

Johns Hopkins University Police Accountability Board Meeting

Wednesday, May 21, 2025

Accountability Board Members:

Aprille Weron	Present
Ateeb Ahmad Parray	Absent
Chyna Sinclair	Absent
Douglas “Duke” Tremiere	Present
Ed Kangethe	Present
Elizabeth Hazel	Present
Freud-Williams Maignan	Absent
Jerrell Bratcher	Present
Kamaria Hill	Absent
Kimyatta Ricks	Present
Laura Rossi	Present
Madhu Subramanian	Absent
Panagis Galiatsatos, MD	Present
Sam Johnson	Absent
Sonja Merchant-Jones	Present

Johns Hopkins Staff Present:

1. Calvin L. Smith Jr.
2. Phil Kasten
3. Amy Taylor
4. Gus Sentementes (Livestream Technician)

Incoming Board Members Present:

1. Sabrina Harris
2. Sumana Kondle
3. Natasha OrtizFortier
4. Daniel Webster

Opening

Aprille Weron, JH Accountability Board (JHAB) Chair, began the meeting at 6:00 p.m. with introductions by the Board members and JH staff. The meeting was broadcast live via toll-free call-in and on the [Accountability Board meetings live-stream webpage](#).

Board Business – March Minutes

Aprille moved to approve the March 19, 2025 JHAB meeting minutes. The Board unanimously approved.

Committee Reports – Policy Committee Update: Draft Letter to Public Safety

Aprille introduced Duke, the outgoing chair of the Accountability Board’s Policy Review Committee, to provide the update. Duke shared that the committee held a policy review meeting in April 2025, during which several items were

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discussed. The focus was on two key points. First, the committee is working on updating the Frequently Asked Questions (FAQ) page, particularly the one-page handout used during public meetings. These FAQs will also be made available on the website under appropriate headings. A major pending item is the FAQ concerning the jurisdictional boundaries of the Johns Hopkins Police Department (JHPD), which is complex and requires understanding several framework documents, such as the Community Safety and Strengthening Act (CSSA) and the Memorandum of Understanding (MOU) with the Baltimore Police Department. The goal is to simplify this information into key points. Second, Duke mentioned a draft letter—now in its second version—addressed to Dr. Bard and the JHPD public safety leadership. The letter requests an update and enhancement of the jurisdictional maps to clearly distinguish between patrol areas and first responder areas. It also asks for a timeline for these updates and recommends that the maps be refreshed and reposted at least every six months, even if no changes occur. Duke concluded his report, and it was noted that the draft letter is currently being circulated among Policy Review Committee members. Once finalized, it will be uploaded to the shared drive for full Board review and comments.

Old Business – Discussed the Community Engagement Document Revisions from the JHAB

Elizabeth took the floor and introduced herself explaining that earlier in the year, she had helped organize the Accountability Board's feedback on the first draft of the Community Engagement Plan. She noted that, several months had passed since the initial feedback was submitted, it would be helpful to briefly review the documents together as a board, especially given time constraints for reviewing materials offline. The board intended for this feedback to be formal and submitted to Public Safety, similar to the Policy Committee's process. One key recommendation was that the draft Community Engagement Plan—not to be confused with a communications plan—should be publicly posted with an open comment period. The board also emphasized the importance of establishing a regular communication cadence. They reviewed the annual report and appreciated the inclusion of data and metrics, some of which had been recommended by the board. However, they noted that while the current data is useful, it is limited due to the recent deployment of officers. They recommended increasing the frequency of data reporting to quarterly, as monthly might be too frequent and annual too infrequent. Additionally, the board discussed the need for clearer and more timely communication from Public Safety, referencing a memo about the department's role in federal ICE operations. This memo, although dated, caused confusion when it was recirculated months later without context. The board suggested more frequent push notifications and updates to the Hopkins community, and also expressed interest in finding ways to share this information with the broader public. Elizabeth concluded this portion of the discussion, inviting further input from the board.

Chair Aprille opened the floor for questions, comments or feedback on the first two points that had been raised—specifically regarding the draft Community Engagement Plan and the recommendation for quarterly updates. Elizabeth noted that in previous one-on-one conversations with some board members, there had been general agreement that quarterly updates would be the preferred cadence. The board was asked if they had any thoughts, particularly about the idea of using push notifications to ensure important information—such as how Public Safety officers interact with federal ICE operations—is effectively communicated not only within the Hopkins community but also to surrounding neighborhoods. Elizabeth acknowledged that while this information is available on the Public Safety website, broader and more proactive outreach would help reduce confusion. She asked whether the community outreach arm of Public Safety could be used to distribute such updates more widely.

A: Calvin: It was noted that Public Safety currently does share information with the community, although the specific content of those communications can vary. Typically, when there are issues that directly impact the community and are related to public safety, that information is shared—especially with community association presidents in the

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affected areas. However, not all updates are necessarily relevant to the broader community. That said, if a topic is of particular interest, such as the department's role in ICE operations, Public Safety is open to discussing it and being transparent about their position. Additionally, Corey Ramos, the Community Engagement Specialist for the Johns Hopkins Police Department (JHPD), regularly attends community meetings and provides updates. For those unfamiliar, Corey works specifically with JHPD on community engagement efforts. She collaborates closely with both the Government and Community Relations office and the community itself, often attending meetings and working on initiatives like the PAL project, which is part of the Community Safety and Strengthening Act (CSSA). She has been actively involved in outreach for the past few years and is frequently seen at events, as reflected on her LinkedIn and social media presence.

Continuing with the discussion, Elizabeth introduced the third point, which stemmed from feedback received during recent Town Hall meetings. Community members had requested the inclusion of an infographic in the Community Engagement Plan that visually distinguishes the uniforms of various security personnel. This would include the Baltimore City Police Department, the Johns Hopkins Police Department (JHPD), and other security forces hired by Johns Hopkins—both armed and unarmed. The goal is to help community members easily identify each group and understand who they are interacting with.

Additionally, the board recommended adding a dedicated section on communications within the Community Engagement Plan. This section would outline how updates—such as those found in the annual report—could be shared more frequently, ideally on a quarterly basis. Some metrics might be suitable for quarterly updates, while others that change less frequently could remain on an annual schedule. The board also emphasized the importance of diversifying communication methods, including the development of a public-facing dashboard similar to the one used by the Baltimore City Police Department. They noted that while it's great that Corey Ramos maintains an active social media presence, a broader and more structured communication strategy would be beneficial.

Finally, the board suggested implementing a more agile and responsive communication plan. This would allow Public Safety to quickly share information on sensitive or high-interest topics—such as officer misconduct, responses to protests, or ICE activity on campus. The idea is to proactively provide accurate information before it spreads through media outlets like the *Baltimore Banner*, helping to maintain transparency and trust with the community.

Q: Elizabeth: Calvin was asked if he could provide some background and context on how Public Safety is currently envisioning its communication strategy. The board is genuinely interested in understanding how Public Safety plans to engage with the community through its communications approach.

A: Calvin: Calvin responded by emphasizing the department's commitment to transparency, using a recent incident as an example. He explained that all video footage related to that event would be released and made publicly available on the department's website soon. Unlike the Baltimore Police Department, which can often respond to information requests quickly, Johns Hopkins Public Safety is still developing its internal processes for sharing such materials online. However, the goal is to ensure that major incidents are made public in a timely manner—not on a quarterly basis, but much sooner.

He also addressed the topic of data sharing, noting that the department is actively working on building a dashboard. Currently, they have a system that tracks calls for service across the institution, and they are now developing a dashboard specifically for crimes occurring within their three geographic areas. While it's not yet confirmed whether this dashboard will be publicly accessible, the team is working toward pulling and organizing this data daily. Calvin explained that much of the crime data overlaps with Clery Act reporting, which already provides geographic-specific

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information. The new dashboard will also include data specific to JHPD, such as the types of incidents they respond to, officer deployment patterns, call volumes, and locations.

As the department continues to grow—bringing on new officers from the academy and expanding its operational capacity—they expect to reach near 24/7 coverage by the end of the year. With this growth, data collection and reporting will become more consistent. Calvin noted that integrating technology across different campuses (East Baltimore, Peabody, and Homewood) has been a major undertaking, involving servers, radios, cameras, and other systems. However, progress is being made, and soon they expect to have a unified system that provides visibility into operations across all locations.

He concluded by reiterating that while he couldn't commit to a specific date, the project is ongoing and a top priority. He is personally overseeing its progress to ensure that the final product meets the board's expectations and provides timely, transparent access to public safety data.

Q: Sabrina: Do they respond to Carey as well?

A: Calvin: Johns Hopkins Police Department (JHPD) will not respond to incidents involving Carey, as that location falls outside of JHPD's jurisdiction. However, Public Safety officers—who are stationed in the building—would respond, since they are present on-site and their responsibilities cover that area.

Q: Laura: The staffing update that was just provided is very helpful, and it would be beneficial to receive similar updates on a regular basis—especially during this current period of transition. With ongoing hiring, interviews, and efforts to build up the team, it's important to understand what these changes mean for the overall workforce. Specifically, it would be useful to know when new hires are ready to be deployed and how staffing levels are evolving over time.

A: Calvin: For a brand-new police officer, the full process from hiring to street deployment typically takes about a year. This includes time spent in the police academy, followed by field training and additional gap training provided by the university. For lateral hires—officers who are already certified in Maryland and transferring from another agency—the timeline can be shorter, potentially as quick as six weeks, assuming there is little to no break in service. However, even in those cases, the interview and onboarding process can still be time-consuming. While the department is seeing progress and growth in staffing, it's important to recognize that once someone is hired, it still takes approximately a year before they are fully prepared to serve in the field.

Elizabeth expressed appreciation for the previous updates and continued with the final few discussion points. One key recommendation was for Public Safety to notify both the Accountability Board and community members when video surveillance is being used. While Johns Hopkins faculty and staff may generally understand that surveillance is part of the environment, this may not be as clear to community members—especially those who pass through campuses like Homewood and treat them as public spaces. To address this, the board suggested installing signage to clearly indicate areas under video surveillance, helping to ensure transparency and awareness.

Item number seven on the list was a duplicate of a previously discussed topic. Item number eight, referenced a recommendation from the Bridgewater Report, a resource on best practices in policing that had been shared by Calvin. This recommendation involved publishing case studies that offer qualitative insights into specific incidents. These case studies would serve as illustrative examples that the public could review, allowing Public Safety to highlight what was handled well and where improvements could be made. While this initiative may be more appropriate for a later phase, it was seen as a valuable tool for building transparency and public trust.

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Chair Aprille thanked Elizabeth for compiling and presenting the information expressing appreciation for her efforts and opened the floor to the group for additional questions, comments or feedback.

Old Business – Review of The Town Hall

Aprille shared that several board members had attended a recent Town Hall meeting—the first one organized by the Accountability Board. Although the exact date wasn't recalled, it was confirmed that the event was hosted by the Office of Civil Rights and Equity (OCRE) and held in East Baltimore, near the chair's neighborhood. The meeting was considered informative, especially for community members who may not have been familiar with the various oversight boards operating in Baltimore City. Others who attended were invited to share their impressions. Jerrell responded, describing the event as beautifully organized and well-executed. He appreciated the opportunity it provided for community feedback and open dialogue, and expressed hope that similar engagement could be replicated in future board activities. He also voiced full agreement with the positive feedback shared by others who attended.

Aprille noted that more Town Hall events are expected in the future. Jamal, from the Baltimore City Police Accountability Board, is particularly eager to host additional sessions in various neighborhoods as part of ongoing outreach efforts. Community engagement and interaction should remain a central focus for the Accountability Board, as it represents one of the board's most important missions.

Sonja shared a reflection on the structure of recent panel discussions, noting that panelists often end up doing most of the talking, while the community members—who attend to express their thoughts and feelings—have less opportunity to speak. Future panels might benefit from a revised format that better prioritizes community voices. Additionally, they emphasized the importance of encouraging attendees not only to share their concerns—whether positive, negative, or neutral—but also to come prepared with potential solutions. This approach could help reduce the need for panelists to fill in gaps or respond at length, allowing for a more balanced and productive dialogue.

Elizabeth offered a brief reflection, expressing appreciation for the opportunity to collaborate with other accountability boards across the city. It was noted that the experience was valuable and suggested it would be beneficial to explore additional ways to work together—such as sharing knowledge, resources, and best practices—to strengthen collective efforts moving forward.

Old Business – Training Update

Laura and Phil Kasten discussed creating an opportunity for the Accountability Board to participate in reviewing the content of the upcoming GAP training. While no final decisions have been made, they wanted to begin socializing a potential proposal with the board. Specifically, there is an opportunity for board members to attend and observe presentations of approximately 30 training courses scheduled to take place during the week of July 21st to 25th. These courses have been selected based on community feedback and questions raised by the board. This initiative would allow board members to directly see and hear the same material that officers receive during their training, and it would also provide a chance to offer feedback on the content.

Phil Kasten, Sr. Director Compliance and Safety, explained the purpose and structure of the GAP program—short for General Acceptance Program. He described it as a foundational training initiative designed to “Hopkinize” police officers by aligning them with the university's unique mission, vision, values, and expectations. Unlike many other

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agencies, Johns Hopkins has developed specific rules, procedures, and standards that demand more from its officers. These were informed by resources such as the Bridgewater Study, community feedback, and the work of the Accountability Board and Policy Work Group.

Phil emphasized that the training content is built around these policies and goes deeper into explaining why certain procedures were adopted and why they matter in the context of Johns Hopkins. The department collaborated with 21CP Solutions, a consulting group, to ensure the training reflects best practices and community engagement. Internal and external subject matter experts also contributed to the development of the training program.

The GAP curriculum includes 30 high-interest courses selected based on feedback from the community, the Accountability Board, and legislative input. While the full training spans about six weeks, the week of July 21–25 will feature a focused series of sessions that board members are invited to attend. These sessions will not only allow board members to observe the training firsthand but also to provide feedback using an evaluation tool developed by 21CP. This tool assesses both the content and the delivery of the training, including how well it engages officers and encourages problem-solving and application of concepts.

Phil noted that the training is not lecture-based; it includes interactive activities and team teaching by subject matter experts and community members. The leadership team and 21CP consultants will also be present to support the evaluation process. Feedback gathered will be used to refine and improve the training, just as community input was used to shape departmental policies.

He invited board members to participate, acknowledging the challenges of summer schedules. Sessions will be held in double blocks each day, with lunch and dinner provided. While participants are not expected to attend the entire day, they are asked to stay for the full duration of any session they join and complete the evaluation tool. Phil concluded by expressing his openness to questions and reaffirming the department's commitment to making the training a meaningful and effective tool for orienting both new and experienced officers to the unique environment of Johns Hopkins and its surrounding communities.

Q: Aprille: To clarify will the training sessions be divided into two parts each day—a morning session and an afternoon session. Are participants welcome to attend either session as long as they stay for the full duration of that training.

A: Phil: The proposed training schedule outlines all 30 lessons, each broken down by session. Some of the courses are shorter—lasting only about an hour—because they serve as introductory or orientation sessions. These are designed to give new officers a primer on the Johns Hopkins Police Department (JHPD) before they attend the police academy. The goal is to help them understand what makes JHPD unique and to build enthusiasm for returning to serve with the department after their initial training. Other courses, such as those covering topics like stop, search, and arrest or use of force, are more in-depth and require longer sessions—some lasting up to eight hours. These longer sessions will be split into manageable blocks to ensure effective learning.

Q: Duke: Duke, representing the Peabody community, asked how will participants be assessed once the training is fully implemented? Will the evaluation process include written tests, oral exams, presentations, or other forms of assessment? Will members of the Accountability Board have the opportunity to review the assessment materials or tools used in the program.

A: Phil: GAP training program includes a variety of assessment methods, depending on the learning objectives of each lesson. These assessments will include written tests, problem-solving activities, and skills demonstrations. Additionally, there will be a larger, ongoing project that spans the entire duration of the GAP program. Some lessons

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will also feature interactive elements, such as scavenger hunts around campus, to reinforce learning in an engaging way.

The goal is twofold: to make the learning experience interesting and to ensure that participants are truly absorbing and retaining the material. Virtual learning components will also be used to evaluate judgment and decision-making skills. All assessments are designed to align with the standards set by the Maryland Police and Correctional Training Commission. The GAP program is expected to meet over 200 of the Commission's training objectives, each of which includes specific measurement requirements—whether through written exams, skills demonstrations, or problem-solving tasks. The assessment tool will evaluate not only the instruction itself, but also the instructor, the course materials, and the assessments used in the training. This comprehensive evaluation approach is designed to ensure the overall quality and effectiveness of the GAP training program.

New Business – Review of Orientation

Aprille noted that orientation was scheduled for June 24th and acknowledged that the initial schedule—requesting approximately 9 hours—may have seemed overwhelming. However, attendees were reassured that the day would not be entirely business-focused. Orientation would include opportunities for board members to get to know one another, along with an evening meal to foster connection and camaraderie.

While not everyone was able to attend in person, this date was selected as the best option to bring the majority of members together. The sessions were recorded for later review. Aprille emphasized the value given the steep learning curve associated with joining the board. Knowing who you're working with and building those relationships early on can make a significant difference.

Chair Aprille opened the floor for questions, comments or feedback from current and incoming board members to share any thoughts on orientation.

Q: Sabrina: Sabrina requested more detailed information about the various committees. In-depth descriptions of each committee's purpose, responsibilities, and expectations. Clarity on what each committee does and what deliverables are expected. This information would help make an informed decision about which committee she would like to join.

A: Amy: Committee descriptions will be sent out to each incoming member.

Duke suggested that orientation include a more thorough explanation of the Clery Act and its impact on reporting. They noted that while the term "Clery" is often mentioned, new members may not fully understand what it is, where it originated, or what specific data must be collected under its requirements.

Additionally, it was recommended covering the broader police accountability landscape in Baltimore. They pointed out that the term "Police Accountability Board" can be confusing, as it may refer to different entities—such as the Baltimore City Police Accountability Board or the Johns Hopkins Police Accountability Board. This can be especially unclear for new members and even for those already serving. Understanding how the various boards operate and where the Johns Hopkins board fits within the city and county-wide structure would help members respond more accurately to community inquiries. For example, Duke shared that they had recently received an email asking if they were attending a meeting for the Baltimore City Police Accountability Board, which was not the board they serve on. Being able to clearly explain these distinctions to the public is essential.

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Before concluding the meeting, Calvin took a moment to thank the newest board members for attending and getting a crash course on the board's current work. As the board transitions into a new term, they also acknowledged that some members will be concluding their service. Each was thanked and presented with a token of appreciation for their contributions.

Additionally, Calvin shared that Dr. Madhu Subramanian, another departing member, has accepted a new role at Duke University, where he and his wife will be relocating. The board extended their best wishes to him in this new chapter.

Calvin then highlighted two special recognitions: Ed Kangethe and Sonja Merchant-Jones were honored for serving on the Accountability Board for five years. He emphasized that this is a volunteer board, and expressed deep gratitude for the time, dedication, and hard work these members have contributed. They noted that this milestone year was an important moment to celebrate and recognize those who have helped shape the board's progress.

Upcoming Meeting Updates

Board Committee Meeting Wednesday, June 18, 2025

General Board Meeting Wednesday, July 16, 2025

A motion to adjourn the meeting was moved and passed unanimously by the Board.

Closing

Aprille closed the meeting at 6:56 p.m.