



# **Proposal for Comprehensive Review Services for the Anchorage Police Department RFP 2025P001**



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This document outlines 21CP Solution’s (“21CP”) interest in and qualifications for conducting a comprehensive review of the Anchorage Police Department’s (“APD” or “the Department”) use of force policies, training, tactics, and supervision – one that results in pragmatic, actionable recommendations for increasing public and officer safety while reducing officer-involved shootings in Anchorage.

21CP is a collective of national experts, from veteran police chiefs and law enforcement professionals to preeminent scholars and leading civil rights lawyers – all united behind a common goal of furthering a new, shared vision of public safety that can work for everyone. 21CP’s proposed team for the review of use of force practices and policies at APD includes seasoned law enforcement professionals with real-world experience on complex use of force issues and other experts who have focused extensively on Fourth Amendment issues and police officer training.

21CP’s review will include the review, assessment, and evaluation of:

1. APD’s current use of force policy and other policies related to use of force and de-escalation
2. APD academy and in-service training relating to force and de-escalation;
3. APD’s policies and practices regarding supervisory oversight and involvement in use of force.

The remainder of this document provides an overview of who 21CP is, our experience with public safety assessments, the qualifications and professional experience of 21CP’s proposed project team, the contemplated approach, and estimated costs for conducting the assessment.

## **I. Firm Qualifications and Experience**

### **A. About 21CP**

21CP Solutions helps cities, communities, universities, and other organizations effectively tackle the challenges of delivering safe, effective, just, and constitutional public safety services in the 21st Century. We empower communities across the country to develop and implement equitable and integrity-driven public safety – grounded in building trust and strengthening relationships.

We are police chiefs who have worked to turn around troubled police departments and renew community confidence in their agencies. We are civil rights lawyers and leaders who have helped to oversee some of the country’s most successful police reform efforts. We are social scientists and academics who have spent careers understanding what works in policing and what is possible in public safety. We are all professionals who have worked in, with, and for communities to drive safe, effective, and constitutional policing.

21CP does not simply make recommendations about improvements or reforms to policies, practices, or procedures. Instead, we actively work with communities to provide ongoing technical assistance and translate broad public safety objectives to operational realities. 21CP’s recommendations, guidance, and counsel to jurisdictions and institutions are never “cookie cutter” endeavors. Instead, our work aims to be informed by the specific histories, experiences, and values of the communities that 21CP assists.

21CP’s experts have significant experience working on major assessment, monitoring, organizational change, and oversight projects. Numerous municipalities – from South Bend, Indiana and Knoxville, Tennessee to Tacoma, Washington and Raleigh, North Carolina – have engaged 21CP to help identify opportunities for their police departments to enhance current practices, adopt new innovations, implement new training programs, or adapt promising approaches to meet the needs of their communities. At the same time, 21CP helps to support federal and state police reform by providing expertise and counsel to the state agencies that help to oversee police practices. Indigenous communities, colleges and universities, non-profit organizations, and community groups have asked 21CP for assistance in advancing fair and effective public safety.

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## ***B. 21CP's Experience with Similar Departments, Projects, and Implementing Recommendations from Similar Projects***

Numerous departments, municipalities, and communities across the country have engaged 21CP to conduct assessments of their policing services and of public safety. Although the nature of the communities and scope of issues have been diverse, all of 21CP's work has resulted in practical, pragmatic guidance to these institutions for advancing the safe, effective, fair, and equitable provision of public safety services. Notable projects that have focused on use of force include, but are not limited to:

***South Bend, Indiana.*** Following a high-profile officer-involved shooting death, 21CP was engaged to assess several areas of police performance, including use of force. 21CP's July 2020 public report made 54 specific recommendations.

In a November 2023 report to the City Council, the South Bend Police Department reported that, of the 54 recommendations, 46 have been implemented and implementation is in progress on the remaining 8. This has included:

- Implementation of a new use of force policy;
- Expansion of the number of use of force trainings offered each year to officers;
- Implementation of a new, multi-layer use of force review process for all incidents; and
- Development of a new crisis intervention response approach, including establishing a dedicated Crisis Intervention Team and partnering with a non-police, community-based crisis response team for incidents involving individuals in behavioral health crisis.

### Reference:

**Chief Scott Ruszkowski**  
*Chief of Police*  
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South Bend, Indiana 46601  
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***Tacoma, Washington.*** In a March 2021 public report, 21CP made 69 recommendations that, among others, advised the Tacoma Police Department to revise its use of force policies and procedures, implement enhanced accountability mechanisms, and strengthen officer training. In November 2022, the Tacoma Police Department revised its use of force policy to require officer intervention when they observe excessive force by other officers, bank chokeholds, and provide verbal warnings before using force where feasible, among other changes. The Police Department engaged 21CP personnel after the conclusion of the assessment for assistance in implementing the 21CP recommendations.

### Reference:

**Elizabeth Pauli**  
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747 Market Street, Room 1200  
Tacoma, Washington 98402  
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**Temple University.** Temple University, located in urban Philadelphia, asked 21CP to evaluate and make recommendations on campus safety in the wake of significant community concerns about violent crime on and near campus, including the tragic deaths of a Temple student and Police Officer. 21CP's work considered an array of critical issues, including use of force and officer training.

Temple committed to implementing all 75 of 21CP's specific recommendations in an April 2022 report – and created a public-facing dashboard to keep the community updated on the status of these efforts. One year after 21CP's report, Temple reported significant decreases in violent crime, including a 42% decrease in aggravated assault and a 14% decline in motor vehicle thefts.

Reference:

**Dr. Jennifer Griffin**  
*Chief of Police and Vice President for Public Safety*  
1101 West Montgomery Avenue  
Philadelphia, Pennsylvania 19122  
(215) 204-7460  
[jgriffin@temple.edu](mailto:jgriffin@temple.edu)

**Salt River Pima Maricopa Indian Community.** The Salt River Pima Maricopa Indian Community (“the Community”) engaged 21CP solutions to conduct a comprehensive evaluation of its police agency, the Salt River Police Department (“SRPD”). One area of focus was use of force, and 21CP's assessment included the review of aggregate use of force data and information, policies addressing use of force, and use of force training considerations. Following completion of a comprehensive report that inventoried a number of specific, pragmatic recommendations, the Community has continued to engage 21CP as it works to implement 21CP's recommendations and make additional enhancements to public safety.

**Aurora, Colorado.** The City of Aurora engaged 21CP to assess the Aurora Police Department's policies, procedures, and operations and to provide recommendations for enhancing the Department's efforts at providing safe, just, effective, and equitable public safety to the Aurora community. 21CP's assessment focused on comparing the Aurora Police Department's practices, policies, and procedures against best, promising, and emerging national practices in a number of areas, including the Department's organization and command structure, use of force policies, accountability structures, staffing, and deployment. A final report outlined specific, actionable recommendations and served as a foundation for subsequent reforms.

**Baltimore.** 21CP is overseeing implementation of a federal consent decree involving the Baltimore Police Department (BPD). Among many other requirements, 21CP has provided technical assistance and oversight to the Department regarding use of force, officer training, and supervision. 21CP has also assisted BPD in the adoption of a number of specific reforms aimed at ensuring effective, safe, and constitutional policing, including comprehensive changes in its policies; procedures; staffing; supervision; data and technology infrastructure; recruitment, hiring, and retention practices; officer wellness resources and initiatives; and day-to-day operations. Over the course of the Consent Decree, the number of use of force incidents overall has declined, with officer-involved shootings declining significantly following implementation of new force policies and training.

**Oklahoma City.** 21CP conducted an assessment of the Oklahoma City Police Department, which included a review of use of force policies and procedures. To date, Oklahoma City has worked to implement numerous 21CP recommendations from a March 2022 public report, including wide-ranging revisions to use of force policy and training, with an emphasis on prioritizing de-escalation wherever feasible under the circumstances.

**Knoxville Police Department.** 21CP was engaged to conduct a comprehensive assessment of the Knoxville Police Department across various critical areas including police officer training; use of force; officer safety and wellness; accountability; equipment and technology; and the response to individuals experiencing mental and behavioral health crisis. 21CP also served as real-time Training and Technical Assistance (TTA) support to the police department in helping them to build new accountability systems and establish an enhanced process for the investigation of officer misconduct and citizen complaints. 21CP's final report included a number of specific recommendations for enhancements to the Department's use of force policies and training.

**New York State Attorney General's Office.** The Attorney General's Office is engaging 21CP to assist, advise, and counsel on an array of public safety and policing issues, including investigations into potential patterns and practices of unlawful policing in jurisdictions across the state and on a number of legal issues relating to policing, police training, and accountability. This regularly includes the analysis of use of force incidents and encounters.

Additional details about these and additional projects can be found at [www.21cpsolutions.com](http://www.21cpsolutions.com).

### **C. Experience of the Proposed Project Team**

21CP's proposed project team all have previously secured, and maintained, CJIS clearance in connection with work in or with a number of law enforcement agencies.

**Matthew Barge**, Deputy Managing Partner at 21CP Solutions, is a police practices and Fourth Amendment expert with more than 19 years of experience working with law enforcement agencies, city government, and communities on policing and public safety issues. An attorney, he was the lead consent decree monitor for a federal consent decree in Cleveland and has also served on monitoring teams for similar decrees in Seattle and Baltimore. He provides expertise and counsel to the California Department of Justice, New York Attorney General's Office, and Minnesota Department of Human Rights on investigations of police practices, including use of force; search and seizure; and police officer training. He has helped to lead numerous comprehensive assessments, including detailed assessments of use of force policies and practices, for jurisdictions from Harvard, Yale, and Georgetown Universities to the cities of Tacoma, Aurora, and South Bend. Since 2017, Mr. Barge has also been a Senior Policing Fellow with the Policing Project at N.Y.U. School of Law.

**Commissioner Charles H. Ramsey (ret.)**, Partner at 21CP Solutions, has over 50 years of experience in law enforcement – including serving as the leader of the Philadelphia Police Department (2008–2016) and the Metropolitan Police Department in Washington, D.C. (1998– 2007). Commissioner Ramsey began his police career with the Chicago Police Department in 1968, where he rose to the rank of Deputy Superintendent. Among his numerous accolades and recognition, Commissioner Ramsey is a Past President of the Police Executive Research Forum and the Major Cities Chiefs Association. In 2014, President Barack Obama chose Commissioner Ramsey to serve as co-chair of the President's Task Force on 21st Century Policing. He is also currently a Distinguished Policy Fellow at the University of Pennsylvania Carey School of Law and an advisor to the U.S. Conference of Mayors.

**Chief Michal Moore (ret.)**, Associate Consultant at 21CP Solutions, served with the Los Angeles Police Department for over 43 years, serving from 2018 through 2024 as its Chief of Police. Rising through the ranks of officer, detective, sergeant, and lieutenant working various patrol, investigative, and administrative assignments, he assumed command of the Rampart Area following a significant police corruption scandal in the late 1990s. Chief Moore later commanded LAPD's West Bureau and oversaw both the Detective Bureau and Counter-Terrorism and Special Operations Bureau. As First Assistant Chief, he oversaw all geographic bureaus and patrol divisions and directed the Department's COMPSTAT process. Chief Moore holds

an M.B.A. and B.S. from the University of Redlands and is a graduate of the Police Executive Research Forum, the Senior Management Institute for Police, and the West Point Leadership Program.

## II. Project Methodology and Approach

Following an initial Project Start-up period during which 21CP will meet with relevant stakeholders and address initial considerations and logistics, 21CP will conduct its assessment through three phases, as outlined in the Request for Proposals:

- **Phase 1: Research & Analysis.** 21CP will conduct a qualitative and summary quantitative review of data and information relating to use of force and officer-involved shootings. This is expected to include:
  - Review of APD use of force and officer-involved shooting information and data to identify common features and attributes that tend to lead to or be more frequently associated with use of force versus those that do not – including both encounter and call-for-service-related attributes and involved party characteristics such as, but not limited to, race, age, disability status, language(s) spoken, behavioral health needs, and other relevant characteristics; and
  - Interviews with APD and identified external stakeholders to understand use of force practices and incident attributes.

*Deliverable:* Phase 1 will culminate in the presentation of preliminary findings based on 21CP's work during Phase 1 to identified City and APD stakeholders. Incorporating feedback from these stakeholders, 21CP will memorialize its findings in a "Phase 1: Findings" memorandum.

- **Phase 2: Review of Relevant APD Policies and Procedures and Training Protocols.** 21CP will work intensively and collaboratively with APD to identify relevant policies, orders, manuals, protocols, and other written material that address use of force. It will also request all relevant curricula and related materials for officer training relating to use of force.

The review will analyze APD policies and training in light of best practices and emerging, promising practices in policing. The assessment will specifically consider:

- Patrol tactics and procedures
- The use of firearms;
- Defensive tactics
- De-escalation;
- The use of less-lethal/non-lethal weapons;
- Legal compliance (including fidelity to the U.S. Constitution and Constitution of the State of Alaska);
- Communication with subjects, including circumstances surrounding communication with individuals with limited English proficiency;
- Professionalism and procedural justice;
- Ethics and integrity;
- Stress management and the awareness of secondary trauma;
- Cultural competency and the understanding of intergenerational trauma;
- Interactions with individuals experiencing behavioral and mental health issues;
- Interactions with individuals with substance use disorders;
- Problem-solving and conflict management;
- Community engagement and relationship-building.

*Deliverable:* Phase 2 will culminate in the presentation of preliminary findings that identify areas of strength and improvement in the existing policies, procedures, and training protocols based on 21CP's work during Phase 2

to identified City and APD stakeholders. Incorporating feedback from these stakeholders, 21CP will memorialize its findings in a “Phase 2: Findings” memorandum.

- **Phase 3: Recommendations/Final Report.** 21CP will memorialize its Phase 1 and Phase 2 findings in a “Final Report” that identifies proposed implementation timelines for each recommendation (*i.e.*, short-, medium-, and long-term implementation time horizons); classifies all recommendations by category of implementation; and provides specific metrics and mechanisms through which APD can measure and monitor implementation.

*Deliverable:* Phase 3 will culminate in the submission of a “Final Report,” as described above, that includes an Executive Summary and the provision of presentations on the Final Report to identified stakeholders.

Table 1 provides a preliminary timeline for 21CP’s work. Phase 1 will commence upon the receipt of requested documents and information from APD. To accommodate unforeseen difficulties or areas where more intensive work than initially projected may be necessary, 21CP typically works to include a 45-day buffer into the timeline for production of the final project. Consequently, Table 1 projects a 6-month timeline, but it is possible (though not likely) that the 21CP team may require up to 7.5 months from the start of work.

**Table 1. Proposed Timeline**

|  | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 |
|--|---------|---------|---------|---------|---------|---------|
| <b>Project Start-Up</b>  |         |         |         |         |         |         |
| <b>Phase 1: Research and Analysis</b>                                      |         |         |         |         |         |         |
| <b>Phase 2: Review of APD Policies, Procedures, and Training Protocols</b> |         |         |         |         |         |         |
| <b>Phase 3: Recommendations/Final Report</b>                               |         |         |         |         |         |         |

### III. Cost/Fee Schedule

This section summarizes 21CP’s estimated budget for conducting the assessment – detailing the number of hours that 21CP projects will be required in each area identified in the timeline summarized in Table 1. A range of expenses for site visit travel requested by the City and APD is provided and detailed in Table 4.

Overall, 21CP’s not-to-exceed budget is outlined in Table 2. 21CP will expend only the resources necessary to fulfill its responsibilities under the agreed scope of work and will keep the City and APD apprised of resource and budget issues as it conducts its work.

21CP’s standard rates for its personnel are summarized in Table 3. The budget information contained in Tables 2 and 3 are wholly consistent with the information provided in Attachment C of this proposal (the “Cost Worksheet”).



Table 2. Not-to-Exceed Budget

|  | Partners |          | Senior Advisor |          | TOTAL             |
|--|----------|----------|----------------|----------|-------------------|
|  | Hours    | Cost     | Hours          | Cost     |                   |
| <b>Project Start-Up</b>  | 5        | \$ 1,975 | 5              | \$ 1,875 | \$ 3,850          |
| <b>Phase 1: Research and Analysis</b>                                      | 40       | \$15,800 | 30             | \$11,250 | \$27,050          |
| <b>Phase 2: Review of APD Policies, Procedures, and Training Protocols</b> | 45       | \$17,775 | 25             | \$ 9,375 | \$27,150          |
| <b>Phase 3: Recommendations/Final Report</b>                               | 50       | \$19,750 | 22             | \$ 8,250 | \$28,000          |
| Sub-Total  |          |          |                |          | \$86,050          |
| Overhead & Administrative*   |          |          |                |          | \$ 12,907         |
| Total Before Site Visit  |          |          |                |          | \$98,957          |
| Site Visit Travel**  |          |          |                |          | \$ 15,048         |
| <b>TOTAL</b>   |          |          |                |          | <b>\$ 114,005</b> |

\* The Overhead & Administrative charge is computed at 15% of hourly, invoiced time.

\*\* This reflects not-to-exceed expenses for requested travel for on-site time. See Table 5, below.

Table 3. 2025 21CP Consultant Fees

|                | Hourly Rate |
|----------------|-------------|
| Partner        | \$395/hour  |
| Senior Advisor | \$375/hour  |

Table 4. Travel Expense Budget

|                                   | Projected            | Not to Exceed        |
|-----------------------------------|----------------------|----------------------|
| Airfare                           | \$655/person average | \$825/person average |
| Hotel                             | \$279/night          | \$400/person         |
| Ground Transportation             | \$195/person         | \$195/person         |
| Per Diem                          | \$116/day            | \$116/day            |
| Nights                            | 3                    | 3                    |
| Sub-Total (Site Visit per Person) | \$2,035              |                      |
| Persons                           | 2                    | 2                    |
| On-Site Visits                    | 2                    | 3                    |
| <b>TOTAL</b>                      | <b>\$8,140</b>       | <b>\$15,408</b>      |

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21CP anticipates being able to conduct its work (1) through Zoom, Teams, and/or other videoconference platforms. If any travel is contemplated, any and all reasonable and customary travel expenses that are incurred will be submitted for reimbursement including travel, printing, shipping, and copying, etc.

21CP's travel expense policy provides that current US GSA mileage and M&IE reimbursement rates shall apply. Standard hotel rates shall apply unless the client provides a special rate code for a preferred hotel. Domestic air travel will be reimbursed at the Coach (or equivalent) or lowest available rate – First Class or Business rates shall not be reimbursed unless said rate is the lowest available. Rail transport may be coach/business class or lowest rate available (Acela may be booked when available). Ground transportation will be by UberX (or equivalent), standard taxi, or rental car (Standard or Economy). All of these expenses are reflected in the line item in Table 2 addressing the Site Visit.

21CP typically submits monthly invoices for consultant time and expenses. Invoices are accompanied by supporting receipts for reimbursable expenses. Billing terms are net 30 days. Payment via ACH or direct deposit is preferred. Invoices not paid within 30 days of receipt are subject to a 3% monthly interest charge.

Finally, because of the sensitive nature of the work and the possibility that other litigation or investigations unrelated to 21CP's engagement with APD may arise, 21CP will request that the City of Anchorage or APD reimburse 21CP for all reasonable and documented costs arising from responding to subpoenas, outside litigation, or other external investigations. This includes reimbursing 21CP for any costs related to 21CP employee time and travel expenses reasonably incurred relating to any subsequent litigation or legislative testimony.



