

**IN THE UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF MARYLAND**

**UNITED STATES
OF AMERICA,**

*

*

Plaintiff,

*

v.

CIVIL NO. JKB-17-0099

*

**BALTIMORE POLICE
DEPARTMENT, et al.,**

*

Defendants.

*

**SUBMISSION OF THE MONITORING TEAM
OF THE PROPOSED FIRST-YEAR BUDGET FOR APPROVAL**

Pursuant to paragraph 448 of the Consent Decree entered in this matter, ECF No. 2-2 as modified by ECF No. 39, and this Court’s previous order, ECF No. 83, the Monitoring Team for the Baltimore Police Department (“Monitoring Team”) hereby submits for approval its proposed First-Year Budget, attached as **Attachment A** (“Budget”). The Parties have reviewed the proposed budget and concur with it. The public also has been given an opportunity for review and comment.

Introduction

The Budget estimates the fees and expenses the Monitoring Team expects to incur to accomplish the work required by the First-Year Monitoring Plan, which the Monitoring Team submitted for Court approval on February 9, 2018. The first year of monitoring will run from the date on which the Court approves the First-Year Monitoring Plan (likely mid-February 2018) to one year from that date (likely mid-February 2019).

The estimated fees and expenses for the first year are within the cap of \$1.475 million established in the Consent Decree. Although \$1.475 million might, at first glance, sound like a large sum, the amount of work that the Consent Decree requires and that the parties are

contemplating under the First-Year Monitoring Plan is voluminous. The progress that must be made will require significant time and effort. The capped budget of \$1.475 million, while necessary to conserve the City's finite resources, will not cover all of the work the Monitoring Team must do. Consequently, the Monitoring will do extensive work *pro bono*, or free of charge, in the first year and subsequent years. All members of the Monitoring Team are fully committed to doing *pro bono* work because we are dedicated to ensuring that BPD achieves the institutional change that the Consent Decree prescribes. The Budget estimates that at least 25% of our work in the first year will be *pro bono* (though the figure will likely be higher). This means that, in addition to the time and expenses for which we will seek reimbursement, we expect to work at least 1,630 hours *pro bono*, for a savings to the City of at least \$415,000.

The Process for Drafting the Proposed Budget

A. How the Hours Were Assigned

The Monitoring Team includes specialists in policing and police reform, civil rights enforcement, psychology, social science, organizational change, data and technology, and community engagement. The Budget shows the number of hours the Monitoring Team estimates each Team member will work in each area of the Consent Decree during the first year. The number of hours for each Team member is based on the priorities reflected in the First-Year Monitoring Plan. The more work the First-Year Monitoring Plan requires in a particular area, the more hours the Budget assigns to the Team members assigned to that area. For instance, because the First-Year Monitoring Plan requires intensive work on Use of Force policies and training, the draft budget allocates comparatively more hours to work on Use of Force and to Team members assigned to Use of Force.

The billable hours shown in the draft budget for work in each area of the Consent Decree are *estimates* only, and the Monitoring Team is likely to do more work in most areas than the draft budget shows. To the extent the draft budget underestimates the amount of billable time needed to fulfill our duties in any area of the Consent Decree, we will do the additional work required in that area *pro bono*. The Monitoring Team is committed to doing all of the work that needs to be done.

It should be noted that, although the Budget includes hours for “Supervision-Training” for time spent assessing and assisting with BPD’s training operations generally, the Budget also includes hours for assessing and helping BPD develop training programs in specific areas of the Consent Decree—for instance, stops/searches/arrests, impartial policing, and use of force. These hours are included in the hours budgeted for those specific areas.

Subject matter assignments are based on Team member experience and expertise. The subject matter assignments of each Team member, based on his or her experience and expertise, are set forth in the chart below:

	Team Lead	Other Team Members Assigned
Community Engagement	Chuck Ramsey Seth Rosenthal	Shantay Guy (primary liaison) Jessica Drake Hassan Aden
Community Policing	Chuck Ramsey	Kevin Bethel Nola Joyce Terry Gainer Ellen Scrivner George Turner
Stops, Searches, Arrests, and Voluntary Police-Community Interactions	Theron Bowman	Steve Parker Tracey Meares Ralph Taylor
Impartial Policing	Tracey Meares	Theron Bowman Seth Rosenthal
Responding To and Interacting with People with Behavioral Health Disabilities or in Crisis	Randy Dupont	Roberto Villasenor
Use of Force	Roberto Villasenor	Steve Parker

		Rachel Harmon Ralph Taylor
Interactions with Youth	Kevin Bethel	Roberto Villasenor
Transportation of Persons in Custody	Roberto Villasenor	Kevin Bethel Terry Gainer
First Amendment Protected Activities	Chuck Ramsey	Seth Rosenthal Rachel Harmon
Handling of Reports of Sexual Assault	Nola Joyce	George Turner Rachel Harmon
Technology	Maggie Goodrich	Theron Bowman
Supervision – Policies	Theron Bowman	Hassan Aden Kathleen O’Toole
Supervision – Training	Hassan Aden	Theron Bowman Kathleen O’Toole
Supervision – Early Intervention System	Maggie Goodrich	Bob McNeilly George Turner Sean Smoot
Misconduct Investigations and Discipline	Hassan Aden	Steve Parker Matthew Barge Bob McNeilly Sean Smoot
Coordination with Baltimore City School Police Force	Kevin Bethel	Roberto Villasenor
Recruitment, Hiring, and Retention	Theron Bowman Sean Smoot	
Staffing, Performance Evaluations, and Promotions	Nola Joyce	Sean Smoot
Officer Assistance and Support	Sean Smoot	Roberto Villasenor

In addition to allocating hours to Team members for their work on specific Consent Decree topics, the Budget allocates hours to certain Team members for drafting required reports, assessments, court filings, and other formal public communications. As the Consent Decree provides, these documents are the principal method of comprehensively communicating to the Court and the public the Monitoring Team’s work and the Monitoring Team’s findings about BPD’s progress. The Monitoring Team is required to produce two reports each year and a comprehensive re-assessment after two and four years. Writing the reports will be a collaborative

process. For every report, each Team member allotted report writing hours is expected to produce a preliminary draft of the section of the report pertaining to the topic for which he or she is responsible, then Deputy Monitor Seth Rosenthal will take all of the preliminary draft sections, as well as his own, and prepare the full, final report.

The Budget also allocates hours to Monitoring Team leadership for “court communication and project management, coordination and review.” These leadership responsibilities include meetings and communications with Judge Bredar, meeting and communications with the parties, the creation of content for the Team website and other public-facing Team materials, and management, coordination and review of the work of the subject matter experts in each area of the Consent Decree. Leadership includes Kenneth Thompson, the Monitor; Charles Ramsey, Principal Deputy Monitor; Seth Rosenthal, Deputy Monitor; Theron Bowman, Deputy Monitor; and Hassan Aden, Deputy Monitor. Mr. Thompson oversees the entire project and is the final decision-maker for the Team. Mr. Ramsey assists Mr. Thompson in his general oversight role. So does Mr. Rosenthal, who, in addition to being the principal drafter of the Team’s biannual reports, manages the bulk of the Team’s administration and oversees Team responsibilities in the areas of community engagement and First Amendment-protected activities. Mr. Bowman and Mr. Aden are also responsible for directly overseeing Team responsibilities in certain areas. Mr. Bowman manages Team responsibilities for community policing, stop/search/arrest, impartial policing, interactions with people with behavioral health disabilities and in crisis, sexual assault investigations, recruitment, and technology. Mr. Aden manages Team responsibilities for use of force, transportation of persons in custody, interactions with youth, coordination with school police, misconduct/discipline, supervision-policies, supervision-training, supervision and early intervention systems, staffing and promotions, and officer assistance and support.

B. *The Monitoring Team's Hourly Rates*

In addition to performing significant work *pro bono*, Monitoring Team members or their employers will be compensated at hourly rates that are lower than the hourly rates they customarily earn. Because of each Team member's *pro bono* commitment, effective hourly rates are even lower.

Most Team members will be paid \$235 per hour, with an effective hourly rate of approximately \$175 per hour given their estimated *pro bono* commitments. \$175 per hour is below the rate paid for subject matter experts working under other Consent Decrees and also well below the rates the Team's subject matter experts customarily earn working in consulting capacities for law enforcement agencies engaged in reform. The Venable law firm will be paid \$475 per hour for the work of Mr. Thompson and Mr. Rosenthal, who are attorneys, with an effective hourly rate of approximately \$355 given Mr. Thompson's and Mr. Rosenthal's estimated *pro bono* commitments. \$355 per hour is both substantially lower than their ordinary hourly rates (as is \$475 per hour) and within the lower half of the range of the standard, court-established rates for court-awarded attorneys' fees in this Court in civil rights and other cases for lawyers with equivalent experience. Baltimore Community Mediation Center ("BCMC") will be paid \$235 per hour for the work of Shantay Guy (lead community liaison) and \$75 for the work of Darnyle Wheaton (community engagement coordinator). Ms. Guy's effective rate is also lower given her *pro bono* commitments. No Team member will bill for more than eight hours in a day, even if he or she works more hours in a given day, except in extraordinary circumstances and only with prior approval of Team leadership.

C. The Budget for Community Engagement Work

A sizeable portion of the Monitoring Team's tight budget is devoted to the Team's engagement with the community. Community engagement is vital because, without it, the Team cannot fully assess BPD's compliance with the Consent Decree. In the Budget, we have allocated approximately \$370,000 for community engagement work in the first year, or 25% of the draft budget. That amount includes funds for BCMC (Shantay Guy, Darnyle Wharton, and the neighborhood liaisons for each police district) and community engagement specialist Jessica Drake, funds for the community engagement work of Monitoring Team leaders (Thompson, Ramsey and Rosenthal), the cost of a comprehensive community survey, and miscellaneous costs related to community engagement, such as the cost of providing interpreters and refreshments at community meetings.

Community engagement work covers a lot of ground. We will staff an office at 7 E. Redwood Street in Baltimore, maintain a website, www.bpdmonitor.com, check and respond to email at info@bpdmonitor.com, respond to telephone calls made to our number, (410) 538-4670, and maintain a presence on Facebook (<https://www.facebook.com/bpdmonitor/>) and Twitter (<https://twitter.com/BPDMonitor>), both which we will regularly use to let community members know about our work. Every year, the Monitoring Team will also conduct a comprehensive community survey to gauge community and officer views about BPD performance and BPD needs. Four times a year, as the Consent Decree requires, the Monitoring Team will hold community meetings in different areas of the City to report on BPD's progress (in the first year, these meetings will be held in April, July and October 2018 and January 2019). Additionally, the Monitoring Team will meet routinely with community members to hear from them about their experiences with BPD officers and to discuss our work. These meetings will be both with smaller groups and

one-on-one, as we seek and receive invitations to attend meetings of community organizations and with individual stakeholders. Finally, the neighborhood liaisons that will be hired in each district will proactively engage residents of their communities in order to provide access to the Monitoring Team that is both localized and familiar. Through the existing ties these liaisons will have with the residents in their districts, the neighborhood liaisons can serve as the Monitoring Team's initial points of contact for information about the performance and conduct of BPD officers, which the Monitoring Team will need to fully assess BPD's compliance with the Consent Decree.

It is important to note that, as with other areas of our work, the Monitoring Team expects a considerable portion of our community engagement work to be done *pro bono*. The funds the draft budget allocates to community engagement thus represent only a portion of the community engagement work the Monitoring Team will do. The Monitoring Team will not, for instance, seek compensation for all community stakeholder meetings that Monitoring Team leaders prepare for and attend or for all of the work BCMC staff and volunteers have done and will continue to do to facilitate community forums hosted by the Team. A lot of that of that work has been done, and will continue be done, without charge to the City. Moreover, the Monitoring Team will be using volunteer interns from local law schools to assist with community engagement work.

The amount allocated to community engagement in the first year includes \$50,000 for hiring neighborhood liaisons in all nine police districts. The \$50,000 is included in the \$150,000 allocated to BCMC in the Budget, as the neighborhood liaisons will be subcontractors to BCMC. Given the Monitoring Team's budgetary constraints, we will seek to obtain outside funding for the neighborhood liaison initiative—an initiative upon which BPD can build to fortify its own community engagement program, which is one of the primary goals of the Consent Decree. If the Monitoring Team is able to obtain outside funding for the neighborhood liaison initiative in the

amount of \$50,000 or more, we will utilize the currently budgeted \$50,000 to support the Team's work assessing BPD's compliance with the Consent Decree and furnishing BPD technical assistance. If the Monitoring Team is unable to obtain outside funding for the neighborhood liaison initiative, the already-budgeted \$50,000 will be committed to that initiative. If the Monitoring Team is able to obtain some funding, but less than \$50,000, we will commit at least the amount necessary to make up the difference between the amount obtained and \$50,000.

D. Response to Public Comments

The Monitoring Team requested, and the Court ordered, that a draft of the Budget be published for public comment from January 29 through February 9. ECF No. 83. The Monitoring Team received some comments online and additional comments in letters addressing the First-Year Monitoring Plan. All comments concerning the budget are included in **Attachment B**.

Certain submissions seek clarification about the funding for the Monitoring Team's neighborhood liaisons and questioned Team members' hourly rates. Those comments are addressed above.

Additional comments sought clarification about BCMC's compensation and BCMC's hours. The Budget now makes clear that BCMC is budgeted to receive \$150,000 for the work of its employees and contractors: \$100,000 for its employees, Shantay Guy (community liaison) and Darnyle Wharton (community engagement coordinator) and, as noted, \$50,000 for neighborhood liaisons working as BCMC subcontractors. The Budget also reflects the estimated hours for all of these individuals: 170 for Ms. Guy (plus 60 pro bono), 800 for Mr. Wharton, and 2,500 for the neighborhood liaisons. Additionally, BCMC's existing corps of volunteers will continue to coordinate and facilitate community meetings and forums, and the Budget shows the estimated volunteer hours they will collectively contribute (240).

Certain commenters asked that the Monitoring Team's invoices be posted to the Monitoring Team's website. The Monitoring Team's invoices have been, and will continue to be, posted to the website at <https://www.bpdmonitor.com/monthly-statements>.

How to Read the Draft Budget

The Budget, at **Attachment A**, has three tabs: "Fees," "Costs," and "Summary."

The "Fees" tab shows the fees the Monitoring Team expects to incur for the first year of monitoring, as well as the amount of *pro bono*, or uncompensated, work we expect to do.

Along the left side of the "Fees" spreadsheet, there is a row for each type of work that is required: (1) work in the different areas of the Consent Decree (*i.e.*, community policing, community engagement, stops/searches/arrests, impartial policing, interacting with people with behavioral health disabilities and in crisis, interactions with youth, transportation of persons in custody, First Amendment-protected activities, sexual assault investigations, technology, policies, training, early intervention system, use of force, misconduct investigations and discipline, coordination with Baltimore City School Police, recruitment/hiring/retention, staffing/performance evaluations/promotions, and officer assistance and support); (2) work preparing written reports; and (3) necessary managerial work by Team leadership, including workflow management and review and communications with the Court and the parties.

Along the top of the "Fees" spreadsheet, there are columns for each Monitoring Team member. The columns indicate each Team member's hourly rate, the amount of time the Team member is estimated to spend in each area of work, the total number of billable hours each Team member is budgeted to work, the total amount expected to be expended for each Team member's work, the *pro bono* hours each Team member is anticipated to contribute, and the minimum amount in savings the City should realize from each Team member's *pro bono* work.

In the bottom right hand corner of the “Fees” spreadsheet, there are totals—total fees of \$1,311,575, total costs of \$162,488 (imported from the “Costs” tab), a grand total of all fees and costs of \$1,474,063, and a grand total minimum of \$416,545 in savings from the Monitoring Team’s estimated *pro bono* work.

The “Costs” tab of **Attachment A** reflects the expenses the Monitoring Team expects to incur from February 2018 to February 2019. It shows estimated travel costs for Team members who are not local (airfare, train fare, taxi, mileage reimbursement, per diem for meals and incidentals, and lodging), the estimated cost of the required annual community survey, and miscellaneous expenses for things like printing community engagement materials, maintaining a website and Team email addresses, interpreters and refreshments for community meetings, and Monitoring Team identification for ride-alongs with police officers and critical incident monitoring. The mileage reimbursement and per diem rates are standard Federal rates from the General Services Administration rate schedule. The Monitoring Team was able to negotiate a discounted rate for the hotel where out-of-town Team members will stay when in Baltimore. We intend to utilize community members to assist with the required annual community survey.

The “Summary” tab of **Attachment A** contains an aggregated summary of the hours and fees allotted for each area of work, as well as an aggregated total for each cost category.

Invoicing

The Monitoring Team prepares an invoice each month for its work. Every invoice contains a breakdown of billable hours worked and expenses incurred, along with any accompanying receipts or documentation. Every invoice also shows the amount of *pro bono* hours worked and the corresponding savings to the City. The Monitoring Team submits every invoice to the Parties for review. If the Parties have questions or concerns, the Monitoring Team addresses them. The

Parties then indicate whether they approve the invoice. When all parties approve, the Monitoring Team submits the invoice to Judge Bredar for review. When Judge Bredar approves, he issues an order for payment. Every invoice is thus reviewed and approved by three different entities—the City, DOJ, and the Court—to ensure that the Monitoring Team’s hours and expenses are proper. The Monitoring Team posts every invoice to our website for public review.

Conclusion

For the foregoing reasons, the Monitoring Team, with the Parties’ concurrence, requests that the Court approve the proposed First-Year Budget.

A proposed Order is attached.

Respectfully submitted,

/s/

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**UNITED STATES
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CIVIL NO. JKB-17-0099

ORDER

Upon consideration of the Submission of the Monitoring Team of the Proposed First-Year Budget for Approval, and in view of the concurrence of the Parties in that Submission, it is hereby **ORDERED** that the First-Year Budget Plan is approved.

DATED this ___ day of February, 2018.

BY THE COURT:

James K. Bredar
United States District Judge

CERTIFICATE OF SERVICE

I hereby certify that on February 14, 2018, copies of the foregoing Submission of the Monitoring Team of the Proposed First-Year Budget for Approval were served via the Court's ECF system upon all counsel of record.

_____/s/_____
Seth Rosenthal

ATTACHMENT A

	Thompson	Ramsey	Aden	Bowman	Rosenthal	Barge	Bethel	Drake	Dupont	Gainer	Goodrich
	Monitor	Principal Deputy	Deputy	Deputy	Deputy	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert
\$ Rate/hour	\$ 475.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 475.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00

Community Policing		80					10				
Community Engagement	160	80			80			75			
Stops, Searches, Arrests, and Voluntary Police-Community Interactions				120							
Impartial Policing					60						
Responding To and Interacting with People with Behavioral Health Disabilities or in Crisis									150		
Interactions with Youth							40				
Transportation of Persons in Custody										40	
First Amendment Protected Activities		40			60						
Handling Reports of Sexual Assault											
Technology				20							120
Supervision - Policies			20	120							
Supervision - Training			120	30							
Supervision - Early Intervention System											20
Use of Force											
Misconduct Investigations and Discipline			150			40					
Coordination with Baltimore City School Police Force							30				
Recruitment, Hiring, and Retention											
Staffing, Performance Evaluations, and Promotions											
Officer Assistance and Support											
Report Writing (Monitoring Plans, Biannual Reports, Reassessments)	20		30	30	160	50			20		10
Court Communication, Project Management, Coordination and Review	225	160	40	40	120	25					
TOTAL HOURS	405	360	360	360	480	115	80	75	170	40	150
TOTAL DOLLARS	\$ 192,375.00	\$ 84,600.00	\$ 84,600.00	\$ 84,600.00	\$ 228,000.00	\$ 27,025.00	\$ 18,800.00	\$ 17,625.00	\$ 39,950.00	\$ 9,400.00	\$ 35,250.00
PRO BONO HOURS	135	120	120	120	160	38	25	25	55	13	50
PRO BONO AMOUNT	\$64,125.00	\$28,200.00	\$28,200.00	\$28,200.00	\$76,000.00	\$8,930.00	\$5,875.00	\$5,875.00	\$12,925.00	\$3,055.00	\$11,750.00

Harmon	Joyce	McNeilly	Mearns	O'Toole	Parker	Scrivner	Smoot	Taylor	Turner	Villasenor	BCMC (Guy)	BCMC (Wharton)	BCMC	BCMC
Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Community Liaisons	Community Engagement Liaison	Neighborhood Liaisons	Volunteers
\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 250.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 235.00	\$ 75.00	\$ 20.00	\$ 0.00

HOURS

	20													
											170	800	2500	
			60		80									
			120											
											20			
											20			
											100			
30														
	40								20					
								60						
				20										
40					100						160			
			20		40			20						
								100						
	60							100						
								100			20			
10	10		20					20			20			
80	130	20	200	20	220	0	340	60	20	340	170	800	2500	0
\$ 18,800.00	\$ 30,550.00	\$ 4,700.00	\$ 47,000.00	\$ 4,700.00	\$ 55,000.00	\$ -	\$ 79,900.00	\$ 14,100.00	\$ 4,700.00	\$ 79,900.00	\$ 39,950.00	\$ 60,000.00	\$ 50,000.00	\$ -
25	45	7	65	7	70	0	115	20	7	115	60	0	0	240
\$5,875.00	\$10,575.00	\$1,645.00	\$15,275.00	\$1,645.00	\$17,500.00	0	\$27,025.00	\$4,700.00	\$1,645.00	\$27,025.00	\$14,100.00			\$18,000

TOTAL FEES	\$ 1,311,525.00
TOTAL COSTS	\$ 162,488.00
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GRAND TOTAL	\$ 1,474,013.00
PRO BONO CONTRIBUTION	\$418,145.00

Miscellaneous
(including printing,
costs for public
meetings (eg,
interpreters,
refreshments),
monitoring team
identification for
ridealongs and critical
incident monitoring,
etc.)

Unit Cost	Air Travel	Train Travel	Taxi	Mileage	Per Diem	Lodging	Survey	Year Total
\$ 15,000.00	\$ 450.00	\$ 150.00	\$ 50.00	\$ 0.54	\$ 69.00	\$ 165.00	\$ 60,000.00	

Year 1

Thompson (BWI)	1.00						1.00
Ramsey (PHL)		12.00	24.00		22.00	10.00	
Aden (DC)				2000.00			
Bowman (DAL/DFW)		12.00	24.00		30.00	18.00	
Rosenthal (DC)							
Barge (NYC)		8.00	16.00		12.00	4.00	
Bethel (PHL)		4.00	8.00		8.00	4.00	
Drake (BWI)							
Dupont (MEM)		8.00	16.00		20.00	12.00	
Gainer (ORD/MDW)		2.00	4.00		5.00	3.00	
Goodrich (LAX)		4.00	8.00		10.00	6.00	
Harmon (Charlottesville)			2.00		5.00	3.00	
Joyce (PHL)		8.00	16.00		20.00	12.00	
McNeily (FL)		1.00	2.00		3.00	2.00	
Meares (NYC/New Haven)		4.00	4.00	16.00	20.00	12.00	
O'Toole (BOS)							
Parker (MEM)		10.00	20.00		25.00	15.00	
Scrivner (TPA)							
Smoot (ORD/MDW)		12.00	24.00		30.00	18.00	
Taylor (PHL)			2.00	4.00	4.00	2.00	
Turner (ATL)		1.00	2.00		3.00	2.00	
Villasenor (PHX)		12.00	24.00		30.00	18.00	

Guy (BWI)								
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TOTAL UNITS	1.00	66.00	40.00	208.00	2000.00	247.00	141.00	1.00	2704.00
TOTAL DOLLARS	\$ 15,000.00	\$ 29,700.00	\$ 6,000.00	\$ 10,400.00	\$ 1,080.00	\$ 17,043.00	\$ 23,265.00	\$ 60,000.00	\$ 162,488.00

Year 1

Community Policing	110	\$25,850.00
Community Engagement (Attorneys and SMEs)	3865	\$300,375.00
Stops, Searches, Arrests, and Voluntary Police-Community Interactions	260	\$62,300.00
Impartial Policing	180	\$56,700
Responding To and Interacting with People with Behavioral Health Disabilities or in Crisis	170	\$39,950.00
Interactions with Youth	60	\$14,100.00
Transportation of Persons in Custody	140	\$32,900.00
First Amendment Protected Activities	130	\$44,950.00
Handling Reports of Sexual Assault	60	\$14,100.00
Technology	200	\$47,000.00
Supervision - Policies	160	\$37,600.00
Supervision - Training	150	\$35,250.00
Supervision - Early Intervention System	20	\$4,700.00
Use of Force	300	\$72,000.00
Misconduct Investigations and Discipline	270	\$64,050.00
Coordination with Baltimore City School Police Force	30	\$7,050.00
Recruitment, Hiring, and Retention	100	\$23,500.00
Staffing, Performance Evaluations, and Promotions	160	\$37,600.00
Officer Assistance and Support	120	\$28,200.00
Report Writing (Monitoring Plans, Biannual Reports, Reassessments)	400	\$137,200.00
Court Communication, Project Management, Coordination and Review	610	\$226,150.00

BILLABLE TOTAL	7495	\$	1,311,525.00
PRO BONO TOTAL	1637		\$418,145

Year 1

	Units		Costs
Miscellaneous	1.00	\$	15,000.00
Air Travel	66.00	\$	29,700.00

Train Travel	40.00	\$	6,000.00
Taxi	208.00	\$	10,400.00
Mileage	2000.00	\$	1,080.00
Per Diem	247.00	\$	17,043.00
Housing (including furnishings, cleaning, utilities, internet, etc.)	141.00	\$	23,265.00
Survey	1.00	\$	60,000.00

TOTAL	2704.00	\$	162,488.00
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