on officer behavior must be measured in order to evaluate its success, and to better understand how this model can be deployed to additional districts while maintaining officer buy-in.

Furthermore, metrics that might proxy for officer engagement (ex. number of mission emails opened, number of officers on-time for roll call) and regularly measure how these metrics move over time need to be identified.

Personnel

Sean Malinowski

Dr. Sean Malinowski will serve as the Project Director. His primary role will be to assess Chicago PD's crime-fighting and analytical capabilities, and develop strategies focused on addressing violent crime. Dr. Malinowski will also provide direction, design research methodology, and coordinate and manage the activities of the team. Dr. Malinowski will manage oversight and technical assistance for the build out of the Crimefighting infrastructure for Districts 7 & 11 and any additional districts.

Craig Uchida

Dr. Craig D. Uchida of Justice & Security Strategies, Inc. (JSS) will serve as the Principal Investigator. He will work closely with the crime analysts and officers working in the Crime Intelligence Detail, providing expertise on research, data analysis, and the use of technology for those purposes. He will assist in identifying training needs for the Crime Intelligence Detail and liaise with external organizations (BJA, CNA, and others) to provide that training. He will provide support to Dr. Malinowski in all phases of the project. In addition, he will conduct internal research to evaluate Chicago PD's current crime prevention and performance management systems.

Marjolijn Bruggeling-Joyce

Inspector Marjolijn Bruggeling-Joyce will serve as the Project Manager. She will coordinate, administer, and organize all project activities in cooperation with and under the direction of Dr. Malinowski. Inspector Bruggeling-Joyce will provide support for the team by assisting with the design and implementation of research protocols, conducting interviews with incumbents, and organizing and facilitating focus groups with key personnel at all levels of Chicago PD. Bruggeling-Joyce will be the on-site, full time project lead on the Crime Intelligence Details in Districts 7 & 11 and will be responsible for the training of personnel, logistics, coordination of physical plant improvements and technology installation associated with the new situation rooms in these districts. She will also oversee the day to day briefings of command staff until

other such time that additional CPD staff and civilian analysts can be fully trained to fulfill those responsibilities.

Research Director, Max Kapustin

Max Kapustin's work includes the design and evaluation of interventions to reduce youth violence and improve schooling outcomes, and the development of tools for predicting how scarce resources can be allocated to increase their impact.

His research estimates the effects of housing and income on children's long-term outcomes, and of public health insurance on schooling. He holds a BS in actuarial science from New York University and a PhD in economics from the University of Michigan.

Executive Director Roseanna Ander

Founding Executive Director, Crime Lab and Education Lab

Roseanna Ander is an appointee to the International Association of Chiefs of Police Research Advisory Committee and formerly served on the Illinois Juvenile Justice Commission and on the public safety transition teams for both Chicago Mayor Rahm Emanuel and Illinois Governor Bruce Rauner. Prior to joining Urban Labs, Roseanna oversaw the Joyce Foundation's gun violence program and led the foundation's grant-making in early childhood education. Before working at Joyce, she was a Soros Justice Fellow with the Massachusetts Attorney General's Office, and also worked for the Harvard Injury Control Center and the Harvard Project on Schooling and Children. She holds BA in biology from Boston University and an MS in health policy and management from the Harvard School of Public Health.

Kimberly Smith

Kimberly Smith works for the University of Chicago Crime Lab as a research manager. At the moment she manages the multi-city gun markets project, work done in partnership with affiliates in six major U.S. cities – Chicago, Los Angeles, Boston, New York, Baltimore, and New Orleans. Prior to joining the Urban Labs, Kimberly was a Senior Research Associate at Innovations for Poverty Action in New Haven, CT where she managed three randomized controlled trials testing the effectiveness of financial products designed for low-income households in the United States. Kimberly holds a Bachelor of Arts degree in Economics from McGill University.

For the Chicago Crime Fighting Initiative Kimberley will lead the qualitative data collection of the project, including coordinating forums for officer feedback and gathering observational data on officer engagement with and attitudes about the new initiatives. She will support the day-to-day management of the crime intel detail by contributing to the creation of new

missions and helping with the set-up of the Situation Rooms. Furthermore, Kimberly will assist with research protocols and reports.

Terrance Neumann

Terrence Neumann has a background in economics, statistics, and computer science. He graduated from Northwestern University in 2016 with a Masters degree in Analytics. His graduate degree focused on coursework and applied projects in the field of data science/machine learning. Terrence has a keen interest in applying cutting edge technology to solving public policy challenges, especially violent crime prevention. For the Chicago Crime Fighting Initiative Terrence will be aggregating intelligence from officers, leading briefings in the Situation Room, and piloting CPD's new technology to better assist officers and command. Terrance will support the team's activity by providing real time analysis of crime data provided by the CPD. He will also conduct queries and reports to describe trends and track progress against benchmarks as the team assists the department in refining its overall crimefighting infrastructure and processes. Terrance will spend significant time on the ground in Chicago developing relationships and expertise with Chicago police data and information management personnel, serving as a resource for them and maintaining a vital link between the team and the concerned CPD personnel.

Leadership Team Biographies

Deputy Chief Sean Malinowski, Ph.D. Chief of Staff, Los Angeles Police Department

Commander Malinowski is the Chief of Staff to Los Angeles Police Chief Charlie Beck. As the Chief of Staff, he manages the Department's staff officers, provides strategic advice to the chief and oversees high priority projects. Malinowski was the primary author of the LAPD's Strategic Plan, "LAPD in 2020" which outlines a five year road map for an LAPD that is Community-focused and Data Driven. He is also leading the Department's efforts in Performance Management, Demand Reduction, Community Survey Research and Sustainability.

Malinowski manages the LAPD's Predictive Policing program and is the principal investigator for the federally-funded "Smart Policing Initiative." In conjunction with the Institute for Pure and Applied Mathematics at the University of California at Los Angeles (UCLA) and the research firm, Justice and Security Studies, these programs are developing and testing methodologies for deploying discretionary police resources based on highly sophisticated predictive analytics. Malinowski and his team of researchers are also working on methods to measure mission delivery or "dosage" to areas affected by high crime rates.

Prior to his assignment as Chief of Staff, Malinowski was promoted to Commander and given the command of the Special Olympics Group. The Special Olympics Group was responsible for planning security and policing operations for the 2015 Special Olympics World Summer Games held in Los Angeles. The 2015 Games featured 6,500 Special Olympics athletes from 165

nations competing in 25 Olympic-type sports and was the largest public sporting event in Los Angeles since the 1984 Olympics.

As a Captain, Malinowski served as Commanding Officer in two of LAPD's 21 Divisions and also served as the Commanding Officer for the Department's Crime Center. The Crime Center provides late breaking investigative information to officers and detectives throughout the City and the Region and provides data analysis, trend and suspect identification and follow up services for Area and specialized unit detectives responding to emerging crime patterns. The strategy is to drive crime reduction efforts by using available information to shorten the careers of criminals.

Prior to being promoted to Captain, Malinowski served as the Assistant Commanding Officer of LAPD's Crime Center. During that time, he was also tasked by Police Chief Charlie Beck to act as the Commanding Officer of COMPSTAT where he conducted a comprehensive needs assessment of the Department's Command Accountability system and authored a final report and recommendations designed to take COMPSTAT to the next level.

Malinowski joined the LAPD in 1994 and has worked patrol assignments in South Los Angeles, in the San Fernando Valley and in the west side beach community of Venice. As a sergeant, he worked Patrol, Internal Affairs and Training Division and as the Executive Officer for former LAPD Police Chief Bill Bratton.

Malinowski graduated from Boston University in 1986 with a Bachelor of Science in Public Relations and worked as a marketing Account Executive for BBDO Worldwide and for Lever Brothers Foods in New York and in Chicago, where he expanded product lines for Chrysler, Kmart, Jim Beam and Country Crock brands.

Malinowski left the private sector in 1991 to pursue a master's degree in Criminal Justice and to fill a university appointment as the Director of Development for the Office of International Criminal Justice (OICJ) at the University of Illinois at Chicago. While at OICJ, Malinowski developed and implemented training and technical assistance programs for the United States Department of State and other agencies in more than a dozen countries throughout the world.

Dr. Malinowski earned his Ph.D. in Public Administration from the University of Illinois. During his graduate studies, he was named a Fulbright Scholar and studied counter-terrorism at the Egyptian National Police Academy in Cairo. He is the former Director of the Mayor's Commission on Police Integrity for Chicago Mayor Richard Daley. He is the Founder of the U.S. State Department "Cop to Cop" international police training program that created and implemented police training in the 1990's for the then newly independent states in Eastern Europe.

Malinowski is a Senior Fellow at the Homeland Security Institute at Long Island University and in 2015, he was inducted into the George Mason University, Evidence-Based Policing Hall of Fame. The Hall recognizes innovative law enforcement practitioners who have been central to the implementation of a high quality research program in their agency and also are relentless champions of institutionalizing evidence-based practices. These leaders of evidence-based

policing not only help make high-quality police scholarship possible but also advance significant reforms in policing by utilizing science in their decision making.

**Craig Uchida, Ph.D., President, Justice & Security Studies
Former Director of Research, National Institute of Justice**

Dr. Craig D. Uchida is the President of Justice & Security Strategies, Inc. where he oversees contracts and grants with cities, counties, criminal justice agencies, foundations, and foreign nations. Dr. Uchida is currently working with the Los Angeles Police Department to design and implement Predictive Policing and with the Miami-Dade State Attorney's Office to assist in reducing Mortgage Fraud in the county. Dr. Uchida has studied violent crime, policing, and a variety of programs in the criminal justice system. He is the author of numerous journal articles, government publications, and monographs. He is the co-editor of two books on drug enforcement and police innovation and is co-author of a book that assessed the security of the Nation's dams, published by the National Academy of Science.

Dr. Uchida was a senior executive within the US Department of Justice. He is the former Assistant Director for Grants Administration and Senior Policy Adviser for the Office of Community Oriented Policing Services (COPS Office). As the Assistant Director for Grants Administration he and his staff were responsible for developing and implementing the grant making process, making grant awards, and grant monitoring. When he left the COPS Office he had provided \$3.4 billion to over 9,000 law enforcement agencies for over 65,000 officers. His efforts at the COPS Office resulted in two major US Department of Justice Awards – the Attorney General's Distinguished Service Award in 1995 and the Just Works Award for innovation in government in 1997.

Dr. Uchida is active in numerous Asian American organizations locally and nationally. He is the Chairman of the Board of Directors of the National Japanese American Memorial Foundation, the Co-Chair of the Japanese American Network in Washington, DC, and the Treasurer of the Washington DC Chapter of the Japanese American Citizens League, the oldest Asian civil rights organization in the country. In 2007, Dr. Uchida was selected by the Department of Defense to participate in the Joint Civilian Orientation Conference that toured the Middle East. He was one of 45 business people selected to meet members of the US Central Command and tour military bases in Djibouti, Kuwait, Bahrain, and Qatar.

Dr. Uchida received his Ph.D. in Criminal Justice from the University at Albany and holds two Masters degrees, one in Criminal Justice and one in American History.

Marjolijn Bruggeling-Joyce

Marjolijn Bruggeling-Joyce was born and raised in The Netherlands. She was a Dutch police officer (Lieutenant) in Amsterdam and recently moved to New York to pursue a career in policing and criminal justice in the U.S.. Her experience and studies sparked her interest in criminology. In her last position she served as project leader on the implementation of information and data management programs across all 17 police precincts throughout Amsterdam. She was responsible for the newly established information exploitation and processing system which is currently being implemented to further intelligence-led policing initiatives in Amsterdam. Within the project, her focus was to amplify current successful data-driven crime fighting methods while at the same time integrating anticipatory policing strategies more effectively. The project is a mainstay of the strategic plan for the Amsterdam Police and serves as a national model. Marjolijn also worked at bringing together national developments in the field of predictive policing, and developed a framework for the various police departments throughout the country to develop and test the effectiveness of strategies.

Prior to her assignment as project leader she worked as operations specialist within the leadership of the Diemen/Ouder-Amstel Precinct, from 2014 onwards. Marjolijn served as a subject matter expert on the operations management process for senior precinct staff, and she acted as an integral member of the precinct strategic management team for the Diemen/Ouder-Amstel precinct. In that capacity, she worked as the primary liaison to local government and drafted the precinct's annual standing plans, and coordinated incident and event calendaring. While in this position, she also developed processes for the sharing and safeguarding of critical information. Before that, in 2013, she was promoted to Police Lieutenant and was assigned as adjutant in the Zuid Oost Precinct, where she supervised the development of intelligence-driven products that provide support during police mobilization. During that time, she also began volunteer work with a police foundation for officers suffering from PTSD.

Marjolijn joined the Amsterdam Police in 2007. She was accepted into basic police academy training, and worked as a patrol officer throughout her 2.5 years of training. In 2008 she traveled to New York and Washington DC (NYPD & FBI) to cooperate in a research project focused on fugitives from justice. In 2009 she graduated at the Police Academy and was accepted into the 3 year Police College. At the same time she started working as a police constable at the Linnaeusstraat Precinct. She stayed there for 4 years, and was promoted to police Sergeant in 2012. In that year she also graduated at the Police College with a bachelor's degree in Police Science. During her time at Linnaeusstraat Precinct she took a Minor in International Relations (and graduated), competed and won a weightlifting gold medal at the World Police and Fire Games in New York, and started to work as a volunteer at the Officer at Peace Unit (de-escalation during protests).

During Community College, in which Marjolijn completed a program in Social Work, she worked as a detention officer for two years and provided sports training for the inmates. In 2004 Marjolijn went to New Zealand to undergo a six month outdoor survival skills training, and afterwards the outdoor organization hired her to work as a survival skills instructor. Back in the Netherlands she worked for two years as an independent group leader with developmentally disabled children.



Date

1/20/17



Science in Service
of Cities.

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COST PROPOSAL

Organization name: The University of Chicago, Crime Lab

Project Title: Chicago Crimefighting Initiative

Project Performance Period: 3/1/2017 - 2/28/2018

<u>Personnel</u>		<u>Expense</u>
Research Director/PI	10.0%	19,470
Executive Director	20.0%	49,324
Research Manager	10.0%	9,735
Data Analyst	100.0%	110,330
Data Analyst	100.0%	110,330
Finance Director	25.0%	40,563
Operations and HR Manger	25.0%	45,430
IT Director	10.0%	18,172
IT Support Specialist	10.0%	12,980
Data Acquisitions Manager	20.0%	31,152
Communications	10.0%	16,225
Subtotal Personnel Costs		463,711
<u>Non-Personnel</u>		<u>Expense</u>
Meetings with CPD & other Partners		10,000
UofC Travel		7,500
Consultant		440,000
Consultant Travel		130,000
Computer hardware/software		11,200
IT Services		55,408
Subtotal non-personnel		654,108
Total Direct Costs		1,117,819
<hr/>		
TOTAL PROJECT COSTS		1,117,819

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Budget Narrative

Personnel by Title:

Research Director, Max Kapustin

Max Kapustin's work includes the design and evaluation of interventions to reduce youth violence and improve schooling outcomes, and the development of tools for predicting how scarce resources can be allocated to increase their impact.

His research estimates the effects of housing and income on children's long-term outcomes, and of public health insurance on schooling. He holds a BS in actuarial science from New York University and a PhD in economics from the University of Michigan.

Executive Director Roseanna Ander

Founding Executive Director, Crime Lab and Education Lab

Roseanna Ander is an appointee to the International Association of Chiefs of Police Research Advisory Committee and formerly served on the Illinois Juvenile Justice Commission and on the public safety transition teams for both Chicago Mayor Rahm Emanuel and Illinois Governor Bruce Rauner. Prior to joining Urban Labs, Roseanna oversaw the Joyce Foundation's gun violence program and led the foundation's grant-making in early childhood education. Before working at Joyce, she was a Soros Justice Fellow with the Massachusetts Attorney General's Office, and also worked for the Harvard Injury Control Center and the Harvard Project on Schooling and Children. She holds BA in biology from Boston University and an MS in health policy and management from the Harvard School of Public Health.

Research Manager Kimberley Smith

Kimberley Smith works for the University of Chicago Crime Lab as a research manager. At the moment she manages the multi-city gun markets project, work done in partnership with affiliates in six major U.S. cities – Chicago, Los Angeles, Boston, New York, Baltimore, and New Orleans. Prior to joining the Urban Labs, Kimberley was a Senior Research Associate at Innovations for Poverty Action in New Haven, CT where she managed three randomized controlled trials testing the effectiveness of financial products designed for low-income households in the United States. Kimberly holds a Bachelor of Arts degree in Economics from McGill University.

For the Chicago Crime Fighting Initiative Kimberley will lead the qualitative data collection of the project, including coordinating forums for officer feedback and gathering observational data on officer engagement with and attitudes about the new initiatives. She will support the day-to-day management of the crime intel detail by contributing to the creation of new missions and helping with the set-up of the Situation Rooms. Furthermore, Kimberley will assist with research protocols and reports.

Data Analyst, Terrance Neumann

Terrence Neumann has a background in economics, statistics, and computer science. He graduated from Northwestern University in 2016 with a Masters degree in Analytics. His graduate degree focused on coursework and applied projects in the field of data science/machine learning. Terrence has a keen interest in applying cutting edge technology to solving public policy challenges, especially violent crime prevention. For the Chicago Crime Fighting Initiative Terrence will be aggregating intelligence from officers, leading briefings in the Situation Room, and piloting CPD's new technology to better assist officers and command. Terrance will support the team's activity by providing real time analysis of crime data provided by the CPD. He will also conduct queries and reports to describe trends and track progress against benchmarks as the team assists the department in refining its overall crimefighting infrastructure and processes. Terrance will spend significant time on the ground in Chicago developing relationships and expertise with Chicago police data and information management personnel, serving as a resource for them and maintaining a vital link between the team and the concerned CPD personnel.

Data Analyst (to be named)

Consultant Roles

Consultant Sean Malinowski, Ph.D.

Dr. Sean Malinowski will serve as the Project Director. His primary role will be to assess Chicago PD's crime-fighting and analytical capabilities, and develop strategies focused on addressing violent crime. Dr. Malinowski will also provide direction, design research methodology, and coordinate and manage the activities of the team. Dr. Malinowski will management oversight and technical assistance for the build out of the Crimefighting infrastructure for Districts 7 & 11 and beyond.

Consultant Craig Uchida, Ph.D.

Dr. Craig D. Uchida of Justice & Security Strategies, Inc. (JSS) will serve as the Principal Investigator. He will work closely with the crime analysts and officers working in the Crime Intelligence Detail, providing expertise on research, data analysis, and the use of technology for those purposes. He will assist in identifying training needs for the Crime Intelligence Detail and liaise with external organizations (BJA, CNA, and others) to provide that training. He will provide support to Dr. Malinowski in all phases of the project. In addition, he will conduct internal research to evaluate Chicago PD's current crime prevention and performance management systems.

Consultant Marjolijn Bruggeling-Joyce

Page 4 of 7

Inspector Marjolijn Bruggeling-Joyce will serve as the Project Manager. She will coordinate, administer, and organize all project activities in cooperation with and under the direction of Dr. Malinowski. Inspector Bruggeling-Joyce will provide support for the team by assisting with the design and implementation of research protocols, conducting interviews with incumbents, and organizing and facilitating focus groups with key personnel at all levels of Chicago PD. Bruggeling-Joyce will be the on-site, full time project lead on the Crime Intelligence Details in Districts 7 & 11 and will be responsible for the training of personnel, logistics, coordination of physical plant improvements and technology installation associated with the new situation rooms in these districts. She will also oversee the day to day briefings of command staff until other such time that additional CPD staff and civilian analysts can be fully trained to fulfill those responsibilities.

Extended Consultant Biographies

Deputy Chief Sean Malinowski, Ph.D. Chief of Staff, Los Angeles Police Department

Commander Malinowski is the Chief of Staff to Los Angeles Police Chief Charlie Beck. As the Chief of Staff, he manages the Department's staff officers, provides strategic advice to the chief and oversees high priority projects. Malinowski was the primary author of the LAPD's Strategic Plan, "LAPD in 2020" which outlines a five year road map for an LAPD that is Community-focused and Data Driven. He is also leading the Department's efforts in Performance Management, Demand Reduction, Community Survey Research and Sustainability.

Malinowski manages the LAPD's Predictive Policing program and is the principal investigator for the federally-funded "Smart Policing Initiative." In conjunction with the Institute for Pure and Applied Mathematics at the University of California at Los Angeles (UCLA) and the research firm, Justice and Security Studies, these programs are developing and testing methodologies for deploying discretionary police resources based on highly sophisticated predictive analytics. Malinowski and his team of researchers are also working on methods to measure mission delivery or "dosage" to areas affected by high crime rates.

Prior to his assignment as Chief of Staff, Malinowski was promoted to Commander and given the command of the Special Olympics Group. The Special Olympics Group was responsible for planning security and policing operations for the 2015 Special Olympics World Summer Games held in Los Angeles. The 2015 Games featured 6,500 Special Olympics athletes from 165 nations competing in 25 Olympic-type sports and was the largest public sporting event in Los Angeles since the 1984 Olympics.

As a Captain, Malinowski served as Commanding Officer in two of LAPD's 21 Divisions and also served as the Commanding Officer for the Department's Crime Center. The Crime Center provides late breaking investigative information to officers and detectives throughout the City and the Region and provides data analysis, trend and suspect identification and follow up services for Area and specialized unit detectives

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responding to emerging crime patterns. The strategy is to drive crime reduction efforts by using available information to shorten the careers of criminals.

Prior to being promoted to Captain, Malinowski served as the Assistant Commanding Officer of LAPD's Crime Center. During that time, he was also tasked by Police Chief Charlie Beck to act as the Commanding Officer of COMPSTAT where he conducted a comprehensive needs assessment of the Department's Command Accountability system and authored a final report and recommendations designed to take COMPSTAT to the next level.

Malinowski joined the LAPD in 1994 and has worked patrol assignments in South Los Angeles, in the San Fernando Valley and in the west side beach community of Venice. As a sergeant, he worked Patrol, Internal Affairs and Training Division and as the Executive Officer for former LAPD Police Chief Bill Bratton.

Malinowski graduated from Boston University in 1986 with a Bachelor of Science in Public Relations and worked as a marketing Account Executive for BBDO Worldwide and for Lever Brothers Foods in New York and in Chicago, where he expanded product lines for Chrysler, Kmart, Jim Beam and Country Crock brands.

Malinowski left the private sector in 1991 to pursue a master's degree in Criminal Justice and to fill a university appointment as the Director of Development for the Office of International Criminal Justice (OICJ) at the University of Illinois at Chicago. While at OICJ, Malinowski developed and implemented training and technical assistance programs for the United States Department of State and other agencies in more than a dozen countries throughout the world.

Dr. Malinowski earned his Ph.D. in Public Administration from the University of Illinois. During his graduate studies, he was named a Fulbright Scholar and studied counter-terrorism at the Egyptian National Police Academy in Cairo. He is the former Director of the Mayor's Commission on Police Integrity for Chicago Mayor Richard Daley. He is the Founder of the U.S. State Department "Cop to Cop" international police training program that created and implemented police training in the 1990's for the then newly independent states in Eastern Europe.

Malinowski is a Senior Fellow at the Homeland Security Institute at Long Island University and in 2015, he was inducted into the George Mason University, Evidence-Based Policing Hall of Fame. The Hall recognizes innovative law enforcement practitioners who have been central to the implementation of a high quality research program in their agency and also are relentless champions of institutionalizing evidence-based practices. These leaders of evidence-based policing not only help make high-quality police scholarship possible but also advance significant reforms in policing by utilizing science in their decision making.

**Craig Uchida, Ph.D., President, Justice & Security Studies
Former Director of Research, National Institute of Justice**

Dr. Craig D. Uchida is the President of Justice & Security Strategies, Inc. where he oversees contracts and grants with cities, counties, criminal justice agencies, foundations, and foreign nations. Dr. Uchida is

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currently working with the Los Angeles Police Department to design and implement Predictive Policing and with the Miami-Dade State Attorney's Office to assist in reducing Mortgage Fraud in the county.

Dr. Uchida has studied violent crime, policing, and a variety of programs in the criminal justice system. He is the author of numerous journal articles, government publications, and monographs. He is the co-editor of two books on drug enforcement and police innovation and is co-author of a book that assessed the security of the Nation's dams, published by the National Academy of Science.

Dr. Uchida was a senior executive within the US Department of Justice. He is the former Assistant Director for Grants Administration and Senior Policy Adviser for the Office of Community Oriented Policing Services (COPS Office). As the Assistant Director for Grants Administration he and his staff were responsible for developing and implementing the grant making process, making grant awards, and grant monitoring. When he left the COPS Office he had provided \$3.4 billion to over 9,000 law enforcement agencies for over 65,000 officers. His efforts at the COPS Office resulted in two major US Department of Justice Awards – the Attorney General's Distinguished Service Award in 1995 and the Just Works Award for innovation in government in 1997.

Dr. Uchida is active in numerous Asian American organizations locally and nationally. He is the Chairman of the Board of Directors of the National Japanese American Memorial Foundation, the Co-Chair of the Japanese American Network in Washington, DC, and the Treasurer of the Washington DC Chapter of the Japanese American Citizens League, the oldest Asian civil rights organization in the country.

In 2007, Dr. Uchida was selected by the Department of Defense to participate in the Joint Civilian Orientation Conference that toured the Middle East. He was one of 45 business people selected to meet members of the US Central Command and tour military bases in Djibouti, Kuwait, Bahrain, and Qatar.

Dr. Uchida received his Ph.D. in Criminal Justice from the University at Albany and holds two Masters degrees, one in Criminal Justice and one in American History.

Marjolijn Bruggeling-Joyce

Marjolijn Bruggeling-Joyce was born and raised in The Netherlands. She was a Dutch police officer (Lieutenant) in Amsterdam and recently moved to New York to pursue a career in policing and criminal justice in the U.S.. Her experience and studies sparked her interest in criminology. In her last position she served as project leader on the implementation of information and data management programs across all 17 police precincts throughout Amsterdam. She was responsible for the newly established information exploitation and processing system which is currently being implemented to further intelligence-led policing initiatives in Amsterdam. Within the project, her focus was to amplify current successful data-driven crime fighting methods while at the same time integrating anticipatory policing strategies more effectively. The project is a mainstay of the strategic plan for the Amsterdam Police and serves as a national model. Marjolijn also worked at bringing together national developments in the field of predictive policing, and developed a framework for the various police departments throughout the country to develop and test the effectiveness of strategies.

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Prior to her assignment as project leader she worked as operations specialist within the leadership of the Diemen/Ouder-Amstel Precinct, from 2014 onwards. Marjolijn served as a subject matter expert on the operations management process for senior precinct staff, and she acted as an integral member of the precinct strategic management team for the Diemen/Ouder-Amstel precinct. In that capacity, she worked as the primary liaison to local government and drafted the precinct's annual standing plans, and coordinated incident and event calendaring. While in this position, she also developed processes for the sharing and safeguarding of critical information. Before that, in 2013, she was promoted to Police Lieutenant and was assigned as adjutant in the Zuid Oost Precinct, where she supervised the development of intelligence-driven products that provide support during police mobilization. During that time, she also began volunteer work with a police foundation for officers suffering from PTSD.

Marjolijn joined the Amsterdam Police in 2007. She was accepted into basic police academy training, and worked as a patrol officer throughout her 2.5 years of training. In 2008 she traveled to New York and Washington DC (NYPD & FBI) to cooperate in a research project focused on fugitives from justice. In 2009 she graduated at the Police Academy and was accepted into the 3 year Police College. At the same time she started working as a police constable at the Linnaeusstraat Precinct. She stayed there for 4 years, and was promoted to police Sergeant in 2012. In that year she also graduated at the Police College with a bachelor's degree in Police Science. During her time at Linnaeusstraat Precinct she took a Minor in International Relations (and graduated), competed and won a weightlifting gold medal at the World Police and Fire Games in New York, and started to work as a volunteer at the Officer at Peace Unit (de-escalation during protests).

During Community College, in which Marjolijn completed a program in Social Work, she worked as a detention officer for two years and provided sports training for the inmates. In 2004 Marjolijn went to New Zealand to undergo a six month outdoor survival skills training, and afterwards the outdoor organization hired her to work as a survival skills instructor. Back in the Netherlands she worked for two years as an independent group leader with developmentally disabled children.



**Science in Service
of Cities.**

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January 13, 2017

Joel Brown, Contract Coordinator
Finance Division
Chicago Police Department
3510 South Michigan Ave
Chicago, IL 60653

Mr. Brown

The University of Chicago Crime Lab is submitting a set of documents to qualify as a sole source provider for the Chicago Crimefighting Initiative. With this letter, we respectfully request exemption from the MBE/WBE special condition policy for professional services contracts. We make this request given that the nature of our work will not require us to contract or subcontract with any firms. Our attached budget requests funding for research staff, independent contractors/consultants and travel expenses.

The University of Chicago has had similar contracts where the exemption was granted on these grounds. Please don't hesitate to contact me if you have any questions or seek additional information to consider this request.

Regards,

A handwritten signature in black ink, appearing to be 'M Weis', written over a light blue horizontal line.

Michael Weis, Director of Finance
University of Chicago Urban Labs



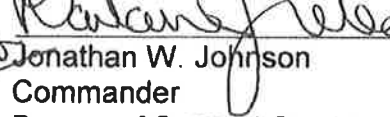
Rahm Emanuel
Mayor

Department of Police • City of Chicago
3510 S. Michigan Avenue • Chicago, Illinois 60653

Eddie T. Johnson
Superintendent of Police

Date: January 13, 2017

To: Jamie L. Rhee
Chief Procurement Officer
Department of Procurement Officer
121 North LaSalle Street-Room 806
Chicago, Illinois 60602

From: 
Jonathan W. Johnson
Commander
Bureau of Support Services
Chicago Police Department

Re: Request for Full Waiver for MBE/WBE
Spec: 368874
Req.: 150783

CPO Rhee,

The Chicago Police Department respectfully requests a MBE/WBE full waiver be granted for The University of Chicago Crime Lab. We make this request due to the nature of our work that will not require us to contract or subcontract with any firms. Please find the supporting documents attached.

Your assistance in this matter is appreciated. If you have any questions or require any further information please contact Joel W. Brown at 312-745-5640.

CERTIFICATE OF FILING FOR
CITY OF CHICAGO ECONOMIC DISCLOSURE STATEMENT

EDS Number: 102041
Certificate Printed on: 01/13/2017

Date of This Filing:01/13/2017 09:35 AM
Original Filing Date:01/13/2017 09:35 AM

Disclosing Party: The University of Chicago
Filed by: Michael R Ludwig

Title:Associate Vice President for Research
Administration

Matter: Chicago Crimefighting Initiative
Applicant: The University of Chicago
Specification #: 368874
Contract #:

The Economic Disclosure Statement referenced above has been electronically filed with the City. Please provide a copy of this Certificate of Filing to your city contact with other required documents pertaining to the Matter. For additional guidance as to when to provide this Certificate and other required documents, please follow instructions provided to you about the Matter or consult with your City contact.

A copy of the EDS may be viewed and printed by visiting <https://webapps1.cityofchicago.org/EDSWeb> and entering the EDS number into the EDS Search. Prior to contract award, the filing is accessible online only to the disclosing party and the City, but is still subject to the Illinois Freedom of Information Act. The filing is visible online to the public after contract award.

Section I: General Contract Information	
Department Name	Chicago Police Department
Department Contact Name	Joel Brown
Department Contact Number	(312) 745-5640
Department Contact Email	Joel.brown@chicagopolice.org
Contract Number	
Contract Subject Name	Chicago Crimefighting Initiative
Contract Initiation Date	03/01/2017
Original Contract Amount	1,117,819
Original Contract Expiration Date	02/28/2018
Budgeted amount for current year	0
Year to date expenditure	
Are funds <input checked="" type="checkbox"/> Operating <input type="checkbox"/> Capital <input type="checkbox"/> TIF <input type="checkbox"/> Grant <input type="checkbox"/> Other	
What is the funding strip?	017-0100-0571005-0140-220140
If contract modification or task request is approved, will department have enough funds to cover new expenditure?	DNA
If no, what is the plan to address the short fall?	DNA
Section II: Contract Modifications	
Complete this section if you are modifying the value of an existing contract.	
Contract Value Increase	
New total contract amount	
New contract expiration date	
Goods/services provided by this contract	

Justification of need to modify this contract	
Impact of denial	CPD would be unable to complete it's Crimefighting Initiative to prevent crime.
Section III. Issue a Request for Services to a Master Consulting Agreement	
Complete this section if you want to issue a request for services to a Master Consulting Agreement	
Value of planned task order request	DNA
Expiration date of planned task order request	DNA
Scope of services	DNA
Justification of need to issue request for services	DNA
Impact of denial	DNA
Section IV: Assessment of Office of Budget and Management Analyst	
Approve/Deny	Approve - contract is needed to continue crime fighting Initiative.
OBM Analyst Initials	SP
OBM Analyst Name/number	Susie Park / 4-9315