

## ABOUT 21CP

### What We Do

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

21CP is a collective of national experts, from veteran police chiefs and preeminent scholars to leading civil rights lawyers and rank and file police representatives – all united behind a common goal of furthering a new, shared vision of public safety that works better for everyone. We are police chiefs who have worked to turn around troubled police departments and renew community confidence in their agencies. We are civil rights lawyers and leaders who have helped to oversee some of the country’s most significant police reform efforts. We are social scientists and academics who have spent careers understanding what works in policing and what is possible in public safety. And we are all professionals who have worked in, with, and for communities to drive safe, effective, and constitutional policing.

21CP is an outgrowth of many of its consultant’s experiences as members of President Obama’s Task Force on 21st Century Policing. That Task Force produced a pioneering report on contemporary policing, offering “pragmatic, common-sense ideas based on input from criminal justice experts, community leaders, law enforcement, and civil liberties advocates.”<sup>1</sup> The recommendations have been widely praised – whether by being “[f]ully endorse[d] and support[ed]” by the Major Cities Chief Association,<sup>2</sup> embraced by the National League of Cities,<sup>3</sup> or commended by community organizations and civil rights activists.<sup>4</sup>

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<sup>1</sup> Remarks by President Barack Obama after Meeting with Task Force on 21st Century Policing (March 2, 2015), <https://www.whitehouse.gov/the-press-office/2015/03/02/remarks-president-after-meeting-task-force-21st-century-policing>.

<sup>2</sup> Major Cities Chief Association, Resolution: President’s Task Force on 21st Century Policing” (June 3, 2015), *available at* [https://www.majorcitieschiefs.com/pdf/news/21st\\_century\\_police\\_task\\_force\\_support\\_resolution\\_2015.pdf](https://www.majorcitieschiefs.com/pdf/news/21st_century_police_task_force_support_resolution_2015.pdf).

<sup>3</sup> Press Release, “Cities React to 21st Century Policing Taskforce Recommendations” (March 2, 2015), <http://www.nlc.org/media-center/news-search/cities-react-to-21st-century-community-policing-taskforce-recommendations>.

<sup>4</sup> Press Release, “Communities United for Police Reform Responds to President Obama’s Policing Task Force’s Final Report” (May 18, 2015), <http://changethenypd.org/releases/communities-united-police-reform-responds-president-obama’s-policing-task-force’s-final>.

Building on the accomplishments of the Task Force and its work, several of the Task Force's members formed 21CP in 2015 to assist local law enforcement agencies and communities to implement strategies for ensuring officer and public safety, constitutional policing, and policing that is grounded in an authentic partnership with community.

21CP does not simply make recommendations about improvements or reforms to policies, practices or procedures. Instead, it actively works with communities across the country to provide ongoing technical assistance and translate broad public safety objectives to operational realities. We have experience across a number of major police and public safety evaluation and reform initiatives – including federal consent decrees, state consent decrees, police pattern and practice investigations, various collaborative reform efforts, and specific university-focused public safety projects.

Our experts – from early in their careers – have been at the forefront nationally of identifying new approaches that communities and police departments can embrace to transform how communities promote the safety and vitality of all its residents. Multiple voices must all be present to drive sustainable change in the public safety space, from police leaders and rank and file officers to community members, elected representatives, and university officials. 21CP has extensive experience in, and particular techniques for, bringing all of these voices together to identify and implement concrete and actionable measures.

21CP's experts have significant experience working on major assessment, monitoring, organizational change, and oversight projects. Specifically, 21CP has in several other jurisdictions compared current agency practices with best practices; surveyed and interviewed agency personnel; analyzed police and public safety data to identify needs, gaps, and opportunities; assessed community perceptions of and trust in their police departments; and delivered high-quality, rigorous, and accessible reports to local governments and universities on how to strengthen and enhance community well-being by re-imagining public safety in a manner that positions police response as one of many public safety tools and resources available.

## **Relevant Experience**

21CP has been engaged across the country to assist on a wide array of public safety and policing issues. Examples of these projects include:

### ***Campus Safety & Well-Being***

**Harvard University.** The University engaged 21CP to undertake an independent review of Harvard's approach to providing for public safety and community well-being on campus. After a process of community stakeholder engagement, 21CP formulated a set of pragmatic, actionable recommendations.

**Yale University.** Yale University engaged 21CP to conduct a top-to-bottom assessment of its public safety department's practices and procedures in the wake of a controversial officer-involved shooting. 21CP assessed the department's use of resources, staffing, deployment of technology, management structure, training, policies, and internal procedures. A significant part of 21CP's work focused on convening with community stakeholders, including current public safety personnel, to address issues and explore solutions.

**Drexel University.** Drexel University tasked 21CP with conducting a comprehensive evaluation of its police department and provision of public safety services. In particular, the University asked 21CP to consider its use of resources, deployment, and other operational dynamics in light of public safety concerns that encompass the areas surrounding Drexel's physical footprint. 21CP analyzed department and University data; evaluated the Police Department's policies, practices, procedures, and training; and conducted a large-scale community focus group and engagement effort, which included staff, students, members of the Police Department, faculty, administrators, and residents of the neighborhoods adjacent to the University campus. 21CP provided a set of specific recommendations for the University and its Police Department for enhancing public safety on campus in the future.

**University of Southern California.** 21CP provided advice, counsel, and technical assistance to USC's 19-member Community Advisory Board, which the University's President charged with making specific recommendations on public safety and policing on campus. The University asked 21CP to assist an administrative working group to help implement the Board's recommendations, which remains underway.

**Carnegie Mellon University.** 21CP conducted an evaluation of the Carnegie Mellon Police Department, and of public safety on the Carnegie Mellon campus, that focused on the Police Department's policies and practices across a host of critical activities, including use of force; crowd and protest management; stops, searches, and arrests; and complaints and discipline. 21CP also explored issues related to the use of surveillance technology on campus and current response protocols for a host of campus issues. As part of its approach, 21CP conducted large-scale focus groups with University stakeholders on perceptions of safety and University mechanisms for responding to campus stakeholder needs. 21CP provided an in-depth report outlining 39 specific recommendations.

**University of Oregon.** The University of Oregon hired 21CP to review and make recommendations regarding options of improved mental health responses on campus; possibilities for re-imagining public safety that invest in non-police response resources; and potential structures of a new police accountability process. 21CP is conducting a

substantial community engagement initiative that, with an evaluation of policies, procedures, and protocols, will form the basis of a report to the University on proposed recommendations.

**Temple University.** Temple University has asked 21CP to conduct a 360-degree review of its Police Department and public safety response systems. 21CP's engagement involves an in-depth analysis of how the Police Department operates, safety dynamics on campus, and community interests with respect to safety on campus. The engagement will culminate in a comprehensive report making specific recommendations to the University and the Police Department on how to address community and public safety needs.

### ***Federal & State Police Reform***

**Baltimore.** 21CP is overseeing monitoring of a federal consent decree involving the Baltimore Police Department (BPD). The Consent Decree requires the Baltimore City Police Department to adopt a number of specific reforms aimed at ensuring effective, safe, and constitutional policing, including comprehensive changes in its policies; procedures; staffing; supervision; data and technology infrastructure; recruitment, hiring, and retention practices; officer wellness resources and initiatives; and day-to-day operations. Use of force, fair and impartial policing, and community policing issues are at the fore of 21CP's work with the Department and Baltimore's diverse communities. On a day-to-day basis, the Team provides technical assistance and oversight as BPD seeks to implement the reforms required by the Consent Decree.

**Cleveland.** Members of 21CP are also overseeing the implementation of a Consent Decree between the Department of Justice and City of Cleveland addressing a pattern and practice of unconstitutional force. The Team focuses on a host of issues, including overseeing development of a community- and problem-oriented policing model, assessing gaps and overseeing upgrades in departmental infrastructure, designing new officer training, creating mechanisms for direct input on policing from the Cleveland community, and instituting new accountability and oversight mechanisms.

**California Department of Justice.** The California Department of Justice engaged 21CP to conduct a comprehensive assessment of the Sacramento Police Department's practices in the wake of community unrest related to high-profile use of force incidents. 21CP provided in-depth, pragmatic recommendations on policies, procedures, and protocols relating to use of force, supervision, misconduct investigations, civilian complaints, officer recruitment and retention, and stop activity. 21CP is currently assisting the office by providing ongoing expert advice and counsel in an ongoing police pattern and practice investigation.

**New York State Attorney General's Office.** The Attorney General's Office is engaging 21CP to provide assistance, advice, and counsel on an array of public safety and policing issues, including investigations into potential patterns and practices of unlawful policing in jurisdictions across the state and on a number of legal issues relating to policing, police reform, and accountability.

### ***Municipal Policing & Public Safety***

**Tacoma, Washington.** The City of Tacoma engaged 21CP Solutions (1) to conduct an assessment of the Tacoma Police Department's current practices, procedures, and operations, and (2) to develop pragmatic, specific recommendations and reforms that the Department and the City can implement to strengthen the Department's relationship with Tacoma's community; ensure that the Department's activities and operations are safe, just, effective, lawful, and consistent with national, best, emerging, and transformational practices. 21CP provided a comprehensive, 134-page report making 64 specific, numbered, and actionable recommendations for improvement. Recommendations focused on across at least sixteen areas or sub-areas, such as bias-free policing; organizational structure; training; supervision; use of force; pursuits; officer misconduct investigations; and police technology and data systems.

**Aurora, Colorado.** The City of Aurora selected 21CP Solutions to conduct an assessment of the Aurora Police Department's policies, procedures, and operations and to provide recommendations for enhancing the Department's efforts at providing safe, just, effective, and equitable public safety to the Aurora community. 21CP's final report provided the City and Department with a detailed roadmap for improvement along a comprehensive array of issues, including use of force; stops, searches, and arrests; bias-free policing; officer recruitment, hiring, and selection; training; misconduct and complaints; and community policing, among others.

**Oklahoma City.** 21CP was hired by the City of Oklahoma City to engage, analyze, and form recommendations regarding a host of topics, including its Police Department's de-escalation policy; accountability to the community; response to and training of police officers on individuals experiencing mental and behavioral health crises; and youth outreach. This involved describing existing community and police department conditions, best practices, and recommendations for how the best practices might be adopted. 21CP provided a final report providing a host of specific, numbered recommendations.

**Raleigh, North Carolina.** The City of Raleigh engaged 21CP in June 2020 to conduct review of policies and procedures implicated by the Raleigh Police Department's response to protests that occurred in reaction to the murder of George Floyd. The City directed that the assessment include both a review of the tactics utilized during the protests and the

police department's response to violence and criminal activity during the protests. 21CP provided the City with a comprehensive report outlining 38 specific recommendations for addressing issues and enhancing the quality of the Department's performance during crowd management and protest environments going forward.

**South Bend, Indiana.** The City of South Bend engaged 21CP to conduct a comprehensive assessment of its practices relating to use of force, body-worn cameras, accountability structures, officer wellness, and bias-free policing. 21CP provided detailed, pragmatic recommendations for implementing best practices and making evidence-based changes to its operations where needed. The work involved direct engagement with community, government, and police stakeholders.

Details about these projects and work with other jurisdictions can be found at [www.21cpsolutions.com](http://www.21cpsolutions.com).