

Johns Hopkins University Police Accountability Board
Monday, August 8, 2022

Accountability Board members:

Noah Patton	Present
Elise Favia	Present
Edward Kangethe	Present
Sonja Merchant Jones	Present
Katie O’Conor	Present
Michael Wilkinson	Present
P. Logan Weygandt	Absent
Lorraine Dean	Absent
Doris Minor Terrell	Absent
Thomas Judge	Absent
Terri-Massie-Burrell	Absent
Cynthia Gross	Absent

Johns Hopkins Staff present:

1. Branville G. Bard, Jr.
2. Rianna Matthews-Brown
3. LaTicia Douglas
4. Jarron Jackson
5. Rodney Hill
6. Liam Haviv
7. Jennifer Mielke
8. Kathleen Stewart (minutes)
9. Gus Sentementes (Livestream Technician)

21CP Staff:

1. Nola Joyce
2. Brenda Bond-Portier
3. Maurice Classen
4. Jennifer Cherkauskas

Opening

A regular meeting of the Johns Hopkins University Police Accountability Board was called to order at 6:03 p.m. on Monday, August 8, 2022, via Zoom. The meeting was broadcast live via toll-free call-in and on the [Accountability Board meetings live-stream webpage](#).

1. Welcome & Introductions

Branville Bard, Johns Hopkins’ vice president for public safety, welcomed everyone to the meeting.

Dr. Bard stated, “During our last meeting, we discussed inviting the JHPD consultant to the next meeting to introduce them to the Board. During that time, 21CP Solutions was selected as the firm to assist us with setting up the JHPD. Today 21CP will join us to share an overview of their expertise and answer any questions the Board might have.

21CP was a clear choice to lead this work because of the vast array of experts that make up the group, which is a spin-off of President Obama's 21st century Task Force on policing. They are comprised of police and government executives, academics, and civil rights experts. 21CP is currently overseeing the Implementation of the Baltimore police department's federal consent decree.

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They've done this work throughout the country and implemented significant public safety initiatives and police reform efforts. For the JHPD, we sought assistance with organization and staffing, policies and procedures, and infrastructure building, including communication equipment and facilities.

Dr. Bard introduced Commissioner Nola Joyce, Partner and Principal Consultant at 21CP Solutions. Commissioner Joyce is a nationally-recognized policing expert with over 30 years of experience in public safety. Most recently, she served with the Philadelphia Police Department as Deputy Commissioner for Services, Strategy, and Innovation. Before that, she held executive positions in the Washington, D.C., and Chicago Police Departments and the Illinois Department of Corrections.

Commissioner Joyce introduced the members from 21CP. Dr. Brenda Bond is a subject matter expert in organizational change and development implementation. Maurice Classen currently works with the Seattle Mayor's office. Jennifer Cherkauskas is a project manager at 21CP.

Commissioner Joyce explained that 21CP was founded by Charles Ramsey, Sean Smoot, and Roberto Villaseñor, former members of Obama's 21st century Task Force. After working together with the task force, they formed a company that would allow them to continue to work on improving public safety across the country.

Commissioner Joyce further explained that the 21CP partners and associates are not all policing professionals. Matthew Barge, a primary player in this effort, is a civil rights lawyer who has worked in various functions, including as a monitor in several cities for consent decrees. Dr. Bond is a Professor of Public Administration at Suffolk University and has experience working with police departments in different capacities. We have individuals who are experts in Data Analysis; we can bring them on board as needed.

21CP believes the way to drive public safety and community well-being is through creating and helping sustain partnerships between police departments and communities. It is through trust and legitimacy that these relationships can stand. Campus safety is broad, and policing is an integral part, but not the only part.

We have worked with various universities - Harvard and Yale, the University of Southern California, Carnegie Mellon, University of Oregon, Temple University, Drexel University, and others. In most cases, we were asked to evaluate how university police and campus safety were operating and compare those operations against current best standards and our knowledge as experts in the field. Many of these universities are similar to John Hopkins University in that they are academic institutions in major cities or surrounded by neighborhoods. What we have found over time is that the relationship between the university and its surrounding neighbors is critical.

We have also worked with Federal and State police reform entities in Cleveland, Ohio, the California Department of Justice, the New York Attorney General's Office, and the Minnesota Department of Human Rights. Much of our work involves municipal policing and public safety in cities such as Aurora, Colorado, Oklahoma City, Raleigh, North Carolina, South Bend, and Tacoma, Washington.

We were asked to work with the Department of Public Safety and other partners at John Hopkins University to develop a comprehensive project plan for developing the JHPD.

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We were asked to review and provide insight into operational planning, organizational structure, equipment and technology, policies and procedures, workforce recruitment, hiring and training, interagency collaboration, government engagement, and accountability and transparency. Commissioner Joyce opened the meeting for questions from Board members.

Questions Michael Wilkinson:

1. What are the main differences and challenges in helping build a police department from the ground up, as opposed to there already being something established?
2. How does that change how you do your analyses and make recommendations?

Answer Nola Joyce:

What we have learned from previous assessments at other universities will guide our efforts with the JHPD. We are not only standing up a police department; we are doing so amid existing services that should be used to enhance campus safety, making it more comprehensive and secure.

Answer Brenda Bond-Portier:

One of the ways we try to approach our work with Johns Hopkins University is around process, participation, and transparency. We think about campus safety as one way to help the campus community thrive.

Answer Maurice Classen:

One of the opportunities of this project is reimagining public safety - starting with something and having to rejigger the system, take down what is already there, and leverage some of the problems that have been inherent in the system. This is an opportunity to build from the ground up, which means an incredible amount of engagement needs to happen to understand the history and culture of the institution and the surrounding community.

Questions Ed Kangethe:

1. Would 21CP be open to attending future meetings to update the Board?
2. Do you evaluate the community and the way the community relates to the institution and the way the institution relates to the Community as well?
3. This is an in-depth analysis. How much does something like this typically cost an institution?
4. How long is 21CP involved after the department is up and running?

Answer Nola Joyce:

In terms of future meetings, we will take the lead from Dr. Bard, but we view this group as critical, a sounding board, and a source of information because you're representing the university community. We value and will continue to value your input and your advice.

In many cases, this concerns both the university and the surrounding communities. 21CP, in conjunction with the university, has conversations with university staff about relationships with the

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community; we also have conversations with neighbors of the university to understand their perceptions of the police department and the university and what they would like to see or not see happen. This feedback is critical.

Our contract with the university is for one year. We will defer to Dr. Bard for a response regarding the cost.

Answer Dr. Bard:

21CP will only bill us for actual work on the project. I anticipate their involvement, and thus their billing hours will taper off after the substantive work is done. For instance, they will be responsible for producing our policies and ensuring they read the way we want them to. That will be a process where the accountability board is engaged. I want to ensure that we adhere to every requirement in the statute, including the requirement to become accredited.

21CP Solutions is trying to help us figure out all the things we can do that are inherently protective of Hopkins and the surrounding communities.

Answer Nola Joyce:

21CP is a part of the Baltimore consent decree monitoring team. That offers us a perspective and awareness of some of the issues in Baltimore. It also provides the university and especially the new police department insight into some of the policies and procedures that the Baltimore Police Department has worked on over the years that have received approval from the US Department of Justice.

Question Elise Favia:

What experience does 21CP have with helping departments navigate issues affecting minority communities, not only with racial issues but also with issues that affect disability communities - particularly in mental health - and neurodivergent communities?

Answer Brenda Bond-Portier:

We prioritize engagement with diverse communities, not just diverse racial and ethnic communities but also the unhoused community and the student population. We have approached our engagement with campuses by learning who the different groups are and who is in support of or in conflict with some of the ideas being discussed. Often, our work is centered around crisis response and finding other services that support students, faculty, and staff with mental health needs or support for those working with students or others who need services or are just in need of help. We are happy to provide more specific information or direct you to more detailed documents if that would be helpful.

Answer Nola Joyce:

We must listen to all community components to understand their needs and preferences. As we work with the police department, we attempt to align the goals and understandings of all involved.

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Question Noah Patton:

Would it be possible for the Board to recommend non-Board members for 21CP to interview?

Answer Nola Joyce:

Yes, we would welcome that. As we begin working and exploring, we will ask for suggestions for whom we should be speaking to. Dr. Bard has already provided an extensive list for us, but we'll be glad to add to it because that is important.

Answer Dr. Bard:

Dr. Bard agreed and stated that, with help from the board to facilitate contact information, we would include suggested participants on the list.

Question Michael Wilkinson:

With Hopkins being such a complex and diverse community, have you had experience in the past with universities or towns diverse in the wants and needs of the people, or have you seen more uniformity because other places are not as segmented as Baltimore is with so many different pockets of people with different interests and different police force presences?

Answer Nola Joyce:

Yes, that is very common, especially with multiple campuses in a major city or urban area.

Answer Brenda Bond-Portier:

Both Harvard and Drexel Universities are decentralized in terms of geography, different schools, interests, needs, and concerns.

Ed Kangethe requested that further discussion of the following items be tabled until the entire board is present and can vote.

- Resources Available to the Board
 - Develop Process for Requesting Cost-incurring Resources
- Process for the Board's Response to Emails

Rianna Matthews-Brown suggested that a draft of the June 27th minutes be posted online so the information discussed is shared promptly to comply with the Open Meetings Act. There were no objections to posting the minutes marked as DRAFT and not approved.

Closing

- A motion to adjourn was proposed by Ed Kangethe and seconded by Noah Patton
- The meeting was adjourned at 6:43 pm

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Accountability Board Upcoming Meeting Schedule (2022 calendar year)

- Monthly Meeting: September 12, 2022, 6:00 – 7:30pm
- Monthly Meeting: October 17, 2022, 6:00 – 7:30pm
- Monthly Meeting: November 16, 2022, 6:00 – 7:30pm
- Monthly Meeting: December 12, 2022, 6:00 – 7:30pm

Agenda Topics Proposed by Board Members for Future Meetings

- Maryland Legislative Landscape, incl. Law Enforcement Officer's Bill of Rights and relevant changes
- JH's ongoing public safety interventions and efforts
- Further discussion on benchmarking / peer efforts
- Crime Data Tracking
- Discussion and Follow-up questions from JH Public Safety Town Halls
- Invite a CRB (Civilian Review Board) representative to discuss the CRB's relationship with the JHPDAB
- Legislative Review – What does the legislation say regarding our roles? (possibly Stephanie Smith speaker)
- Continuation of Bylaws discussion
- Membership Questions
 - Note: as of June, only 7 out of 15 currently on the Board