

# **Response to additional questions regarding Monitor Application for Police Department of Baltimore City**

**July 31, 2017**

**Submitted to:**

Maureen Johnston, U.S. Department of Justice  
Lisa Walden, Baltimore Police Department

**Submitted by:**

CNA  
Rodney Monroe  
3003 Washington Boulevard  
Arlington, VA 22201

July 31, 2017

To whom it may concern:

The CNA Institute for Public Research appreciates the opportunity to respond to the additional questions submitted from the U.S. Department of Justice and the Baltimore Police Department on July 24, 2017. The request for additional information touches on three key aspects of the Consent Decree -- project management and decision making, community accountability, and technical assistance. CNA is confident that it has responded completely to the questions submitted and that we provide the best possible approach to successful compliance with the Consent Decree, on time and within the budget allotted.

More than any other offeror, the CNA team will engage the diverse Baltimore community in the monitoring process, and will deliver to BPD the expertise, technical assistance, and training needed to further the progress of reform and employ a department-wide community policing strategy grounded in fair and impartial policing practices. CNA is the largest and most sought-after provider of policing technical assistance services in the nation, with a successful track record of working with police agencies and communities to achieve sustained organizational transformation that lasts long after monitoring activities have concluded. CNA currently directs several national programs for DOJ. These programs include the Smart Policing Initiative, the Public Safety Partnership, the Body-Worn Camera Policy and Implementation Program, Collaborative Reform, and the Advancing 21st Century Policing Initiative, all of which focus on integrating evidence-based policing into police agencies and sustaining successful innovations.

On the following pages and in several attachments, we respond to the three questions presented. We welcome this opportunity to respond, and we will answer any questions that arise during the selection process for the independent monitor of BPD. Questions can be sent to the following email address: [BaltimoreMonitor@CNA.org](mailto:BaltimoreMonitor@CNA.org).

Many thanks, again, for the opportunity to respond to the tremendous opportunity to advance the Baltimore Police Department and the community that it serves.

Rodney Monroe

CNA

**CNA Monitoring Team responses to requests for additional information:**

1. **Project Management:** The ability to effectively manage the numerous projects, tasks, and people who will be involved in implementing the Consent Decree is critical to the success of the reforms. Please identify the individual on your team who will assume primary responsibility to manage the implementation of the Monitor's duties under the Consent Decree, and any subordinates who will be managing the implementation of a specific area. Please describe their relevant expertise and experience to perform this role. Please also describe how the team will resolve any differences of opinion that may arise among the members of the team, including the law enforcement experts. Finally, please identify the individual(s) who will serve as the primary point of contact for the Court, and describe any relevant experience.

**CNA Response:**

CNA has recruited a team of diverse professionals with direct expertise in all of the substantive and administrative areas addressed by the Consent Decree. We have been particularly mindful of the need for community engagement expertise regarding the unique needs of Baltimore, of the need for research expertise, and of the need for expertise regarding personnel and financial management of a consent decree such as the one at issue here. Below we describe our team and our management strategy, as well as our plans for resolving any differences of opinion that arise within our Monitoring Team.

CNA proposes a multi-layered structure and management approach regarding the Baltimore Police Department (BPD) monitoring project. Thus, there are several layers of responsibility and monitoring team input regarding BPD's compliance with the Consent Decree. See Table 1 below for a description of our organizational structure. Similarly, we propose a multi-layered decision making structure, in the event that there are any differences of opinion regarding BPD compliance. We anticipate, based on our experience with other monitoring projects, that most disagreements or differences of opinion among Monitoring Team members will be resolved through dialogue and consensus as a product of regular Team meetings, regular Team communications, and Team review of monitoring reports. Still, situations may arise in which Team members cannot resolve differences of opinion through dialogue and consensus.



Rodney Monroe, a CNA employee and a retired chief of police with police agency monitoring experience, is our proposed Monitor for this project. In that lead capacity, he is the final arbiter of any differences of opinion among Team members regarding decisions about BPD's compliance with the Consent Decree, and regarding administration of the monitoring project.

Chief Monroe is currently the Monitor for the Settlement Agreement for the city of Meridian, MS. He was chief of the Charlotte-Mecklenburg Police Department (CMPD) from 2008 to 2015, leading the largest municipal police department in North Carolina. Under his leadership, the department refocused its efforts on crime fighting and crime prevention through a more accountable organizational structure, new technology, and an enhanced strategy of community policing, achieving sustained reductions in crime rates. Prior to serving at CMPD, Chief Monroe served as Chief in Macon, Georgia, and in Richmond, Virginia. In Richmond, his efforts led to the lowest number of homicides in over 25 years. Chief Monroe also worked in several leadership

positions in the Washington D.C. Police Department. Currently, Mr. Monroe consults with police chiefs and community members regarding violence reduction, policing innovation, and building trust and legitimacy in the police. Mr. Monroe is a recognized law enforcement leader, innovator, and practitioner of community policing, with more than 30 years of experience in law enforcement.

Three key advisors to the Monitoring Team will work alongside Mr. Monroe: James K. “CHIPS” Stewart (advisor on police management and operations), Dr. James R. “Chip” Coldren, Jr. (advisor on research methods and data collection), and Ms. Denise Rodriguez (technical assistance advisor).

Dr. Coldren will advise and work with Rodney Monroe and the research team at Coppin State University on the 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, information concerning civil liability of BPD, its officials, officers, agents, or employees, interviews, surveys, including 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, acting as the central hub for all data requests and all data submissions. He will craft the monitoring team’s annual monitoring plans, as well as oversee logistics related to research, including community surveys. He will establish the team’s methodologies for quantitative and qualitative compliance reviews and outcome assessments.



Mr. James “CHIPS” Stewart will advise Mr. Monroe on a wide variety of policing issues, drawing on his many decades of experience in policing, research, and public safety strategy. Ms. Denise Rodriguez will serve as the team’s Technical Assistance Coordinator, drawing on her extensive experience leading national technical assistance programs for BJA and the COPS Office and the Bureau of Justice Assistance. Ms. Rodriguez will not only coordinate the logistics of TA

delivery to BPD on a wide variety of issues by identifying and deploying appropriate national experts; she will also oversee Consent Decree requirements with regard to impartial policing and interacting with people with behavioral health disabilities.



Dr. Johnny Rice, Assistant Professor at Coppin State University, will serve as our Team’s liaison regarding community engagement in Baltimore. Dr. Rice has over 18 years of experience providing leadership, technical assistance, and support to organizations that serve low-income fathers and families in the areas of child welfare, juvenile justice/youth development and criminal justice in efforts to create safe and stable communities. He is a former Senior

Program Associate at the Vera Institute of Justice, promoting practices and providing technical assistance to address violence against women and children. He teaches college courses on policing which examine the origin of law enforcement, ethical issues in policing, use of force and other contemporary issues specific to the field. He is the President and Founder of Social Justice Ventures, which provides a diversified range of services including mentorship, training, educational support, and problem solving that empower individuals and organizations to achieve healthy and safe homes, schools, workplaces, and communities.

**Table 1: CNA Monitoring Team Organizational Structure**

<b>Monitor and Advisors</b>	<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
<b>Deputy and Associate Monitors</b>	<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
<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 Claudia Nelson, SME, Community Development, Race Relations, Baltimore Beverly O'Bryant, SME, Behavioral Health, Baltimore Community Jacqueline Rhoden-Trader, SME, Research, Baltimore Community James F. Stewart II, SME, Research, Outcome Assessment and Youth Engagement





Dan Giaquinto, an attorney and also an experienced police agency monitor, will serve as Deputy Monitor. In this capacity he will directly oversee the work of the six Associate Monitors, will be the primary contact with the Federal court on BPD monitoring issues, and will serve as the first arbiter of any differences of opinion or disagreements among them.

Mr. Giaquinto has a distinguished record in police accountability and reform. He has been a member of the Independent Monitoring Team (IMT) since its inception in 2015, responsible for monitoring and reporting on the compliance of the Albuquerque Police Department (APD) with the terms and reforms of the Court Approved Settlement Agreement (CASA) between Albuquerque, New Mexico and the Department of Justice. He currently serves as the Deputy Monitor in Albuquerque with responsibility in monitoring of Internal Affairs and Civilian Police Oversight activities and of the

imposition of discipline to officers and civilian employees of APD. He also advises the Monitor on CASA interpretation and implementation issues. In addition, Mr. Giaquinto has served as the independent investigator in internal affairs matters for the Maricopa County Sheriff's Office since August 2016. In this role, he is responsible for assessing whether investigations or the discipline imposed in certain investigations identified by the Court are inadequate and, if so, whether reinvestigation is appropriate.

The CNA Monitoring Team includes six Associate Monitors, each with expertise in specific areas of the Consent Decree, detailed in Table 2 below.

**Table 2: CNA Team Associate Monitors**

Team Member/Role	Experience
<b>Theron Bowman, Ph.D. - Associate Monitor:</b> Stops, Searches and Arrests 	<ul style="list-style-type: none"> <li>Served as Police Chief for Arlington, TX Police Department for over 12 years</li> <li>Currently serves as Deputy City Manager for the City of Arlington Texas</li> <li>Specific areas of policing expertise include Law, Community Affairs, Crime Prevention, Youth Services, Recruit and In-Service Training, Police Hiring and Recruiting, Media Relations, Citizen's On Patrol, and the Citizen's Police Academy</li> <li>Served as member of New Orleans Police Department Monitoring Team, and as a Collaborative Reform consultant for Milwaukee, WI</li> <li>Created and led an team that developed the world's first rational model of predictive policing using high-level analytics and geospatial modeling</li> <li>Created the Youth Services section in the Arlington, TX police department to address special needs and issues involving youth and schools</li> </ul>
<b>Mai Fernandez, M.A. - Associate Monitor:</b> Reports of Sexual Assault 	<ul style="list-style-type: none"> <li>Currently serves as Executive Director for the National Center for Victims of Crime, providing strategic leadership for this national membership organization working on behalf of crime victims and their families</li> <li>Provided legal, policy, and strategic advice to the organization's leadership to measure performance and track progress</li> <li>Develops training and technical assistance programs for government agencies, police departments, and community based organizations to better serve sexual assault, domestic violence, and LGBTQ, and radical minority victims</li> <li>Lead a not-for-profit organization in Washington DC and Maryland, annually serving 5,000 minority, immigrant and LGBTQ youth</li> <li>Has Spanish speaking proficiency</li> </ul>

Team Member/Role	Experience
<p><b>Harold Medlock, M.B.A. - Associate Monitor:</b> Use of Force</p> 	<ul style="list-style-type: none"> <li>▪ Former Chief of Police of the Fayetteville (NC) Police Department</li> <li>▪ Currently a Subject Matter Expert for the Bureau of Justice Assistance (BJA) Body Worn Camera Training and Technical Assistance Program, and for the Smart Policing Initiative</li> <li>▪ Served actively on law enforcement social issues boards including the North Carolina Criminal Justice Training and Standards Commission, and the N.C. Commission for Racial and Ethnic Disparity</li> <li>▪ Provided verbal testimony for the President's Task Force on 21st Century Policing</li> </ul>
<p><b>Stephen Rickman, M.A. - Associate Monitor:</b> Community Engagement</p> 	<ul style="list-style-type: none"> <li>▪ Serves as an Associate Monitor with Public Management Resources, as part of the Independent Monitoring Team overseeing a Settlement Agreement between the Department of Justice, the U.S. Attorney of New Mexico, and the Albuquerque Police Department.</li> <li>▪ Over 25 years of experience in high-level positions in the public safety and community support areas</li> <li>▪ Served as organizer and Vice Chair of the Community Prevention Partnership, and as Senior Executive Service at DOJ leading and managing community-police partnerships in sites across the nation, including Baltimore</li> <li>▪ Leading expert in police-community relations and building trust and cooperation among community residents and criminal justice components</li> </ul>
<p><b>Elise Scott, Ph.D. - Associate Monitor:</b> Training</p> 	<ul style="list-style-type: none"> <li>▪ Served as Director of the Training Bureau, Detroit Police Department where she managed the budget, prepared training plans, developed programs, and oversaw training compliance with the DOJ Consent Decrees</li> <li>▪ Served as Deputy Commissioner of Training for the New York City Police Department</li> <li>▪ Served as Executive Director of the National Organization of Black Law Enforcement Executives where she conducted police training, provided technical assistance to law enforcement agencies, and represented the organization before Congress</li> <li>▪ Developed and reviewed community policing plans, policies, and training programs</li> <li>▪ Served on assessment panels for selecting law enforcement supervisory and executive personnel</li> <li>▪ Authored a number of publications on topics including community policing, cultural awareness training, and victim assistance in minority communities</li> </ul>

Team Member/Role	Experience
<b>Ellen Scrivner, Ph.D. - Associate Monitor:</b> Supervision, Recruitment and Staffing	<ul style="list-style-type: none"> <li>▪ National expert on criminal justice policy, police behavior, and public safety and policing issues</li> <li>▪ Testified before the President’s Task Force on 21<sup>st</sup> Century Policing</li> <li>▪ Served on monitoring teams that engaged in helping large police departments achieve compliance with their Consent Decrees</li> <li>▪ Currently a Subject Matter Expert on Police Reform</li> <li>▪ As Deputy Superintendent of the Chicago Police Department, managed the \$1.2B budget of the Bureau of Administrative Services</li> <li>▪ Developed a national community policing training strategy that was implemented through a nationwide network of innovative Regional Community Policing Institutes (RCPI)</li> </ul>



Our Monitoring Team also includes twelve subject matter experts (SMEs), including several SMEs from our partner organization, Coppin State University. These SMEs, too, have direct experience in the areas covered by the Consent Decree; their qualifications are provided in Attachment A. See Attachment B for a statement of cooperation from the President of Coppin State University. See Attachment C for a table describing the experience of our Monitoring Team members in each of the areas identified in the Consent Decree.

2. **Community Accountability:** The ability to engage with and build legitimacy among the diverse communities of Baltimore is also essential to the success of the Consent Decree. Please identify the specific actions that you will undertake to ensure effective bilateral communication with groups and individuals in Baltimore, including: (a) how you will ensure that your community engagement efforts are inclusive of Baltimore’s diverse communities; (b) the specific team members responsible for undertaking the actions; (c) the anticipated hours each team member will spend conducting these actions, and for how many of those hours each team member will be physically present in the City of Baltimore; (d) how community feedback will be documented and incorporated into monitoring activities; and (e) the portion of your budget that will be dedicated to community engagement. If you plan to add any additional team members to conduct these activities, please identify the process and criteria for retaining these persons, including any involvement by the Parties or the Court.

**CNA Response:**

We articulate a comprehensive, multi-pronged approach to community engagement and accountability in our original proposal (specifically, pages 13 and 18). This approach encompasses the following facets which address points 2a through 2e above:

- Recruitment of Coppin State University, and Dr. Johnny Rice specifically, as key partners in the monitoring project. Coppin State University is situated within the Baltimore community, and many of its students and faculty are Baltimore or Maryland residents, insuring a close connection between the monitoring project and Baltimore residents.
- Recruitment of several community organization representatives as members of the CNA Monitoring Team (Nykidra Robinson, Tony Grant, and Caryn York); these individuals will provide

advice regarding outreach to Baltimore communities, and will assist with attaining entrée for the CNA Monitoring Team into Baltimore communities.

- Establishment of a Community Council (members to be determined upon award of the monitoring project, in conjunction with the Coalition for Jobs, Safety, and Justice (CJSJ) and the parties to the Consent Decree). This Council will provide additional entrée into Baltimore communities, will assist with community engagement tasks, and will assist with the broad dissemination of Monitoring Team findings and reports within Baltimore communities. Members of this Council will be paid members of the CNA Monitoring Team.
- Institution of an annual series of community forums through which Baltimore residents will have multiple opportunities to meet with Monitoring Team members and voice their concerns and observations regarding BPD's compliance with the Consent Decree. As outlined in our original proposal (page 9), we will convene over 100 community forums each year across a number of different Baltimore communities, so that residents in diverse communities will have the opportunity to engage with the Monitoring Team.
- "Walk and Talk" events in Baltimore communities with Rodney Monroe and members of the CNA Monitoring Team; this will help establish a trusting relationship between the Monitoring Team and Baltimore residents.
- Establishment of a BPD Monitoring Team website, which will allow around-the-clock access to the Monitoring team for all Baltimore residents. The website will provide information about the goals and objectives of the BPD monitoring project, opportunities for individuals to engage with the Monitoring Team members, to register observations, suggestions, and questions regarding BPD's compliance with the Consent Decree, recent news and events regarding the BPD monitoring process, and access to all reports, meeting minutes, and findings of the CNA Monitoring Team.
- Establishment of a community-based Monitoring Team office in the City of Baltimore, which will provide physical access to the CNA Monitoring Team, in addition to the access provided by the BPD Monitoring Team website described above. We will publish (on-line, in the news media, and in several City and community agencies) a regular schedule of monthly visits by CNA Monitoring Team members, along with Monitoring Team office hours and meeting schedules, so that Baltimore residents will know when they will have opportunities to talk directly with CNA Monitoring Team members.

The CNA Monitoring Team members responsible for insuring that these community engagement and accountability tasks are implemented routinely include:

- Dr. Johnny Rice, Coppin State University – Monitoring Team liaison regarding Baltimore community engagement matters,
- Dr. Michael Berlin, Monitoring team liaison regarding research and data collection,
- Steven Rickman, CNA – Associate Monitor for community issues,
- Rodney Monroe, CNA – Monitor
- Dan Giaquinto, CNA – Deputy Monitor
- Nykidra Robinson – Baltimore community SME
- Tony Bridges – Baltimore community SME
- Caryn York – Baltimore community SME
- Members of the Community Council

We list these team members in Table 3 below, with indications regarding their anticipated annual hours devoted to the monitoring project, as well as their annual hours on-site in Baltimore:

**Table 3: CNA Monitoring Team Member Annual Hours on Project and Hours in Baltimore**

CNA Monitoring Team Member	Annual Hours on the Monitoring Project	Annual Hours Physically Present in Baltimore
Dr. Johnny Rice	200	200
Steven Rickman	450	225
Rodney Monroe	800	400
Dan Giaquinto	725	350
Nykidra Robinson	450	450
Tony Bridges	450	450
Caryn York	450	450
Community Council members	3,600*	3,600

\*Note: we assume 8 Community Council members at 450 hours per year, per member.

Thus we estimate a total of 7,125 hours from our Monitoring Team members dedicated to community engagement and accountability each year (the equivalent of approximately 3.5 full time employees). And we estimate a total of 6,125 hours that Monitoring Team members are physically present in Baltimore directly involved in community engagement and accountability issues each year (the equivalent of approximately 3.0 full-time employees).<sup>1</sup>

The CNA Monitoring Team will document feedback from Baltimore community members in several distinct and independent ways:

- Research activities – Baltimore 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 (see pages 9-10 of the original BPD monitoring proposal).
- Associate Monitor documentation of observations and findings – each Associate Monitor on the CNA Monitoring Team will submit quarterly reports to CNA and the Monitoring Team leaders (Rodney Monroe and Dan Giaquinto) regarding any and all findings and observations regarding BPD's compliance with the Consent Decree. These reports will include, among other things, documentation regarding any and all interactions with Baltimore residents pertaining to the Consent Decree.
- Monitoring Reports – the CNA Monitoring Team will submit regular (semi-annual) reports to the parties to the Consent Decree, and these reports will contain details and summaries of the community feedback documented by the Associate monitors (see above).
- Community forums – as public meetings, the community forums convened by the CNA Monitoring Team will be documented and summarized on the CNA Monitoring Team website, as well as in the semi-annual monitoring reports.

We estimate devoting approximately 45% of the annual monitoring budget to these various community engagement and accountability activities, as follows (estimates provided include monitoring team

<sup>1</sup> We consider these low estimates, as other members of our Team will certainly spend time in Baltimore working on community engagement and accountability issues as needed.

member salaries devoted to the various tasks, as well as other administrative costs associated with the tasks):

- Community forums: \$108,000 (108 forums per year x 10 hours per forum x \$100/hour)
- Research activities: \$200,000
- Associate Monitor time spent in Baltimore: \$155,250 (225 hours x 3 Assoc. Monitors x \$115/hour)
- Community Council: \$252,000 (450 hours x 8 Council members x \$70/hour)
- CNA Monitoring Team office space: \$14,500
- CNA Monitoring Team website: \$10,000
- Semi-annual reports: \$25,000

These estimates result in approximately \$687,625 per year dedicated to community engagement and accountability, which is approximately 45% of the annual \$1,475,000 allotted for the monitoring project.

3. **Technical Assistance:** The monitoring team's ability to provide guidance and expertise to the Baltimore Police Department will likewise be a critical part of the success of the Consent Decree. For each area of the Consent Decree, please identify the law enforcement or subject matter expert(s) who will provide Technical Assistance, their prior expertise and experience implementing reforms in the sections of the Consent Decree to which they are assigned, whether and where they have implemented reforms similar to those included in this Consent Decree, and the specific number of hours each expert has committed to working in each subject matter area during each year of the consent decree, and for how many of those hours will each expert be physically present in the City of Baltimore. If you anticipate that certain experts' involvement will increase or decrease during the implementation of the consent decree depending on the stage of implementation or other factors, please describe how you anticipate managing that involvement.

**CNA Response:**

CNA has a wealth of experience provide technical assistance to several hundred police agencies across the U.S. in all of the areas enumerated in the Consent Decree. Our distinct and successful approach to providing technical assistance includes the following:

- All CNA Monitoring Team members have the ability to provide technical assistance to BPD, covering the range of issues found in the Consent Decree. Thus, the provision of technical assistance is not limited to any specific group of individuals. The various tables included in this document, as well as in the original proposal from CNA, describe in detail the specific areas of expertise of each Monitoring Team member. e of each Monitoring Team member.
- The CNA Monitoring Team includes several CNA operations analysts. These are experienced police agency analysts and researchers who work closely with the Associate Monitors to identify needs and gaps at BPD pertaining to the requirements of the Consent Decree. Thus, they will have a hand in identifying technical assistance needs based on the work and findings of the Associate Monitors.
- The CNA Monitoring Team includes a dedicated advisor, Ms. Denise Rodriguez, with extensive experience coordinating technical assistance to police agencies across the country. She, too, will identify and coordinate the provision of technical assistance to BPD based on the needs and gaps documented by the Monitoring Team.

- The SMEs included on the Monitoring Team, too, have specific areas of expertise pertaining to the substantive areas of the Consent Decree; we anticipate that they will provide a significant amount of technical assistance to BPD.
- CNA and the Associate Monitors have an extensive national network of over 100 SMEs who can be called upon to provide technical assistance to BPD, as needed.

It is difficult to identify at this juncture all of the areas in which our Team will provide assistance to BPD during the course of the monitoring project. However, we have budgeted for the provision of technical assistance as follows, and we suggest that these estimates be revisited annually, as the monitoring project proceeds and matures. We have estimated and budgeted for 20 to 60 hours per year from 8 SMEs (see Attachment A), which will result in an approximate total of from 160 to 480 total hours of technical assistance to BPD annually. Most of these hours will involve on-site work in Baltimore.

### Conclusion

The CNA Monitoring Team respectfully submits this information in response to the request for additional information received from the Justice Department and BPD. We hope and trust that we answered the questions fully, and we will be happy to provide clarification or additional information if needed. The opportunity to work with BPD and the residents of Baltimore to bring lasting, positive improvements to police operations and police-community relations is one that our Team strongly desires to take on. Successful completion of the monitoring project in Baltimore will benefit the City, its police officers, and the entire law enforcement community.

## Attachment A

## Qualifications of CNA Monitoring Team Subject Matter Experts

Team Member / Role	Experience
<b>Brian Corr, B.A. - Subject Matter Expert: Community Oversight</b>	<ul style="list-style-type: none"> <li>Serves as Executive Director of the Peace Commission for the City of Cambridge, Massachusetts and Executive Secretary, Police Review &amp; Advisory Board</li> <li>Serves as President of the National Association of Civilian Oversight of Law Enforcement</li> <li>Coordinates compassionate community responses to support recovery and healing in the wake of traumatic events and violence</li> <li>Develops strategies to promote positive relationships between the police and community</li> <li>Expands the discussion with community members and resolves complaints and concerns</li> <li>Organized "civil liberties task forces" with a specific focus on civilian oversight in response to allegations of police misconduct and racial profiling</li> </ul>
<b>Phil Coyne, M.A. Subject Matter Expert: Training, Use of Force</b>	<ul style="list-style-type: none"> <li>Serves on the Independent Monitoring Team overseeing a Settlement Agreement between the Department of Justice, U.S. Attorney of New Mexico and Albuquerque Police Department.</li> <li>Formerly served as New Jersey State Police Director of Training, where he collaborated with the Attorney General's Office of Law Enforcement Professional Standards (OLEPS) and State Office of the Comptroller to ensure organizational reform standards were sustained and enhanced under a Consent Decree</li> <li>State Certified Instructor with 15 years' experience with leadership training, program development, metrics and evaluation while working with the New Jersey State Police</li> <li>Conducted a comprehensive gap analysis of the Port Authority of New York &amp; New Jersey Police Department's Police Academy with special focus on recruit, in-service and supervision training</li> </ul>
<b>Marc Schindler, J.D. Subject Matter Expert: Youth Engagement</b>	<ul style="list-style-type: none"> <li>Served as an attorney at the Washington, D.C. Youth Law Center where he provided training, technical assistance, law reform litigation, and legislative advocacy in legal issues related to children</li> <li>Represented children in Baltimore City Juvenile Court in cases involving narcotics, sex offenses, assault, theft, and education matters</li> <li>Conducted research examining youth services in Maryland and presented a program proposal addressing the service needs of juvenile status offenders</li> <li>Served as Family Case Manager and Community Resource Specialist at Manhattan Family Court, where he developed referral sources with community agencies</li> <li>Led a federal Social Innovation Fund initiative focused on improving health, education, and workforce outcomes for at risk youth</li> </ul>

Team Member / Role	Experience
<b>Charles Stephenson, M.B.A.</b>  <b>Subject Matter Expert: Technology</b>	<ul style="list-style-type: none"> <li>Over 15 years of experience working with law enforcement agencies to prototype, acquire, implement, and maintain technology, including common operating picture technology</li> <li>Subject Matter Expert in police technology for the Bureau of Justice Assistance (BJA) Body Worn Camera Training and Technical Assistance Program where he provides hands on technical assistance to over 170 BJA funded law enforcement agency sites</li> <li>Experienced in working with engineers and end-users in all phases of technology development</li> <li>Extensive background in data collection, providing recommendations, cost-benefit analysis, offering technical expertise, and developing cutting edge technology solutions to meet public safety expectations</li> </ul>
<b>Nykidra L. Robinson, B.S.</b>	<ul style="list-style-type: none"> <li>Over 10 years of experience in community engagement in Baltimore</li> <li>CEO and Founder of Black Girls Vote, Inc., leading outreach and mobilization efforts resulting in over 11,000 new voter registrants</li> <li>Consultant for NyRise Consulting Group and Kevin Liles for a Better Baltimore</li> <li>Served as Special Assistant to the Secretary, Department of Housing and Community Development; Director of Outreach, Maryland Lt. Governor's Office; and Neighborhood Liaison for the Baltimore City Mayor's Office</li> </ul>
<b>Caryn York, B.A.</b>	<ul style="list-style-type: none"> <li>Over 10 years of experience in community engagement in Baltimore</li> <li>Experience establishing and maintain strategic partnerships with key stakeholders</li> <li>Experience organizing and facilitating meetings</li> <li>Provided legal and administrative support to attorneys</li> </ul>
<b>D. Antonio Bridges II, B.S.</b>	<ul style="list-style-type: none"> <li>Over 15 years of experience in community engagement in Baltimore</li> <li>Expertise in neighborhood collaboration</li> <li>Served as Executive Director, Mayor's Office of Neighborhoods and Constituent Services; and Neighborhood Liaison for the Baltimore City Mayor's Office</li> </ul>

### CNA Team Subject Matter Experts – Coppin State University Local Team

Team Member / Role	Experience
<b>Michael Berlin, J.D., Ph.D.</b>  <b>Subject Matter Expert: Community Policing, Police Training, Baltimore Community</b>	<ul style="list-style-type: none"> <li>Associate Professor of Criminal Justice, Coppin State University</li> <li>Former Professor of Criminal Justice, Baltimore City Community College</li> <li>Former Instructor, Baltimore Police Academy where he taught constitutional law, criminal law, search and seizure, use of force, civil liability, community policing.</li> <li>Has also served as a guest lecturer and curriculum consultant for Baltimore Police Academy</li> <li>Former police officer, Baltimore Police Department, 1975-1978</li> <li>Academic and community experience in community policing and community-police relationships</li> </ul>

Team Member / Role	Experience
<b>Claudia Nelson, Ph.D.</b>  <b>Subject Matter Expert:</b> <b>Community Development, Race Relations, Baltimore Community</b>	<ul style="list-style-type: none"> <li>Associate Professor, Political Science, Coppin State University</li> <li>Academic and community experience in poverty, community development, advocacy, social change and social exclusion</li> <li>Experience working with Baltimore community organizations</li> </ul>
<b>Beverly O'Bryant, Ph.D.</b>  <b>Subject Matter Expert:</b> <b>Behavioral Health, Baltimore Community</b>	<ul style="list-style-type: none"> <li>Dean, College of Behavioral and Social Sciences, Coppin State University</li> <li>Expert in student-community service learning, working closely with community organizations</li> <li>Expertise and 33-years' experience in education, behavioral health and counseling</li> <li>Experience working in public schools in the Baltimore region</li> </ul>
<b>Jacqueline Rhoden-Trader, Ph.D.</b>  <b>Subject Matter Expert:</b> <b>Research, Baltimore Community</b>	<ul style="list-style-type: none"> <li>Associate Professor of Criminal Justice, Coppin State University</li> <li>Expertise in public policy regarding criminal and juvenile justice, human services</li> <li>Expertise in social services, counseling, advocacy, youth development</li> <li>Expertise in research and program evaluation</li> <li>Experience working with the Baltimore City Public Schools, the Baltimore County Department of Health, and the Maryland Department of Juvenile Services</li> </ul>
<b>James F. Stewart, II, Ph.D.</b>  <b>Subject Matter Expert:</b> <b>Research and Outcome Assessment; Youth Engagement; Baltimore Community</b>	<ul style="list-style-type: none"> <li>Assistant Professor, Applied Psychology and Rehabilitation Counseling, Coppin State University</li> <li>Certified Counselor</li> <li>Experience working with students with disabilities, schools, parents, teachers and community partners</li> <li>Member of Advisory Board, Community College of Baltimore County</li> <li>Expertise in program evaluation and outcome assessment</li> </ul>

Attachment B

Letter of Cooperation from Coppin State University



**COPPIN**  
STATE UNIVERSITY  
EST. 1960

Office of the President  
2500 West North Avenue  
Baltimore, Maryland 21215  
Phone (410) 961-3898 | Fax (410) 333-5359

June 8, 2017

James R. "Chip" Coldren, Jr., Ph.D.  
Managing Director, Justice Programs - CNA Institute for Public Research  
Director, Body Worn Camera Technical Assistance  
3003 Washington Boulevard  
Arlington, VA 22201 USA

Re: Coppin State University/CNA Baltimore Police  
Department Consent Decree Monitoring Proposal  
Research, Evaluation & Community Engagement

Dear Dr. Coldren:

I strongly support Coppin State University's proposal to partner with CNA to provide research, evaluation and community engagement services relating to the Baltimore Police Department Consent Decree Monitor. As an urban, comprehensive Historically Black College and University (HBCU), Coppin State University is committed to community engagement and improving the lives of Baltimore residents. We are uniquely qualified to provide the research, evaluation and community engagement services sought by CNA with regard to the U.S. Department of Justice Baltimore Police Department Consent Decree.

The Faculty and Administrators working on this project have demonstrated their commitment to Coppin State University, the community and their professional disciplines. Each is a recognized local, national and/or international expert in their respective fields.

Dr. Michael M. Berlin - Community Policing, Criminal Law and Procedure  
Dr. Jacqueline Rhoden-Trader - Criminology, Research Expert  
Dean Beverly O'Bryant - Administration, Management, Counseling, Behavioral Health,  
Community Service and Service Learning  
Dr. Johnny Rice - Community Engagement, Juvenile Justice, Youth and Families  
Dr. James Stewart - Statistician, Assessment

I applaud their efforts in working with our Provost, Dr. Keith Williamson, and submitting this proposal. Do not hesitate to contact me if you require anything further from Coppin State University. We are committed to this project and look forward to the opportunity to partner with CNA, improving policing in Baltimore and making a difference in the community.

Sincerely,

Maria Thompson, Ph.D.  
President

File: coldren 6.8.17

Attachment C

	Monitors									Advisors				Selected Experts							
	Rodney Monroe	Daniel Giaquinto Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Caryn York	D. Antonio Bridges		
Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders	•	•				•	•	•	•	•	•			•							

	Monitors								Advisors				Selected Experts							
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Caryn York	D. Antonio Bridges
Law enforcement practices, including community policing and engagement; use of force and force investigations ; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention	•	•	•		•	•	•	•		•	•	•		•	•		•	•		

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	Monitors									Advisors				Selected Experts							
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Caryn York	D. Antonio Bridges	
development and officer and staff training																					
Assessing legal sufficiency and compliance with constitutional and other legal requirements	•	•	•	•	•			•				•	•	•	•		•				

	Monitors									Advisors				Selected Experts							
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Caryn York	D. Antonio Bridges	
Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore’s diverse communities, and issues and challenges facing those communities			•	•				•	•			•				•		•	•	•	
Criminology and statistical analysis, including			•			•		•		•							•	•			

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internal and external benchmarking techniques, regression analysis, and other relevant statistical methods																					
Familiarity with federal, state, and local laws	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•	•	•			
Evaluating organizational change and institutional reform, including by applying qualitative	•	•	•		•	•	•	•		•	•	•		•		•	•		•		

	Monitors									Advisors					Selected Experts						
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner		Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Caryn York	D. Antonio Bridges
and quantitative analyses to assess progress, performance, and outcomes																					
Working with government agencies, including municipalities , elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in	•	•	•		•	•	•				•	•	•	•		•		•	•	•	•

	Monitors									Advisors					Selected Experts						
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner		Johnny Rice	James Coldren,	Denise Rodriguez	James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Caryn York	D. Antonio Bridges
policing issues																					
Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing	•	•	•	•	•	•	•	•		•	•	•		•	•	•	•	•		•	•

	Monitors								Advisors				Selected Experts							
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Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation	•	•				•		•				•	•							

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Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices			•			•				•	•	•					•	•			
Appearing in court as a judge, monitor, counsel, or expert witness, or providing		•			•										•	•					

	Monitors									Advisors				Selected Experts						
	Rodney Monroe	Daniel Giaquinto	Theron Bowman	Mai Fernandez	Harold Medlock	Stephen Rickman	Elsie Scott	Ellen Scrivner	Johnny Rice	James Coldren, Denise Rodriguez James Stewart	Brian Corr	Philip Coyne	Marc Schindler	Charles Stephenson	Michael Berlin	Nykira Robinson	Caryn York	D. Antonio Bridges		
other types of testimony																				
Writing complex reports for dissemination to diverse audiences	•	•	•	•	•	•	•	•		•	•	•	•	•		•	•			
Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•				
Reviewing policies, procedures,	•	•	•		•	•	•	•		•	•	•	•	•		•	•			

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