

# Response to questions from the Baltimore Community

## Monitor : Baltimore City Police Department

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## **CNA Response to Questions: Baltimore Action Legal Team**

**Submitted by Richard Ochs (Zip code: 21214)**

### **1. What can be done to stop the ‘no snitch’ practice amongst police?**

**Response:** Evidence from multiple police agencies reveals that the use of Body Worn Cameras (BWCs)—and the use of cell phones by the public—to record and document incidents between the public and the police have established an era of police transparency. These BWCs, in hundreds of jurisdictions, have helped restore trust in the police and provide objective evidence on what happened during police-public interactions, use-of-force incidents, searches, and arrests. The use of this new technology, coupled with strong policies, thorough training, improved and well-documented investigations of use-of-force incidents, and constant supervision to ensure accountability, have transformed the way police conduct their activities from a semi-private activity into a reviewable public action.

### **2. Will you oppose FOP Lawsuit against Marilyn Mosby?**

**Response:** The suit you reference has been placed on hold by the 4th Circuit Court of Appeals. The court ordered a stay of the District Court proceedings in which five Baltimore Police personnel brought a suit alleging that Baltimore City State's Attorney, Marilyn Mosby, issued “false criminal charges against these officers for matters arising from the in-custody death of Mr. Freddie Gray.” This matter is under the jurisdiction of the courts and is not specified as within the scope of the Consent Decree. Accordingly, the selected Monitor is not authorized to take any action in this matter. If selected, CNA will not take any action related to this matter.

### **3. Will you recommend amnesty for persons arrested for Freddie Gray uprising?**

**Response:** The actions of persons arrested for the Freddie Gray uprising cover a wide range of behaviors with various consequences, some serious and many less so. The decision to issue criminal charges is under the jurisdiction of the Baltimore City State's Attorney's Office. This specific action, recommending amnesty, is not within the scope of the Consent Decree, and the selected Monitor is not authorized to expend resources unless they are needed for the implementation of policies, procedures, training, and accountability that will ensure that similar situations (e.g., death during an arrest) do not recur. In fact, to take such actions would constitute a violation of the Monitor’s responsibilities under the Consent Decree and the supervision of the federal judge. The Monitor will verify and validate that the Baltimore Police Department is implementing new professional and constitutional policies, procedures, training, supervision, and accountability. The goal is a transformation of a police agency into a more effective community policing agency that constitutionally and measurably changes the actions of officers.

### **4. Will you call for review of the Tyrone West case?**

**Response:** The sudden death of Mr. Tyrone West on July 18, 2013, during an arrest by Baltimore Police Officers was unexpected and produced some controversy among his family, members of the community, and the media. The death of a human being is a tragedy, and the circumstances ought to be carefully reviewed. The medical examiner, the Baltimore City State's Attorney's Office, and an Independent Review Board made a number of findings and

recommendations in a thorough and independent review of this incident. If new evidence is presented, further review may be considered by duly authorized officials. The Monitor's role does not extend to this case, and the Monitor has no direct jurisdiction in this matter. The Monitor must specifically follow the clear scope of the Consent Decree and focus attention on the numerous matters articulated in this court-mandated task.

As part of our review, Monitors will review BPD policies, training, and tactics associated with the use of force. Our review will include the following:

- Analyze BPD use-of-force records for a 5-year period prior to monitoring; conduct annual update analyses of all BPD use-of-force incidents during the 5-year monitoring period
- Assess the completeness and quality of deadly force incident investigations for the 5-year period prior to monitoring and for each year during the 5-year monitoring period
- Observe Performance Review Board meetings involving use-of-force incidents (up to 5 times per year)
- Annually review and audit policies pertaining to use of force
- Annually audit use-of-force records against BPD policies and national best practices
- Conduct a quarterly review use-of-force training plans and officer training records.

#### **5. Will you support Police cameras that cannot be turned off?**

**Response:** Police Body Worn Cameras have technical limitations and become less effective if left on and cannot be turned off. The amount of data storage for readable video files required for a large police department makes it impractical and extremely costly to maintain hundreds of thousands of hours of video files of police-public interactions that are not directly related to official law enforcement business. The search processes and the data integrity would be compromised by retention of such a large volume of video files. The technology may be improved in the future that could make this recommendation possible. But, today, the Monitor, under the Consent Decree, needs to verify and validate that the police have policies, procedures, technology, training, and accountability to ensure that Body Worn Cameras are always turned on during public interactions. The most important activities are those interacting with the public and less important are routine patrolling and report writing. The policies requiring that the BWCs be turned on need to be enforced thoroughly and continuously and supervisors held responsible for any lapse in this policy. BWCs work and can be a trusted source of objective information only if they are turned on during police-civilian encounters and other law enforcement activities.

#### **6. Do you support jury trials for all police accused of murder or manslaughter?**

**Response:** The right to a jury trial is established in the U.S. Constitution, and police, like all citizens, can assert or waive that right as they choose. The Consent Decree does not authorize the Monitor to issue an opinion on this issue. The Monitor must follow the specific requirements contained in the Consent Decree and is not permitted to use resources on matters not authorized by the Court.

**Submitted by Kathryn M. (Zip Code: 21210)****1. Why does such a high percentage of your budget go to Coppin State?**

**Response:** Coppin State University is budgeted at approximately \$1,678,000 over the estimated 5 years of the Consent Decree monitoring process. That amounts to approximately 23 percent of the overall budget (\$7,274,146). The reason that Coppin State University is budgeted to receive this percentage of the overall monitoring project budget is that it is primarily responsible for several mandated annual research tasks (e.g., annual representative surveys of Baltimore residents, surveys of police officers, surveys of jail detainees, and several other research tasks). In order to produce scientifically valid and credible research reports for the Consent Decree process, the budgeted resources are necessary. Please consider that part of the research costs involves paying Baltimore residents to help conduct the research; thus, a portion of the funds allocated to Coppin State University will be passed along to the Baltimore community in the form of paid research assistantships.

**2. Will you oppose police practices of putting their knees on the neck of prone persons?**

**Response:** The Consent Decree has a robust section regarding police use of force and de-escalation. The practice of putting “their knees on the neck of prone person” is considered dangerous and is a practice that is prohibited in most jurisdictions and professional standards of conduct. This dangerous practice is likely to cause serious injury, neurological damage, and the potential for death. The answer to your question is “yes”; there are many other alternatives available that do not result in injury to the prone person and the officer.

**Baltimore Action Legal Team:****1. The monitoring team should include individuals most impacted by decisions made by the monitoring team. Please provide concrete examples of how the team plans on engaging those impacted by this consent decree.**

**Response:** At one level, the individuals most impacted by the monitoring team include all residents of Baltimore, sworn and civilian members of the Baltimore Police Department (BPD), and other justice and social system stakeholders. CNA’s monitoring plan includes at least eight different opportunities for Baltimore residents and others to engage in the monitoring process and thus affect its outcome. These opportunities include, but are not limited to: community forums; resident and stakeholder focus groups; ‘walk and talks’ in Baltimore neighborhoods with the CNA Monitoring Team leaders; one-on-one conversations in-person or via phone or Internet; participation in Monitoring Team research activities; reviewing BPD policies and training; and more.

More directly, the CNA Monitoring Team will focus and direct these activities in the Baltimore neighborhoods most affected by police actions and misconduct (e.g., the neighborhoods experiencing the most violence and police presence, the neighborhoods submitting the most complaints, the neighborhoods where most use of force and police shooting incidents occur). Thus, we will ensure that the Baltimore residents that stand to benefit most from the work of the Monitoring Team will have multiple opportunities to engage in the monitoring work.

**2. The monitoring process should be transparent and ensure community access to the entire process. How does the team plan on ensuring a transparent process from beginning to end?**

**Response:** In our view, transparency is achieved through two important mechanisms: (1) open and broad dissemination of the results of our work, and (2) accessibility of the Monitoring Team members to the public.

We will disseminate the results of our work, which will consist primarily of: (1) regular reports on BPD's progress in achieving compliance with the mandates of the Consent Decree; and (2) research reports and other documents describing the progress and outcomes of our Team's work. We will disseminate these documents and reports through several vehicles; we will:

- Publish them on the CNA monitoring website
- Disseminate them electronically to the parties to the Consent Decree, to all individuals involved in the monitoring process, and to all individuals who register with our Team indicating a desire to receive the monitoring and research reports
- Develop 'user-friendly' versions of the reports (e.g., with less legal and research jargon, fewer acronyms, and succinct explanations of our findings) for electronic dissemination and also for dissemination at community meetings and forums
- Respond to requests for information regarding our monitoring activities, and to requests for any of our Team's publications.

Regarding accessibility, our Monitoring Team will work out of an office in the City, located in an accessible and convenient location, with regularly published office hours covering weekdays, weekends, and evening hours. This office will be staffed by members of our Monitoring Team at least half-time, or more if demand for more accessibility is indicated. We will publish contact information for the Monitor, Deputy Monitor, Associate Monitors, Monitoring Team Advisors and Analysts at CNA, and Monitoring Team members from Coppin State University, as well as our community advisors and the members of our Community Council. Thus, Baltimore residents, police officers and officials, and others interested and involved in the Consent Decree monitoring process will have regular in-person, telephonic, and email access to all members of the CNA Monitoring Team.

**3. Please provide concrete examples of how you will engage affected persons and community stakeholders to engage in the court process (i.e. allow persons to be heard in open court during the process).**

**Response:** Allowing persons to be heard in open court is a matter of the judicial process, and the court process is outside the purview of the Monitor. However, we do note that, under the Maryland State Constitution and Maryland Code of Criminal Procedure, the rights and protections of victims are clearly set forth. The rights of victims to be heard in court start with processes that come under the Consent Decree. For example, victims of excessive police force or police misconduct have a right to lodge complaints and have a thorough and impartial investigation of the complaint. Our monitoring team will review and monitor the internal-affairs system and determination by the BPD of whether a matter should be investigated as a criminal

matter, an administrative (discipline) matter, or both. We will also review and comment on the outcome of the investigation and the appropriateness of discipline.

### **Specific Question for CNA Consulting**

**Michael Berlin is a member of your team and a former BPD officer. Please address how Mr. Berlin will remain independent throughout the process.**

**Response: (From: Michael Berlin)** Thank you for giving me the opportunity to answer this question.

I entered the Baltimore Police Department in 1975 with a fundamental respect for civil rights and human dignity. My passion for fair and just treatment of diverse individuals from all walks of life grew into a lifelong career in the justice system. As a police officer in Southern District, I treated people with respect, handled calls for service in a professional manner, and worked with the community, including attending Cherry Hill community meetings, several on my own time. In fact, citizens came to my aid on several occasions, including helping me to gain entrance into an apartment to prevent a suicide in progress and render life-saving first aid.

After leaving the Baltimore Police Department just under 40 years ago, I completed law school in 1979, developed a private law practice, including civil and criminal cases, and practiced law for over a decade. I zealously represented clients within the bounds of the law, regardless of the opposing party.

I began my career as a full-time criminal justice professor at Baltimore City Community College in 1995. My students included civilians on-campus, and Baltimore Police academy trainees in criminal law and procedure classes, as well as other criminal justice, social relations, and community policing classes.

In addition to the Baltimore Police Academy, I developed curriculum and served as an instructor in the Maryland Police Corps from 1997 to 2003. The Police Corps was a specially designed federal program to train four-year college graduates entering policing. I was named Instructor of the year by the Maryland Police Training Commission in 2003.

I also had the opportunity to teach community policing and homeland-security- related subject matter at the U.S. Department of State International Law Enforcement Academy in Roswell, New Mexico, from 2001 through 2010, and terrorism prevention at the U.S. Department of Homeland Security PRSBI program in Socorro and Playas, New Mexico, from 2007 to 2014.

While working full time at Baltimore City Community College, I continued to work part time on my doctorate in Public Policy at University of Maryland, Baltimore County (UMBC), focusing on public management, specifically police management. My doctoral dissertation involved case studies of community policing in New Haven, Connecticut, and Richmond, Virginia, and examined the role of police leadership in defining and articulating the principles and values of community policing and the extent to which rank-and-file officers were aware of and bought into these values. I developed an easily understood and applied framework for defining and examining community policing in any jurisdiction. This definition works equally well for civilian and police learners. I earned my Ph.D. in Public Policy in December 2006.

I left Baltimore City Community College in August 2008 to join the Criminal Justice Faculty at Coppin State University. I began as an Assistant Professor, earned tenure, and was promoted to Associate Professor approximately four years ago. I received the Distinguished Graduate Faculty Award from Coppin State University in 2012 and again in 2016. I continue to serve as an Associate Professor at Coppin State University.

My record of research, scholarship, publication, and presentations reflects a lifelong interest in and commitment to community policing; criminal procedure and constitutional policing; police training; and fair, just, and respectful treatment of all individuals. These themes are reflected in my publications of the past nine years, as well as in extensive national and international presentations during this period.

Recent publications include: *Crime Scene Searches and the Fourth Amendment*; *The Evolution, Decline and Nascent Transformation of Community Policing in the United States: 1980 – 2010*; *An Overview of Police Academy Training in the United States*; and an Interview of the Honorable Robert M. Bell, Chief Judge of the Court of Appeals of Maryland (State Supreme Court).

My nearly 40 years of separation from the Baltimore Police Department, as well as my record of scholarship and public service in support of Constitutional policing, are evidence that I will remain independent throughout the Consent Decree process.

## CNA Response to Questions: Campaign for Justice Safety and Jobs

**1. Community Engagement: According to the consent decree, “the Monitor will designate a member of the team as a community liaison, who will serve as a point of contact to community members.**

**a. How will your community liaison(s) interact regularly with Baltimore residents and the monitor team?**

**Response:** Dr. Johnny Rice II, Assistant Professor of Criminal Justice at Coppin State University, will serve as the designated community liaison and point of contact for community members. In this role Dr. Rice will oversee the development of the Community Council (comprising a diverse network of community-based organizations and resident representatives) and work with national CNA community engagement subject matter experts and local Baltimore community-based experts in efforts to effectively engage residents and other key stakeholders. It is important to note that support staff will be hired to complement the aforementioned community engagement activities and efforts.

Dr. Rice will actively engage with Baltimore residents using a variety of formal and informal strategies to meet residents where they are in the community. Dr. Rice will not work in isolation, but rather employ the Community Council, national and local community experts, and most importantly Baltimore residents (i.e., paid and volunteer) to build trust amongst residents. Participation in cultural, social and civic events of value to the community will figure prominently in community liaisons outreach. More specifically, we have designed a number of different procedures through which we will interact regularly with Baltimore residents:

- Research and surveys
- Monthly community forums (including youth forums) in the communities most impacted by BPD’s enforcement activities
- Informal meetings and ‘walk and talks’ with our leadership team
- A Baltimore office with regular office hours
- A website with opportunities for web-based interaction
- Youth outreach to schools, athletic organizations, and other youth organizations
- Virtual and telephonic interaction opportunities geared toward non-traditional groups and non-traditional days/times

**b. How will your team select an individual or entity to design, distribute, and analyze the community survey required by the consent decree? Do you plan to, or would you be willing to contract with community based organizations to conduct the annual survey?**

**Response:** Research activities including community input and feedback will be captured in the required annual surveys of Baltimore residents, surveys of BPD officers, interviews with jail detainees, and other observations and interactions in Baltimore communities.

Dr. James Coldren will serve as the team's Research Advisor. Dr. Coldren will advise and work with Subject Matter Experts on the monitoring team's overall research and outcome assessment methodology, including data collection and analysis of a wide variety of data sources, including data collected and maintained by BPD, the Community Survey, and public source material. He, with the help of analyst staff, will be the primary organizer of all data for the team.

Dr. Michael Berlin will serve as the Monitoring Team's Coppin State University research liaison for the monitoring project. Dr. Berlin will work with Coppin Subject Matter Experts including: Dr. Jacqueline Rhoden-Trader - Criminology, Research Expert; Dean Beverly O'Bryant – Administration, Project Management, Counselling, Behavioral Health; Dr. James Stewart – Statistician, Assessment; Dr. Claudia Nelson – Political Science, Race, Class and Gender; and Dr. Johnny Rice – Community Engagement, Juvenile Justice, Youth and Families.

The Coppin team will work with Dr. James Coldren and develop the research protocols: surveys, observations and interviews to meet the annual research requirement. All instruments and sample selection will be updated as necessary based upon changing needs and conditions.

The Coppin team will identify representative samples of City residents, police personnel, and custodial arrestees so that the survey is designed to capture a representative sample of Baltimore residents including members of each Demographic Category. Surveys will be conducted by telephone (land line and cell phone), on-line and when necessary, face to face.

Information obtained through interviews, observations, open-ended survey questions, and ride alongs will be analyzed through qualitative analysis techniques such as grounded theory development (an iterative process of reviewing and summarizing qualitative information and developing themes and categories from this analytical activity) and computer software programs that search for common words or phrases in text materials.

The Coppin State University team expects to hire Coppin students and community members to participate in development, delivery, data entry and analysis of survey and other results. Students and community members will be trained and supervised by Coppin faculty team members. Instruments will be piloted with community members and adjusted accordingly. Coppin faculty are open to collaborating with faculty from other local universities.

In addition to research activities, Coppin team members will participate in community engagement activities, including, but not limited to, community forums.

- c. What steps do you plan to take to ensure that you are inclusive of ALL Baltimore residents, including youth, immigrants, people with disabilities, and others who may be more difficult to reach?**

**Response:** CNA and our community outreach and engagement partner, Coppin State University, along with the Community Council, and national and engagement local experts will make a concerted effort to outreach and provide access in the consent decree process using all tools and resources at our disposal. Our efforts will include, but not be limited to, the following activities:

- Conduct a scan of social, civic, community-based organizations and associations throughout Baltimore City (i.e., historic and emerging).
- Coordinate quarterly forums in a number of community neighborhoods
- Coordinate or manage a number of community advisors
- Engage dedicated social justice advocates and community-based leaders who have a proven track record in providing a voice for select groups.
- Conduct outreach to the Baltimore City Public School System and juvenile justice partners.
- Recruit community stakeholders that have in the past and are currently supported the consent decree effort.
- Develop a targeted outreach plan to access populations that have barriers to participation (i.e., transportation barriers, communication barriers, and other resource barriers).
- Provide staff contact information and office location, schedule and hours; and provide community forum schedules.
- Utilize our interactive website and social media, and marketing to generate interest and communicate with persons difficult to reach via traditional means.
- Conduct forums and meetings in jails/prisons, senior resident facilities and juvenile treatment centers in efforts to include the voice of persons that may be difficult to reach.

**d. Baltimore is a city of neighborhoods. How do you plan to engage people in every corner of the city? Who do you have on your team that has the depth of local knowledge and connections to local grassroots organizations and neighborhood leaders to be able to accomplish this?**

**Response:** CNA and Coppin State University will utilize the collective expertise of our team to engage all neighborhoods. More specifically we have identified several local community engagement experts that have a wealth of experience building bridges of trust with residents reflecting Baltimore’s diverse neighborhoods, as well as those neighborhoods most affected by police enforcement tactics and officer complaints.

Please note that Mr. D. Antonio Bridges II is one of our local experts who will support our outreach to grassroots communities. Mr. Bridges is uniquely qualified to accomplish such outreach as reflected by 15 years of experience in community engagement in Baltimore. He provides expertise in neighborhood collaboration as demonstrated in his previous roles. He has served as Executive Director, Mayor’s Office of Neighborhoods and Constituent Services; and Neighborhood Liaison for the Baltimore City Mayor’s Office.

In addition to the above, the CNA team also includes various members of the community, like Nykidra L. Robinson, the CEO and Founder of Black Girls Vote, Inc. who has over 10 years' experience leading outreach and mobilization efforts in Baltimore, and Caryn York, who has over 10 years' experience in establishing and maintaining strategic partnerships with key local stakeholders.

CNA and the Coppin team are open to collaborating and working with additional community leaders from throughout the City of Baltimore.

**2. Monitor Team Composition: Each monitor finalist has either designated a former law enforcement official as the lead monitor or has a large representation of law enforcement officials on its team.**

**a. What steps will you take to address any distrust felt by Baltimore residents who have been victims of police misconduct and may not want to communicate with team members because of their law enforcement backgrounds?**

**Response:** There are several components to our response to this question:

1. The CNA Monitoring Team comprises 24 key members (including the Monitor, Deputy Monitor, Associate Monitors, Subject Matter Experts, representatives from Coppin State University, and CNA advisors and analysts). Of these 24 Team members, 7, or 30 percent, have prior law enforcement experience (several as civilian police staff). Thus, 70 percent of the key members of the CNA Monitoring Team do not have prior law enforcement experience. In the first instance regarding this issue, our team has natural built-in checks and balances against the possibility of bias towards policing and law enforcement.
2. We will transparently display and disseminate our methods, processes, and results, providing anyone with an interest in reviewing our work the opportunity to do so. Thus, there will be ample opportunities for anyone to review our work and register their thoughts or concerns.
3. Our research work under the Consent Decree will be reviewed by an independent Institutional Review Board (IRB), whose primary concern is the ethical conduct of research with human subjects. The name and contact information of a representative of the IRB will be published openly, and anyone may register a complaint with the IRB pertaining to how our Team conducts research.
4. CNA has an Ethics Officer as well. We will openly publish his name and contact information; this is another avenue for anyone to register a complaint or concern regarding how our Team conducts the monitoring project.
5. Those with concerns about how our Team conducts the monitoring process may register their concerns and complaints with the Deputy Monitor (Dan Giaquinto) or the Monitor (Rodney Monroe); so long as these two individuals are not a subject of the complaint or concern, they can work with members of the Monitoring Team and concerned individuals to resolve the concern or complaint. If a concern or complaint cannot be resolved in this manner, it can be referred to the City or to an arbitrator.

6. Finally, anyone who has any concern regarding how our Team conducts the monitoring process can register a complaint with the City of Baltimore (which will issue the monitoring contract to CNA) or with the other parties to the Consent Decree (the U.S. Department of Justice or the Baltimore Police Department).

- b. To the extent that your law enforcement team members have been named as defendants in law suits or have been the subject of misconduct complaints, how will you assure the parties and Baltimore communities that these team members are qualified to assess and recommend policing reforms detailed in the consent decree?**

**Response:** If any of our law enforcement team members have been named as defendants in law suits or have been the subject of misconduct complaints, we will provide full disclosure regarding the incident(s) and outcome(s) pertaining to a team member. In addition, the parties to the Consent Decree, and especially the City of Baltimore (as the contractor), have the right to review the records of our team members and reject or dismiss any of them for good reasons regarding past performance. Others may petition to CNA or to the Consent Decree parties regarding the background of any of our team members and should be confident that a thorough review of such matters will be made.

The law enforcement personnel assigned to our team are well qualified and experienced professionals who have dedicated their lives and careers towards the advancement of fair and Constitutional law enforcement practices. They have been in the forefront of addressing issues relating to Constitutional policing, community engagement, procedural justice for both citizens and police officers, and advancing 21st Century Policing efforts across the country.

**3. Track Record: According to the U.S. Department of Justice’s (DOJ) investigative report, significant racial disparities exist in the Baltimore Police Department’s (BPD) pedestrian stops, vehicle stops, searches, arrests, and use of force. The report also uncovered evidence of gender bias in BPD officers’ treatment of transgender individuals and their investigation of reports of sexual assault.**

- a. **What is your team’s experience in identifying and addressing biased policing; specifically, racial, ethnic, and gender bias?**
- b. **Please share examples of law enforcement agencies that realized a reduction in incidents of biased policing after receiving assistance from members of your team.**

**Response:** Several of our team members have worked extensively with police departments across the country addressing the issue of bias policing as it relates to racial, ethnic, and gender. James Stewart and Denise Rodriguez of CNA worked with the Las Vegas Police Department and supervised the research and analysis that identified startling patterns of racial bias associated with police shootings.

This research and analysis led to significant changes within the department in such critical areas as providing bias-free police training, a restructuring of how police shootings are investigated, and creating civilian oversight and review of all police shootings.

We have identified biased policing practices in the Collaborative Reform efforts conducted in several cities and have shared our analysis with departments to develop their efforts of monitoring and instituting reform. Associate Monitor Harold Medlock instituted changes to traffic-stop procedures/policies to address racial disparity as Chief of Police for the Fayetteville, NC Police Department. These changes not only resulted in fewer traffic stops related to non-moving violations, but the department also saw a decrease in racial disparity in the traffic stops made after the change was instituted.

Our proposed Deputy Monitor, Dan Giaquinto, helped address the issue of racial profiling in the New Jersey State Police Department under a similar Consent Decree. His efforts led to the revamping of how citizen complaints are investigated, developed policies associated with bias policing, instituted training related to racial profiling, adopted an Early Warning Tracking System to better capture and track incidents of alleged racial profiling, and created greater accountability from supervisors for identifying patterns and practices among officers.

Our proposed Monitor, Rodney Monroe, has served as the Independent Monitor for the City of Meridian, MS, and the Meridian Police Department Settlement Agreement, which focused on the disproportionate number of minority students being arrested for minor infractions. The Department developed a new policy for when, how, and what types of incidents officers are allowed to respond to in schools; established an MOU with the School District, which outlines both responsibilities for ensuring the safety and treatment of students; and identified and conducted various training with all officers, focusing on de-escalation, child and adolescent development, and bias free policing.

Another one of our proposed Associate Monitors, Mai Fernandez, has performed significant work in the area of sexual assaults involving women and members of the LGBTQ community. She has worked to ensure fair and impartial treatment of victims, comprehensive investigations by police, extensive training of officers and investigators, and reshaping department's policies and procedures for handling these very sensitive cases.

## CNA Response to Questions: Disability Rights Maryland

### 1. How do each of the applicants' view their role in monitoring BPD activities as distinct from their role in providing technical assistance to BPD?

**Response:** Once the Monitoring Plan is developed (within 90 days) and approved by the federal court, there will be specific monitoring and measuring metrics for each of the substantive areas of the Consent Decree. It will be the distinct and direct responsibilities of our Monitoring Team members (Monitor, Deputy Monitor, Associate Monitors) to make observations, collect information, and measure the extent to which BPD is achieving compliance with the metrics. This is distinctly monitoring work (not technical assistance) and is solely the responsibility of these Monitoring Team members.

In the course of conducting the monitoring work, BPD needs for technical assistance (TA) may arise. In those instances, the CNA Monitoring Team can provide TA in one of two ways:

1. A different team member, a Subject Matter Expert (SME), or another qualified individual who is not an official member of the CNA Team can provide the TA. In these instances there will be a clear distinction between the Monitors and TA providers.
2. Our Team Monitors, in the course of doing their monitoring work, may provide some informal advice or assistance to BPD or the City; or they may be specifically asked to provide TA in the substantive area for which they are responsible (for example, the Associate Monitor for Use of Force issues may be asked to provide TA regarding Use of Force investigations). In these instances, we will first determine whether someone else (not a Monitor) can provide the TA at the same high-quality level our Monitoring Team member would, or we will allow the Monitoring Team member to provide the TA with the explicit and publicly stated understanding that, in those instances, he or she is not performing the official role of a Monitor. Thus, there may be some instances in which a member of our team with monitoring responsibilities takes on the role of a TA provider.

### 2. What does each applicant, or their relevant subject matter expert, see as the most relevant experience they bring to the issue of police interactions with people with disabilities?

**Response:** The quality of a civilian with a disability interaction with the police unusually hinges on two factors: (1) the responding officer's understanding that a disability increases a civilian's likelihood of his or her victimization and decreases his or her ability to access justice; (2) the officer's capacity to assist the civilian in overcoming barriers to victim services and access to justice. Civilians with disabilities have some of the highest rates of victimization and, simultaneously, are the least likely group of civilians to receive the services they need from law enforcement. To improve the quality of interactions between the police and Baltimoreans with disabilities, the CNA team is ready to train the Department's officers with the best practices from around the country. Mai Fernandez, who serves on the CNA Team, is the Executive Director of the National Center for Victims of Crime that hosted the National Conference on Victims with Disabilities. The conference brought together hundreds of experts from around

the country to discuss and train on how to best serve victims with disabilities through the justice system. The CNA Monitoring Team will access this pool of experts and best practices to train and provide assistance to the Baltimore Police Department.

**3. What experience does each applicant, or their relevant subject matter expert, have in creating and implementing diversion policies that reduce interaction of persons in crisis with police whenever possible?**

**Response:** In most instances, police officers are the ones who encounter individuals in crisis. Thus, they do not necessarily divert individuals in crisis from contact with the police; rather they implement diversions so that individuals in crises get the referrals and treatment they need, as soon as possible, so that further contact with the police and the justice system is minimized.

Several law enforcement members of the CNA Monitoring Team (e.g. Rodney Monroe, Harold Medlock, and Theron Bowman) have experience developing and implementing diversion policies in their respective jurisdictions to assist persons in crisis. Dr. James Coldren, a CNA Advisor, was a co-developer and implementer of a program called Redeploy Illinois through which hundreds of justice-involved youth were diverted to community-based mental health and other programs, resulting in significant reductions in the state's juvenile prison population. In addition, members of our team (most directly, Dr. Laura Kunard) worked recently with the Department of Justice to revise and pilot the Crisis Intervention Team (CIT) training delivered to police agencies across the country.

**4. What experience does each of the applicants, or their relevant subject matter expert, have in implementing crisis response techniques?**

**Response:** CNA has the distinguished Dr. Laura Kunard on staff and available to our Team. Dr. Kunard is a nationally recognized expert in implementing police crisis-response techniques. She has developed and field tested a full curriculum for training police in effective and safer ways to intervene with humans experiencing a crisis. CNA is also providing Dr. Kunard to other police departments under Consent Decrees to provide improved policies and training for crisis-response techniques.

**5. What would each applicant recommend to BPD or the City for having greater involvement of mental health professionals and services for people in crisis in lieu of police interactions?**

**Response:** This is primarily a matter of funding and collaboration. In order for BPD to effectively divert individuals in crisis from police interactions, there must be a viable, well-published network of mental-health and social-service professionals and organizations in the City of Baltimore with the capacity to handle caseloads of sufficient size to realize a reduction in reliance on BPD for responding to individuals in crisis. It is widely known that a key source of the development of this problem is the de-funding and lack of funding for adequate community-based mental-health services. Even if the City of Baltimore devotes significant financial resources to mental health and social services for people in crisis, CNA believes that, in

order to enable BPD to meet its responsibilities in this area under the Consent Decree, additional mental-health and social-service resources will be needed. If and when such increases are realized, there will need to be a broad City-wide collaboration among these community-based resources and with BPD so that, when police encounter individuals in crisis, they will immediately have community-based resources they can contact or refer individuals to so that prolonged police and justice system contact is minimized. This collaboration requires that all resources are documented, published, updated routinely, and made known and available to BPD officers. Typically this is achieved through Crisis Intervention Team (CIT) training or similar training; and the CNA Team is a national leader in this area.

#### **6. How will each applicant define successful community engagement?**

**Response:** The CNA team recognizes that the most important element to successfully executing the monitoring of this Consent Decree and achieving the goal of transforming the Baltimore Police Department into an effective organization utilizing constitutional policing practices is effective community engagement.

Changing the dynamic of police community relations from contentious and distrustful to cooperative and supportive is one of the primary goals of the settlement agreement and can be achieved only through effective community engagement. Key features of successful community engagement include the following:

- At the onset, and using a variety of outreach and communication platforms, inform the general public about the requirements set forth in the Consent Decree, and the roles and responsibilities of the independent monitor, the Baltimore City government, the Baltimore Police Department, the Department of Justice, and community members
- Using these same outreach and communication platforms, provide ongoing updates on monitoring findings, including progress made and impediments to progress
- Create the mechanisms or build upon existing ones to provide both formal and informal opportunities for citizen feedback on proposed policy changes, new or revised police trainings, policing strategies and tactics, policing priorities, diversification of work force including recruitment and retention, and officer safety and wellness
- Expand opportunities for much more non-law enforcement contact between citizens and the police that serve them, emphasizing relationship building at all levels with special emphasis on youth and other those segments of the population affected most by policing
- Emphasize training that promotes constitutional policing practices and respectful treatment by police for the citizens they serve
- Educate the broader community about the challenges of police work, the stresses officers face on a daily basis, and the importance of mutual respect and cooperation in order for the Baltimore Police Department to effectively execute its mission of ensuring community safety.

The CNA team has allocated 40 percent of the monitoring budget to community engagement, far more than any of the other finalists (based on a comparison of budgets submitted by the offerors), and understands that “buy in” and ongoing community involvement are critical to ultimately changing the police-community relations dynamic critical to moving forward with

successful reforms. The CNA team will both monitor the Baltimore Police Department to ensure full implementation of those requirements contained within the settlement agreement relating to community engagement and provide technical assistance where there are gaps to achieve even broader community engagement objectives. Because the settlement agreement may last only three years, to sustain reforms community stakeholders must step up and play a more direct role in ensuring an accountable and effective police department. It is our goal to firmly establish community oversight and input mechanisms during the monitoring period to ensure ongoing strong engagement and sustainability of reforms. In the words of Sir Robert Peel, the founder of modern policing, “the police are the community and the community are the police.”

**7. Please explain the criteria that will be used to select members of the community advisory panel or community council to provide community input to monitor positions and activities.**

**Response:** Members of our proposed Community Council will be selected in a competitive process using the following criteria:

- Applicants must have at least three years of Baltimore residency
- Applicants must be above the age of 15 ( we will consider several youth applicants)
- Applicants must not be currently involved in lawsuits against the Baltimore Police Department
- Applicants must demonstrate some recent (past 3 years) involvement in organizing community improvement or community volunteer activity
- Applicants must have the availability to conduct the work that will be required of them (e.g., convene at least one community forum per month, conduct forum recruitment activities, disseminate information from the Monitoring Team)
- Applicants must be willing to introduce members of the Monitoring Team to other individuals and organizations in their community or neighborhood
- Adult applicants must have a resume and work history
- Applicants must be willing to work in a collaborative process with other members of the Monitoring Team, and must be willing to work within the guidelines and restrictions of the Consent Decree.

**8. Please explain how each applicant will approach the disparity of police practices experienced by the "wealthier and largely white neighborhoods," and "largely African American communities," in obtaining community input and engagement in implementing the Consent Decree?**

**Response:** The disparity that exists regarding police practices and treatment of residents in different Baltimore communities must be documented first. The CNA Monitoring Team will prepare this documentation in two ways:

1. An analysis of data regarding the nature and context of police stops, citations, responses to victims, and arrests across different Baltimore neighborhoods (factoring in such variables as neighborhood demographics, violence and calls for service, housing and business composition, time and location of occurrence, etc.) so that we obtain, as best

as the available data will allow, a quantitative measure of the nature and extent of the biased policing problem

2. A systematic study (through surveys, community forums, focus groups, observations) of how policing is experienced in different Baltimore neighborhoods; this will provide qualitative context to the quantitative measures discussed above. Once we achieve a better understanding of the nature and extent of biased police practices in Baltimore, we will tailor our monitoring work so that it addresses issues in the neighborhoods, and among individuals, that bear the most negative consequences of this disparate police activity.

**9. Each applicant discusses dispute resolution methods for differing opinions and recommendations on the monitor teams, to what extent will community input be sought in addressing disputes of opinion or recommendations within monitor teams?**

**Response:** Because the CNA team comprises no less than 13 Baltimore residents (including representatives from Coppin State University, some of whom live in Baltimore or are former Baltimore residents, our community subject matter experts, and our Community Council), community input regarding differences of opinion within the Monitoring Team will be a routine occurrence and a natural order of business.

## CNA Response to Questions: NAACP Legal Defense Fund

- 1. According to the U.S. Department of Justice’s (DOJ) investigative report, significant racial disparities exist in the Baltimore Police Department’s (BPD) pedestrian stops, vehicle stops, searches, arrests, and use of force.<sup>1</sup> The report also uncovered evidence of gender bias in BPD officers’ treatment of transgender individuals and their investigation of reports of sexual assault.**
  - a. What is your team’s experience in identifying and addressing biased policing; specifically, racial, ethnic, and gender bias?**
  - b. Please share examples of law enforcement agencies that realized a reduction in incidents of biased policing after receiving assistance from members of your team.**

**Response:** Several of our team members have worked extensively with police departments across the country addressing the issue of biased policing as it relates to race, ethnicity, sexual orientation, and gender. CNA Advisors James Stewart and Denise Rodriguez, while working with the Las Vegas Police Department supervised research and analysis that identified startling patterns of racial bias associated with police shootings.

This research and analysis led to significant changes within the department in critical areas such as providing bias-free police training, a restructuring of how police shootings are investigated, and creating civilian oversight and review of all police shootings.

We have identified biased policing practices in the Collaborative Reform efforts conducted in several cities and have shared our analysis with departments to develop their efforts of monitoring and instituting reform. Associate Monitor Harold Medlock instituted changes to his traffic-stop procedures/policies to address racial disparity Chief of Police for the Fayetteville, NC Police Department. These changes not only resulted in fewer traffic stops related to non-moving violations, but the department also saw a decrease in racial disparity in the traffic stops made after the change was instituted.

Our proposed Deputy Monitor, Dan Giaquinto, helped address the issue of racial profiling in the New Jersey State Police Department, under a similar consent decree. His efforts led to the revamping of how citizen complaints are investigated, developed policies associated with bias policing, instituted training related to racial profiling, adopted an Early Warning Tracking System to better capture and track incidents of alleged racial profiling, and created greater accountability from supervisors for identifying patterns and practices among officers.

Our proposed Monitor, Rodney Monroe, has served as the Independent Monitor for the City of Meridian, MS, and the Meridian Police Department Settlement Agreement, which focused on the disproportionate number of minority students being arrested for minor infractions. The Department developed a new policy for when, how, and what types of incidents officers are allowed to respond to in schools; established an MOU with the School District, which outlines responsibilities for ensuring the safety and treatment of students; and identified and conducted various training with all officers focusing on de-escalation, child and adolescent development, and bias free policing.

Another one of our proposed Associate Monitors, Mai Fernandez, has performed significant work in the area of sexual assaults involving women and members of the LGBTQ community. She has worked to ensure fair and impartial treatment of victims, comprehensive investigations by police, extensive training of officers and investigators, and reshaping department's policies and procedures for handling these very sensitive cases.

**2. The consent decree includes provisions that require the BPD to engage in policing practices that protect an individual's right to free speech, assembly, and to be free from unreasonable searches and seizures and the excessive use of force.**

**a. What is your team's experience in identifying and addressing unconstitutional policing practices?**

**Response:** A number of our team members have monitored DOJ consent decrees or private settlement agreements and represent many years of experience in monitorships. Rodney Monroe, proposed monitor, is currently the monitor for the settlement agreement for the City of Meridian, Mississippi. Our Deputy Monitor, Dan Giaquinto, served as the Director of State Police Affairs in the New Jersey Attorney General's Office and was the liaison to the Department of Justice and the Independent Monitoring Team; he was responsible for the compliance of the New Jersey State Police with the Consent Decree to address racial profiling and unconstitutional policing. He currently serves as the Deputy Monitor of the Independent Monitoring Team for the Settlement Agreement between Albuquerque, New Mexico, and the Department of Justice to address unconstitutional policing issues with the Albuquerque Police Department (APD).

Associate Monitor Theron Bowman served as a member of the New Orleans Police Department monitoring team and as a collaborative reform consultant for Milwaukee, Wisconsin.

Associate Monitor Stephen Rickman serves as an associate monitor with Public Management Resources as part of the independent monitoring team overseeing a Settlement Agreement between DOJ, the U.S. Attorney of New Mexico, and APD. Ellen Scrivner, Associate Monitor, has also served on monitoring teams in Cleveland, Ohio, and Seattle, Washington, that engaged in helping large police departments achieve compliance with their consent decrees.

Dr. James Coldren, proposed research advisor for this initiative, served for five years as the federal court-appointed monitor for the Duran v. Elrod Consent Decree at the Cook County Department of Corrections, collecting and analyzing data for 11 major issues and reporting to and arguing in federal court on the Department's compliance progress on those issues.

**b. Please share examples of law enforcement agencies that realized a reduction in incidents of unconstitutional policing after receiving assistance from members of your team.**

**Response:** The New Jersey Consent Decree was terminated successfully; the Independent Monitor Reports may be found on the website of the New Jersey State Police. Also, the progress of the APD in complying with the Settlement Agreement may be found in the Independent Monitor Reports listed on the APD website.

The Las Vegas, Spokane, Philadelphia, and Fayetteville, NC, police departments each experienced reductions in use of force and police shooting incidents as a result of their engagements with CNA under the Collaborative Reform Initiative.

**3. The Baltimore consent decree requires the BPD to assess and improve its relationship with the Baltimore School Police Force, which has a contract with the BPD to serve as auxiliary police.**

**a. What is your team's opinion about the appropriate role of school police officers?**

**Response:** CNA has conducted studies working with school police regarding student and officer safety. The appropriate role of the school police is to preserve the peace and help maintain a safe environment for children in learning environments. The school police have to develop careful de-escalation capabilities to assure that students can be restored to classrooms as soon as possible and to use the school, professional counselling staffs, and parents to help children rather than the criminal justice system, which should be used only as the last resort.

**b. Should all police officers who patrol city streets under contract with the BPD be held to the same training, disciplinary, and data collection standards? If not, why not.**

**Response:** All police officers are legally authorized to maintain the peace, protect life, and ensure public safety. They have been issued equipment for the protection of life, and, accordingly, they all need to have the same levels of training in safe use, de-escalation, and restraint. School police officers may need to have additional training in cultural awareness and child psychology. But the Consent Decree has to be followed, and CNA will make assessments regarding school police and the Baltimore police as authorized by the court.

**4. As indicated in your Request for Application submissions, several of your team members have multiple, ongoing professional commitments. The 227-page consent decree details sixteen areas of reforms to BPD policies and practices.**

**a. If you are selected as the independent monitor, would you commit team members who will serve full-time over the course of the monitoring term?**

**Response:** Our current plans and budget do not include any Monitoring Team member who is devoted full-time over the course of the monitoring term. We expect that several of our senior Team members will spend close to 100 percent of their time on the project during the first year, and we will reconsider our staffing levels and allocation once the monitoring work gets under way. If it becomes clear that full-time presence is required, we will make the necessary adjustments.

**b. Have you identified these team members? If so, who are they and what will be their responsibilities?**

**Response:** Not applicable at this time. Likely Team positions that may require full-time dedication include: Monitor (Monroe), TA Coordinator (Rodriguez), Research Advisor/Team Coordinator (Coldren).

**5. Each monitor finalist has either designated a former law enforcement official as the lead monitor or has a large representation of law enforcement officials on its team.**

**a. What steps will you take to address any distrust felt by Baltimore residents who have been victims of police misconduct and may not want to communicate with team members because of their law enforcement backgrounds?**

**Response:** Thirty percent of our team consists of members who were prior law enforcement and 70 percent who were not law enforcement officials. It is a diverse group made up of subject matter experts that touch on all aspects of the Consent Decree, including academicians and community representatives. Forty percent of our proposed budget is dedicated to community engagement. Regarding members who were prior law enforcement, it is necessary and useful to have such experience on a monitoring team. Experienced law enforcement members, with proven track records demonstrating an adherence to the principle of constitutional policing, are crucial in monitoring police conduct; they can readily separate good policing from bad policing. The members of our team who are prior law enforcement officials had successful law enforcement careers and have demonstrated credentials that show a commitment to constitutional policing and community engagement.

**b. To the extent that your law enforcement team members have been named as defendants in law suits or have been the subject of misconduct complaints, how will you assure the parties and Baltimore communities that these team members are qualified to assess and recommend policing reforms detailed in the consent decree?**

**Response:** Complaints and lawsuits against members of law enforcement are part of a system of checks and balances—a factor that addresses police misconduct and encourages constitutional policing. Members of our team, both former law enforcement and those without former law enforcement experience, understand this concept. All members of the CNA Team have clean disciplinary records.

**6. According to the consent decree, “the Monitor will designate a member of the team as a community liaison, who will serve as a point of contact to community members**

**a. How will your community liaison(s) interact regularly with Baltimore residents and the monitor team?**

**Response:** Dr. Johnny Rice II, Assistant Professor of Criminal Justice at Coppin State University, will serve as the designated community liaison and point of contact for community members. In this role Dr. Rice will oversee the development of the Community Council (comprising a diverse network of community-based organizations and resident representatives) and work with national CNA community engagement subject matter experts and local Baltimore community-based experts in efforts to effectively engage residents and other key stakeholders. It is important to note that support staff will be hired to complement the aforementioned community engagement activities and efforts. Dr. Rice will actively engage with Baltimore residents using a variety of formal and informal strategies to meet residents where they are in the community. Dr. Rice will not work in isolation, but rather employ the Community Council, national and local community experts,

and most importantly Baltimore residents (i.e., paid and volunteer) to build trust amongst residents. Participation in cultural, social and civic events of value to the community will figure prominently in community liaisons outreach. More specifically we have designed a number of different procedures through which we will interact regularly with Baltimore residents:

- Research and surveys
- Monthly community forums (including youth forums) in the communities most impacted by BPD's enforcement activities
- Informal meetings and 'walk and talks' with our leadership team
- A Baltimore office with regular office hours
- A website with opportunities for web-based interaction
- Youth outreach to schools, athletic organizations, and other youth organizations
- Virtual and telephonic interaction opportunities geared toward non-traditional groups and non-traditional days/times

**b. How will your team select an individual or entity to design, distribute, and analyze the community survey required by the consent decree?**

**Response:** Research activities including community input and feedback will be captured in the required annual surveys of Baltimore residents, surveys of BPD officers, interviews with jail detainees, and other observations and interactions in Baltimore communities.

Dr. James Coldren will serve as the team's Research Advisor. Dr. Coldren will advise and work with Subject Matter Expert on the monitoring team's overall research and outcome assessment methodology, including data collection and analysis of a wide variety of data sources, including data collected and maintained by BPD, the Community Survey, and public source material. He, with the help of analyst staff, will be the primary organizer of all data for the team.

Dr. Michael Berlin will serve as the Monitoring Team's Coppin State University research liaison for the monitoring project. Dr. Berlin will work with Coppin Subject Matter Experts including: Dr. Jacqueline Rhoden-Trader - Criminology, Research Expert; Dean Beverly O'Bryant – Administration, Project Management, Counselling, Behavioral Health; Dr. James Stewart – Statistician, Assessment; Dr. Claudia Nelson – Political Science, Race, Class and Gender; and Dr. Johnny Rice – Community Engagement, Juvenile Justice, Youth and Families.

The Coppin team will work with Dr. James Coldren and develop the research protocols: surveys, observations and interviews to meet the annual research requirement. All instruments and sample selection will be updated as necessary based upon changing needs and conditions.

The Coppin team will identify representative samples of City residents, police personnel, and custodial arrestees so that the survey is designed to capture a representative sample of Baltimore residents including members of each Demographic Category. Surveys will be

conducted by telephone (land line and cell phone), on-line and when necessary, face to face.

Information obtained through interviews, observations, open-ended survey questions, and ride alongs will be analyzed through qualitative analysis techniques such as grounded theory development (an iterative process of reviewing and summarizing qualitative information and developing themes and categories from this analytical activity) and computer software programs that search for common words or phrases in text materials.

The Coppin State University team expects to hire Coppin students and community members to participate in development, delivery, data entry and analysis of survey and other results. Students and community members will be trained and supervised by Coppin faculty team members. Instruments will be piloted with community members and adjusted accordingly. Coppin faculty are open to collaborating with faculty from other local universities.

In addition to research activities, Coppin team members will participate in community engagement activities, including, but not limited to, community forums.

**c. If necessary, would you be willing to expand the number of community liaisons for your team through a transparent selection process?**

**Response:** Yes. Our team values the addition of community liaisons committed to engaging Baltimore residents in a manner that promotes transparency and engenders trust. Currently, three Baltimore community organizers have agreed to work on our team: Nykidra Robinson of Black Girls Vote, Tony Bridges II of the Park Heights Renaissance, and Caryn York of the Job Opportunities Task Force, each with in-depth knowledge of Baltimore community needs, leaders, and organizations. We will recruit 6 to 8 other knowledgeable Baltimore residents and organizers as members of our Community Council. Members of our proposed Community Council will be selected in a transparent and competitive process using the following criteria:

- Applicants must have at least three years of Baltimore residency
- Applicants must be above the age of 15 ( we will consider several youth applicants)
- Applicants must not be currently involved in lawsuits against the Baltimore Police Department
- Applicants must demonstrate some recent (past 3 years) involvement in organizing community improvement or community volunteer activity
- Applicants must have the availability to conduct the work that will be required of them (e.g., convene at least one community forum per month, conduct forum recruitment activities, disseminate information from the Monitoring Team)
- Applicants must be willing to introduce members of the Monitoring Team to other individuals and organizations in their community or neighborhood
- Adult applicants must have a resume and work history

- Applicants must be willing to work in a collaborative process with other members of the Monitoring Team, and must be willing to work within the guidelines and restrictions of the Consent Decree.

## CNA Response to Questions: Immigration Outreach Service Center

**Question:** Recognizing that Baltimore City is home to 50,000 immigrants and that the largest proportion of immigrants are Latinx, followed by Asian immigrants, then African, then European, I would like the candidates to consider the need for a micro-community plan to foster improved relations between the immigrant population of Baltimore City and the Baltimore City Police Department.

This is a complex question that requires the team consider the diversity of the immigrant population and how the police department might need some of the following tools in order to best serve this population. Some of these tools might include:

- Diversity training for all officers in order to recognize, not just the diversity of race, color, and ethnicity, but also to recognize and respect the diversity of language skills, education, and experience with which our immigrants arrive.
- Sensitivity to the search for refuge and safety that is often the driving force that brings immigrants to our country.
- Recognition of the fear of police and armed forces (those in uniform, those carrying weapons, and those with power to jail and detain them) inherent in the country of origin of many immigrants.
- Recognition of the complicity of our country in the forces that drive some people to seek refuge here in the United States.

Given the complexity of addressing the needs of immigrants:

- What would a micro-community plan for immigrants look like?
- How would it be implemented?
- How will you (as a candidate for independent monitor) ensure that established immigrant voices (those who have struggled with the immigration process, been successful, and have a wealth of experience) be included in the development and implementation of the plan?"
- How will you guarantee that immigrant voices that may be undocumented might be included in the conversation and plan?

**Response:** The Consent Decree contains the following language, under Section III. *Community Policing and Engagement*:

"19. The City and BPD will, within their respective spheres, develop and implement community-engagement plans for creating opportunities for routine and frequent positive interactions between officers and community members, including those critical of BPD (p. 7)."

"20. BPD will ensure that it solicits input from its advisory boards and councils representing particular communities in Baltimore, such as the Youth Advisory Board and the LGBT Advisory Council, on policies, practices, training, engagement programs, and enforcement strategies that affect the communities those advisory groups represent (p. 7)."

In our view, these mandates provide for the foundation of a community plan for immigrants at BPD. If BPD faithfully implements these recommendations, recognizing the unique needs and contributions of immigrant community members, then it will make good progress on responding to the needs and concerns of immigrant populations in Baltimore.

However, adherence to these mandates may not reflect or include the complexities referred to in this question. To ensure that immigrant (including the undocumented) voices are heard in the monitoring process, and that immigrants have opportunities to contribute to the monitoring process, the CNA Monitoring Team will reach out to immigrant community-based organizations in its recruitment activities for members of our Team's Community Council, and will ensure that representatives from these organizations have opportunities to participate in the Council.

Our team will make extra efforts to translate monitoring materials (e.g., surveys, schedules, forum invitations, summary reports) into different languages and to include translators in our public meetings where immigrant community members are present.

Through our team's regular monitoring efforts, and through the inclusion of immigrant community representatives on our Community Council, those communities will have opportunities to participate in the monitoring Activities of our team by attending meetings, reviewing reports, and participating in the deliberations of the team.

## CNA Response to Questions: Barbara Tunstall

- 1. Who among you are Baltimore city residents? For those (if any) who are, speak to an interaction with BCPD. What was the reason for that interaction? How did it begin? What was the end result?**

**Response:** Dr. Rice and Mike Berlin both have had numerous positive and negative interactions with Baltimore police officers, though most were quite some time ago— in Dr. Rice's case, over 10 years ago, and in Mike Berlin's case closer to 20 years ago. Neither of them have been the victim of physical brutality, although both have experienced varying degrees of disrespect (e.g., in traffic stops) and/or indifference (as victims of minor crimes to moderate crimes). On the other hand, they have also been treated respectfully and sometimes very well - in traffic stops, as victims of minor to moderate crimes, witnesses to crimes - and in Mike Berlin's case as an initial suspect when he accidentally set off his law office burglar alarm. Once he satisfactorily identified himself to the officer and convinced him that he was who he said he was, an initially tense encounter became very positive.

- 2. If any are not residents of Baltimore city, what recent news reports have you seen come from Baltimore city, please list one positive story, one negative story and one neutral story involving Baltimore city police and the citizens. From each story, please detail, from your perspective how the disparate stories can be learning opportunities that is what can the individuals learn from each corresponding experience?**

**Response:** The CNA team is a blend of outside organizational capacity and national expertise with local knowledge, context, and expertise through the partnership with Coppin State University. As a result, all CNA team members benefit from the local knowledge and insights provided by Baltimore team members. Three recent news stories come to mind that may produce a range of public responses and provide some insight into police department challenges and opportunities.

### *Positive Story-*

“Baltimore police add crisis response team”

This story appearing in the July 27, 2017, edition of the *Baltimore Sun* described the newly deployed crisis response teams that include both police officers with specialized training and social workers to respond to calls that involve “people in the throes of a mental health crisis in an effort to calm situations that can easily move from tense to violent.” The goal is to “improve relations with the public and use of jail and emergency rooms for people who would be better served in treatment.”

This story captures a major step forward for the Baltimore PD, suggesting a current capacity to adapt and change in response to evolving community needs. The story also demonstrates the clearly stated goal of BPD to respond to the mental health related public safety challenge by seeking non-arrest solutions in partnership with other community partners.

### *Neutral Story-*

“Community Members Help Catch Teen Carjacking Suspects”

This story, broadcast on the Baltimore CBS affiliate 9WJZ on July 24, 2017, and posted on its website, described how BPD officers credited community members with helping them catch two teens who “they say had just car jacked a 64 year old” at gun point. Several community residents observed the carjacking, notified police, and followed the suspects. They also provided police with detailed descriptions of the suspects and the stolen vehicle. Using that information, the police were able to apprehend the suspects.

This story is “neutral “concerning BPD since the focus is community members. This is a great story (not certain about the following of suspects!) because it does demonstrate the power of cooperation between police and community members in advancing community safety. When residents themselves recognize and act on their responsibility in quickly reporting crimes and providing valuable information, police can be more responsive and made more effective in doing their jobs.

*Negative Story-*

“Body-worn camera footage shows officer planting drugs, public defender says”

This story, appearing in the July 19, 2017, edition of the *Baltimore Sun*, reports that “police and prosecutors have launched investigations after being alerted to body camera footage that the public defender’s office says shows an officer planting drugs.” The article further reports that one officer has been suspended and two others have been placed on administrative leave. It also indicated that the matter is still under investigation and no conclusions have been reached. Chief Davis suggested that other footage and camera angles may lead to a different conclusion than the one suggested by the public defender.

Although the matter is still under investigation, the allegation has been made and the story headline is certainly damaging to the reputation of BPD and further undermines the trust of the department by significant segments of the community. The alleged “bad deeds” of a few officers can have a profound impact on the perceptions of an entire department. It should be noted that what gets lost in this story, due mostly to the actual headline, is that these are allegations that are under investigation and the conclusions reached by the public defender remain to be validated.

**3. Many of Baltimore city residents have experienced years of systemic trauma. The living environments are sorely in need of not only cosmetic and also structural readjustment. Please name a cosmetic as well of a structural intervention that you experience as a need for this committee to function at its peak.**

**Response:** The elderly in Baltimore, as in jurisdictions around the country, are often one of the populations most vulnerable to crime. Adding to their vulnerability is the fact that they often live in dilapidated and unsafe living environments. They may live in a home that has been in their family for years. However, they do not have the means or wherewithal to make needed repairs. They also do not have other housing options and often do not want to move out of their homes. The CNA team has experience working with community organizations that can help identify elderly citizens whose homes are in need of repair. The police can do simple things like install bolt locks on their front doors, which increases safety

for the citizen and improves police-community relations. The CNA team also has experience working with groups of neighborhood young people who can get paid to install safety rails in the homes of elderly citizens and be trained to make other kinds of home repairs. These kinds of police, citizen, and youth collaborations can greatly improve the quality of life for all who work and live in a neighborhood.

## **CNA Response to Questions: Betty Robinson**

**Since we know that the DOJ identified racist practices as a crucial area for the BPD to address, how will you ensure if you are selected as the Consent Decree Monitor that you are taking account the underlying factors of structural racism and white supremacy when evaluating compliance?**

**Response:** No doubt, given the American history of police relationships with communities of color in America, and in Baltimore specifically, there are longstanding attitudes and practices resulting in disparate treatment of racial minorities. Although we are unable to alter that history, we can acknowledge it and understand its impact on perceptions of police by minority community members and on police behavior. When evaluating compliance, we focus on outcomes and not the internal thought processes or even attitudes and opinions of officers, which are certainly harder to observe and measure and even more difficult to change. It is the actual behavior of officers that we can observe, measure, and assess regarding disparate treatment. We can also ensure that there are policies and practices that hold officers accountable for their behavior and ensure that adequate accountability mechanisms are in place and working.

Taking these underlying factors into account is equally as important in seeking ways to improve police-community relations. Changing longstanding attitudes of both police officers and community members is important to implementing and sustaining reforms and overcoming the effects of these and other underlying factors affecting policing outcomes. To that end, the CNA Monitoring Team, if given the opportunity, will:

- Promote an organizational mindset that Baltimore police are “guardians” committed to a community policing approach to law enforcement and forging police-community partnerships to advance public safety
- Engage officers in ongoing training that promotes respectful and fair policing practices
- Encourage policies and practices that result in substantially more non-law enforcement contact and participation in the full range of community events to build more personalized and enduring police relationships with community members
- Educate community members as well about the challenges police officers face daily in executing their mission, and highlight officer activities that reflect fair and impartial policing practices.

## **CNA Response to Questions: Hillary Hellerbach**

**Given this case, how would you change policies to insure that accountability of the officers is addressed, that the CRB receives all requests for investigations of police brutality/misconduct, enabling them to enact disciplinary measures if necessary, and work to make sure that this response and trauma doesn't happen again to another family? What would you do if selected, to hold those officers involved in Mr. West's death accountable now?**

**Response:** The Tyrone West in-custody death was a tragedy that deeply affected the family, the community, and the officers involved. It occurred on July 18, 2013. There was an independent review that produced 34 recommendations for changes and improvements to the police department based on best practices and safe tactics. The Consent Decree does cover some of your questions, and CNA will use accepted best practice standards supported by national professional associations and the Department of Justice to employ safer defensive tactics. In addition, we will ensure that policies and procedures are in place that:

1. Provide thorough, objective investigation of the reason for the initial contact, the legal authority, and the subsequent actions by all parties
2. Ensure family and next-of-kin notifications are made with respect and dignity for all persons prior to public release of the deceased's identity
3. Carefully examine de-escalation and any use of force or assertion of authority
4. Ensure reviews of the Body Worn Cameras by investigators and officials
5. Provide independent review by police commanders, objective experts
6. Provide access to the full investigation, by the CRB , as appropriate
7. Provide transparency to the public of the evidence and findings
8. Provide After-Action Review for gaps in policies, training, or safety equipment
9. Publish Findings and Recommendations for accountability and transparency with the community.

## **CNA Response to Questions: David Cramer**

**Each of you have strong, viable proposals. The RFP did indicate that components of one monitoring team candidate could be combined with another. To that end, each of the four finalists could benefit from aspects of monitoring candidates who have not made the top four.**

**For example, one of the teams not selected, Loyola University, had a unique approach that none of the top current candidates have included and could benefit from. The Loyola team headed by Heather Z. Lyons, Ph.D. of the Department of Psychology, included an approach to organizational development and racial equity that was unique and could enhance the approach proposed by each of the four leading candidates. Furthermore, the BPD is hiring two additional contract staff funded by the Open Society Institute – a Organizational Development Advisor and a Social Justice Equity Advisor. A Monitoring team member who could relate directly with these two staff and enhance their capacity to affect internal BPD change, has the potential for long lasting impact beyond the five-year Consent Decree period and potentially outlast current city and BPD executive leadership. Would you be willing to include Dr. Lyons or another member of her team (if they are willing) as part of your team?**

**Response:** The CNA Monitoring Team recognizes the value of the ideas referenced above and, if we are selected, will consider them as we develop the required Monitoring Plan. We cannot promise to include any additional members on our team, as such inclusion will require the approval of the parties to the Consent Decree, and will require successful negotiations regarding role and remuneration. However, the ensuing discussions upon selection as the Monitoring Team may include the above suggestions. In addition, to the extent that members from the Loyola team have funding to support their proposed activities, they can certainly be given consideration to become team members.

**In addition, Susan Burke’s team proposed a unique community engagement strategy of hiring local leaders to be part of the team. Would you be willing to adjust your budget to include such a local hiring option?**

**Response:** As part of our published plan and budget, we already include 9 to 11 paid positions for local community leaders.

**Once the final Monitoring team is selected, it is customary to include their proposal as part of the contract they sign with the City by reference. Any additional commitments made in response to questions in writing or verbally at public forums may not be captured in the agreement. Would all of you be willing to incorporate your written and verbal commitments?**

**Response:** Yes; however, we cannot guarantee that all verbal agreements were recorded accurately; we will do our best to reflect them.

## **CNA Response to Questions: Kris Haslam**

**What is your team’s position on current Baltimore City policy that prohibits persons who receive cash settlements in police brutality cases from speaking out publicly – or talking to the media? Note that this policy is currently under challenge by the ACLU.**

**Response:** The Independent Monitoring Team (IMT) will report to the Honorable James K. Bredar, the Federal District Court Judge who is overseeing the Consent Decree, as well as to the public. The IMT is, in effect, an extension of the Court and is subject to judicial ethics. Although an IMT can monitor – review, comment on, and calculate compliance – matters pertaining to the Consent Decree, as well as offer technical assistance, it may not comment on matters that are currently before a court, being legally challenged, or are best left to political debate. Therefore, we cannot comment on this policy at this time. We do note that this policy does not prevent an aggrieved citizen from lodging a complaint with the BPD, and the receipt, classification, investigation, and adjudication of such complaints is a process that will be directly monitored by the IMT.

**Currently approximately 85% of all police misconduct complaints are filed directly with the Baltimore Police Dept. and 15% filed with the Civilian Review Board. The Baltimore Police Department reviews and decides which police misconduct reports are forwarded to the CRB according to their interpretation of whether the complaint falls under the CRB’s jurisdiction according to statutory guidelines. Does your team support statutory revision to include or specifically note that the following complaint types are covered:**

- Failure to investigate when responding to a call.
- Police theft and/or extortion of citizens/detainees.
- Planting of evidence by police officers.

**Does your team support a transparent process whereby all police misconduct complaints are shared with CRB to verify that reporting is compliant with the Civilian Review Board’s statutory jurisdiction?**

**Response:** The Consent Decree addresses these issues, including coordination between the BPD and the CRB, classification of complaints, and referral of complaints to the CRB, as well as the development of protocols between BPD and the CRB. These tasks are part of the monitoring process; they will be directly reviewed by members of our team with expertise in Internal Affairs, and the compliance or lack of compliance with these reforms will be clearly set forth in our independent monitoring reports. We may also render technical assistance in this area as needed.

**Will your team recommend that the Baltimore State’s Attorney’s Office re-open the Tyrone Case in light of new evidence uncovered?**

**Response:** The Tyrone West in-custody death was a tragedy that deeply affected the family, the community and the officers involved. It occurred on July 18, 2013. There was an independent review that produced 34 recommendations for changes and improvements to the police department, based on best practices and safe tactics. The Consent Decree does cover some of your questions, and CNA will use accepted best practice standards supported by national

professional associations and the Department of Justice to employ safer defensive tactics. In addition, we will ensure that policies and procedures are in place that:

1. Provide thorough, objective investigation of the reason for the initial contact, the legal authority, and the subsequent actions by all parties
2. Ensure family and next-of-kin notifications are made with respect and dignity for all persons prior to public release of the deceased's identity
3. Carefully examine de-escalation and any use of force or assertion of authority
4. Ensure reviews of the Body Worn Cameras by investigators and officials
5. Provide independent review by police commanders, objective experts
6. Provide access to the full investigation, by the CRB, as appropriate
7. Provide transparency to the public of the evidence and findings
8. Provide After Action Review for gaps in policies, training, or safety equipment
9. Publish Findings and Recommendations for accountability and transparency with the community.

As general good practice, anytime new evidence is uncovered or becomes available, it needs to be carefully examined and a determination made regarding the merits of the case. The jurisdiction for the review and assessment of new evidence is normally shared among the police investigations and the Baltimore City State's Attorney's Office and investigators. The public should be notified that a review is under way and receive reports of any findings and recommendations for actions. The Consent Decree carefully limits the scope of the Monitor. The Monitor must follow explicitly the tasks specified in the Consent Decree. The Monitor's role is to verify and validate that the Baltimore Police Department is implementing the agreed-upon upgraded policies, procedures, training, supervision, technology improvements, and accountability. The Monitor will submit progress reports to the Federal Judge periodically and meet with the communities regularly to discuss the progress and hear the concerns of those participating in the public/community session annually.

## CNA Response to Questions: Kim Trueheart

1. **One of the reforms noted in the Consent Decree is a Staffing Study to ensure a sufficient number of officers and supervisors:**
  - a. **The BPD is promoting itself as the 8th largest department in the nation. If the results of the staffing study concludes that the department is overmanned, will the monitor ensure the department is right-sized according to the study results?**

**Response:** The Consent Decree does call for a comprehensive staffing study. As part of the study, we will not only concentrate on numbers, but, more importantly, we will focus on how every officer is deployed, to include shifts, days off, overtime, effects of off-duty employment, and other ways of ensuring staffing efficiency throughout the department.

2. **One of the systemic violations noted in the DOJ Findings Report states that BPD Officers have engaged in “Retaliation against people engaging in constitutionally protected expression”.**
  - a. **This practice continues today as exemplified by the overwhelming presence of BPD officers at a city council public hearing on July 11, 2017 on a proposed city ordinance imposing a mandatory minimum sentence for carrying an illegal handgun. It appears that the political officials who sponsored the public hearing requested this heavy police presence to restrict constitutionally protected expression. The morning of the hearing citizens were greeted by officers who formed a gauntlet-like formation on the sidewalk entrance to city hall; lined the hallway on the 4th floor outside the council chambers as well as numerous officers were posted inside the chambers, which all appeared as a clear attempt to intimidate citizens attending the council hearing and engaging in their constitutionally protected right to express themselves. Will the monitor address this violation which does not yet appear to have a solution identified in the reforms being undertaken by BPD?**

**Response:** It is our intent to observe BPD training pertaining to First Amendment rights, including that for mass demonstrations and crowd control. We will conduct annual reviews and audits of BPD policies pertaining to First Amendment issues, mass demonstrations, and crowd control.

Our team will make personal observations of BPD on how it handles demonstrations, its engagements with protestors, and its ability to allow for the exercise of a citizen’s First Amendment rights under the Constitution and laws of the State and City.

We will also engage citizens and organizations as to previous encounters during demonstrations such as the one you have described above.

## CNA Response to Questions: Keesha Ha

### **1. Explain your process for the selection and role of Law Enforcement personnel chosen to participate on your team.**

**Response:** The Baltimore Consent Decree is unique in that it mandates not only the monitoring requirements of the Consent Decree but also technical assistance to help transform the Baltimore Police Department. To achieve these two objectives, the Monitoring Team must include individuals with in-depth experience in police culture, policies, practices, training, operations, and administration, as well as individuals with independent perspectives and non-law enforcement experiences. The CNA team is well balanced, with 70 percent of team members being non-law enforcement. This combination of experiences in our monitoring team achieves the balance necessary for successful monitoring of this Consent Decree.

### **2. In what ways have the recent disclosures by defense attorneys of a seemingly pattern and practice within the BPD that encourages the manipulation of evidence to the detriment of innocent citizens and subsequent criminal case dismissals affect your approach to the monitoring process as it relates specifically to the BPD?**

**Response:** Complaints of this nature will surface in the Internal Affairs process. These cases go to the heart of the public's trust and confidence in the criminal justice system; our team will be attentive to these cases. The ability of the BPD to stem this practice, through policy, training, supervision, and holding transgressors accountable, will be a focus of our monitoring responsibilities.

### **3. Reflecting upon your experience on statutory regulations involving the Law Enforcement Bill of Rights (LEOBR), in what ways are you prepared to overcome obstacles that afford officers protections?**

**Response:** The LEOBR is law and has to be complied with. The IMT cannot change the protections and rights it gives to law enforcement; that can be done only through the legislative process. However, in carrying out our monitoring tasks, we will hold the BPD accountable within the parameters of the LEOBR and all applicable laws. For example, regarding the 10-day rule, if an interview is delayed more than the law allows, the deficiency will be noted and commented on. Another example would be if discipline cannot be imposed because an investigation took too long and did not comply with the LEOBR, we would also note that deficiency and include it in our compliance calculations.

### **4. Under the assumption that that a monitoring teams' lead monitor(s) reflects an overall philosophy/approach in addressing the process specific to the needs of Baltimore, what does your selection reveal about your insight into the uniqueness of the challenges Baltimore faces that lead to the creation of the need for a consent decree?**

**Response:** Our philosophy is to objectively, impartially, and thoroughly carry out our responsibilities as monitors. In doing so, we will contribute to an improvement of the BPD and improve relations between BPD and the communities of Baltimore, leading to a reduction in crime and improved quality of life. The starting point for efficiently and effectively discharging our duties as monitors starts with a thorough understanding of the DOJ report of its investigation and the Consent Decree, as well as relevant publicly available information. This is crucial for an understanding of the issues giving rise to the Consent Decree. In addition, our

proposed Monitor has served for more than 35 years within urban and metropolitan cities and police agencies. He has experience and knowledge of critical issues and concerns facing these communities, such as fair and impartial policing, social issues, educational opportunities, health and wellbeing, and community environments. His passion for ensuring that citizens have an unfiltered voice into police agencies has been an important part of his legacy.

**5. In what capacity do you see the 1. The office of public defenders 2. And States Attorney's Office in assisting the monitoring of the consent decree?**

**Response:** Both offices deal with the BPD on a regular basis and observe the quality of BPD's work through the cases they handle. Both offices, if they are willing to share information with the monitoring team, can be good sources of information and opinion for the monitoring process. For example, cases against defendants that are dismissed because of constitutional issues or police misconduct convey information that is of value in the monitoring process. Coordination with and professional relations between the BPD and the State's Attorney also impacts the effectiveness of the BPD and crime reduction.

## CNA Response to Questions: Stan Becker

**In a rigorous statistical analyses of crime rates in 31 jurisdictions where DOJ has had consent decrees, Rushin and Edwards (2017) found significant increases in property crimes and violent crime in the period 0-3 years after the consent decree settlement. Subsequently (after year 3) there was a decline so rates were not significantly different from those in comparison jurisdictions. Baltimore seems no exception with a record number of homicides so far this year. To what do you attribute these increases post consent decree and how do you think your monitoring will help bring down crime rates as fast as possible?**

**Response:** As the articles' authors acknowledge, while their analysis suggests several interesting phenomena may be at play post Consent Decree (e.g., de-policing, emboldened criminals, drain on policing resources), their analysis is not conclusive, since several other plausible explanations were not accounted for. Most notably, the possibility that increased monitoring or external control may increase crime reporting by civilians, but not actual crime rates, was not factored into the analysis. Our own research in Las Vegas (Braga et al., 2017, under review) suggests that the introduction of Body Worn Cameras increased police productivity (e.g., more citations and more arrests). In the absence of additional data or analyses, we will not speculate on what is contributing to post Consent Decree increases in crime, other than to say it is likely a combination of factors, not just one or two.

It is significant to note the short-term nature of these crime increases and the relatively uniform reductions following increases. Still, we do not know whether these are merely reporting artifacts.

We offer several thoughts on how monitoring can quickly bring down crime rates:

- Nothing happens quickly (and “quickly” is a relative term, to be sure); the time it takes for organizational reforms to take hold, for data capture systems to adjust, and for analysis to provide valid findings is probably longer than most practitioners would like. Some results are likely to be observed in the 3- to-5-year monitoring period, but complete organizational reform at BPD and the ensuing statistical evidence for success, if attained, will take longer than that.
- Police reforms bring operational efficiencies in some instances (this is not uniformly the case); to the extent that they do, Baltimore should expect new efficiencies (e.g., better data and information technology, improved officer supervision systems, better understanding of neighborhood problems leading to better problem-solving) will produce crime reductions within 3 to 5 years.
- Most of the literature on effective policing points to the idea that focused crime-reduction efforts (e.g., focus on geographic hot spots, focus on prolific offenders, focus on community harms rather than law-breaking) produce better crime-reduction benefits than broad, city-wide policing strategies. To the extent that better community policing produces better crime-prevention efforts and better information from community members for crime solving, some crime-reduction benefits may result from broad policing reforms. It is more likely, however, that improvements in technology and information technology at BPD, along with improved community policing and problem-solving practices, will contribute more directly to crime reductions.

## CNA Response to Questions: Yvette Muhammad

**What makes your team so special for us to trust? Your team consists of who & were any pick from the Community? How does one become a part of the team? I certainly would like to be part of the team if it hasn't already been picked?**

**Response:** The CNA Monitoring Team comprises more than 24 professionals and community members who have dedicated their professional lives to community policing and fair and just practices in the justice system, working in areas from policing, to juvenile justice, to corrections, to victim advocacy, and more. Most of our team members are not law enforcement professionals. We have worked in several large, urban jurisdictions on police reform and improvement efforts – Las Vegas, Spokane, Philadelphia, and Fayetteville, NC – and have built community trust while gaining the cooperation of law enforcement in achieving substantial reforms. You should trust us because we are professional, our team is balanced, we work passionately and effectively, and we take very seriously the notion of engaging Baltimore residents in monitoring work. Our plan and our budget devote 40 percent of the resources available to community engagement.

The table below presents our team members and their affiliations. Nine team members (over 30%) are Baltimore residents or team members with direct responsibility for community engagement. The 6 to 8 members of our proposed Community Council will bring that number to 15 to 17 team members with direct responsibility for community engagement, almost all of whom will be Baltimore residents.

At this juncture, it will be possible to become part of our team either through selection to the Community Council (in a competitive process) or through participation as a data collector on our research team (through Coppin State University). Should CNA be selected as the Monitor, we will post these opportunities publicly.

<b>Monitor and Advisors</b>	<p><b>Rodney Monroe, Monitor</b>  <b>Johnny Rice, Liaison for Community Outreach and Engagement (Coppin State Univ)</b>                      James Coldren, Research Advisor                      Denise Rodriguez, TA Coordinator                      CHIPS Stewart, Policing Advisor</p>
<b>Deputy and Associate Monitors</b>	<p><b>Daniel Giaquinto - Deputy Monitor</b>                      Theron Bowman, Associate Monitor for Stops, Searches, Arrests                      Mai Fernandez, Associate Monitor for Reports of Sexual Assault                      Harold Medlock, Associate Monitor for Use of Force                      Stephen Rickman, Associate Monitor for Community Engagement                      Elsie Scott, Associate Monitor for Training                      Ellen Scrivner, Associate Monitor for Supervision, Recruitment and Staffing</p>

<b>Subject Matter Experts</b>	Brian Corr, Subject Matter Expert, Community Oversight Phil Coyne, Subject Matter Expert, Training and Use of Force Mark Schindler, Subject Matter Expert, Youth Engagement Charles Stephenson, Subject Matter Expert, Technology Nykidra L. Robinson, Subject Matter Expert, Baltimore Community Engagement Caryn York, Subject Matter Expert, Baltimore Community Engagement D. Antonio Bridges II, Subject Matter Expert, Baltimore Community Engagement
<b>Monitoring Team Support</b>	Dominique Burton, Analyst Tammy Felix, Analyst Jessica Herbert, Analyst Keri Richardson, Analyst
<b>Coppin State University's Local Team</b>	Michael Berlin, SME, Community Policing, Baltimore Community Beverly O'Bryant, SME, Behavioral Health, Baltimore Community Claudia Nelson, SME Community Development, Race Relations, Baltimore Jacqueline Rhoden-Trader, SME, Research, Baltimore Community James F. Stewart II, SME, Research, Outcome Assessment and Youth Engagement