

August 9, 2018

The Honorable Catherine Pugh
Mayor, City of Baltimore
City Hall
100 N. Holliday Street – Room 250
Baltimore, Maryland 21202

**RE: Selection process for the next police commissioner of Baltimore
City**

Dear Mayor Pugh:

The Campaign for Justice, Safety and Jobs (CJSJ) and the undersigned partner organizations write to provide recommendations for a transparent selection process for the next police commissioner of the Baltimore Police Department (BPD) that includes community participation. Additionally, we submit for your consideration a list of the top 10 qualifications members of our communities are seeking in the BPD's next leader.

CJSJ is a coalition of over 30 organizations representing local and national youth leaders, policy advocates, civil rights organizations, law enforcement, and labor unions. We formed in 2015 in the wake of the Baltimore police in-custody death of Freddie Gray, an unarmed Black man. Since then, we have created and advanced policing reforms and economic solutions to improve the quality of life of Baltimore City residents. CJSJ advocated for the U.S. Department of Justice's (DOJ) civil rights investigation of the BPD and has closely monitored the implementation of the court-ordered consent decree, which includes 17 categories of policies and practices the BPD must reform to address numerous legal violations uncovered by the DOJ in its investigative report.

One of Baltimore's many challenges is retaining a police commissioner. In the three years since Freddie Gray's death, the city has had three police leaders. Most recently, former Police Commissioner Darryl De Sousa abruptly resigned after federal officials filed criminal charges against him for failing to file income tax returns. Federal officials filed these charges weeks after the highly-publicized corruption trials of former BPD police officers who served on the Gun Trace Task Force. Understandably, Baltimore residents are distrustful of BPD's rank and file and command staff, and weary of the allegations of misconduct emanating from the BPD. The BPD requires a dramatic transformation and needs someone at the helm who will lead with integrity, vision, and a commitment to lawful policing practices and officer accountability.

CJSJ is pleased that you are conducting a national search for the next police commissioner. Through news reports, we learned that you plan to name a seven-member panel to assist with the selection process. We urge you to appoint Baltimore City residents with a demonstrated commitment to advancing police reforms to serve on this panel, and strongly recommend that you distribute citywide an invitation to residents who may be interested in serving on the panel.

To assist with the search for Baltimore's new police commissioner, we offer a list of the top 10 qualifications that members of our communities are seeking. We encourage you to use this list to supplement the job announcement your office released on July 18, 2018. We also urge you to solicit additional feedback from Baltimore residents.

Baltimore's next police commissioner must:

1. Understand that maintaining public safety and protecting the constitutional and statutory rights of Baltimore residents are inseparable and overlapping parts of BPD's mission. A successful candidate must prioritize building community trust as a core element of effective policing and have a proven track record of fostering that trust by promoting transparency, accountability, and community policing principles. He or she must have a demonstrated commitment to creating and maintaining a culture of service to communities, not one of occupying communities with a warrior (militant) mindset.
2. Be willing and committed to holding police officers and other BPD employees accountable for harms done to Baltimore residents and communities, such as the excessive use of force or unlawful stops and searches. The candidate must be committed to and supportive of civilian oversight of police.
3. Have demonstrated experience in envisioning and carrying out programs and practices that do not use policing strategies to address low-level public order, drug, poverty, and prostitution-related offenses. For example, the next police commissioner must be experienced with partnering with community-based organizations and government and social services agencies that address community needs for harm reduction, mental health, substance use and housing services without the use of law enforcement, arrest, and criminalization.
4. Demonstrate a commitment to engaging Baltimore residents and stakeholders in the development of policies, training curricula, and civilian oversight processes. The next police commissioner must support community engagement in all aspects of decision making, including discipline of officers by allowing civilians to serve on disciplinary trial boards as permitted by state law.
5. Be experienced in promoting the highest standards of training for officers and command staff including, but not limited to instruction on de-escalation tactics and how to eliminate all forms of bias, including racial and gender bias, in law enforcement activities; be experienced in maintaining data collection systems that will monitor officers' compliance with training and policies, such as early intervention systems.
6. Have a reputation and track record of leading an agency, at the command or police chief levels, with integrity, vision, fairness and consistency. The new commissioner must maintain a culture of public service that values the sanctity of life and the safety and well-being of all Baltimore residents. The community demands a police commissioner who has not used excessive force against a resident or engaged in other unlawful activities during his/her time in law enforcement.

7. Have outstanding interpersonal skills and an eagerness to understand, acknowledge, and address past and present discrimination based on race, national origin, ethnicity, sex, sexual orientation, sexual identity, age, religion, socio-economic status, and disability in the City of Baltimore.
8. Be a dedicated, experienced, and reform-minded individual who will help steer the BPD through a transformative period and work side-by-side with community members, local organizations, and the federal independent monitor appointed to oversee the consent decree in *U.S. v. Police Department of Baltimore City*. The candidate must demonstrate a commitment to complying fully with the requirements of the agreement.
9. Have demonstrated experience in hiring and retaining highly-qualified and trained police officers and command staff who are diverse as it relates to race, ethnicity, sex, age and life experiences.
10. Must live in Baltimore City; bilingualism is a plus.

Baltimore City officials and its residents are in a unique position to transform its police department into an agency that provides courteous, accountable, and nondiscriminatory policing services. Identifying a police commissioner who is committed to this type of transformation is critical.

Thank you for considering our recommendations. CJSJ welcomes the opportunity to discuss them further in a meeting. Please feel free to contact Lydia Walter-Rodriguez of CASA de Maryland at lwalth@wearecasa.org or Monique Dixon of the NAACP Legal Defense and Educational Fund, Inc. at 202-682-1300 to schedule a mutually convenient time to meet.

Sincerely yours,

The Campaign for Justice, Safety, and Jobs members:

1199 SEIU
ACLU of Maryland
Amnesty International
Baltimore Algebra Project
Baltimore Women United
Beats, Rhymes, and Relief
Baltimore United for Change
CASA
Citibloc
Coalition of Concerned Mothers
Communities United
Council on American-Islamic Relations
Equity Matters

Empowerment Temple
Freddie Gray Project
Fusion Group
Jews United for Justice
Justice League
Leaders of a Beautiful Struggle
Liberty Village Project
Making Change
Mothers on the Move
NAACP Legal Defense and Educational Fund, Inc
No Boundaries Coalition
Peace by Piece
Pleasant Hope Baptist Church
Power Inside
SEIU 32BJ
Showing Up for Racial Justice (SURJ)
Southern Engagement Foundation
Ujima People's Progress
Universal Zulu Nation

Partner organizations and individual:

Michael Pinard, Francis & Harriett Iglehart Professor of Law, University of
Maryland Francis King Carey School of Law
Disability Rights Maryland
Out for Justice

cc: Andre Davis, City Solicitor, Baltimore City
Gary Tuggle, Interim Police Commissioner, Baltimore Police Department