



**BALTIMORE CITY POLICE ACCOUNTABILITY BOARD
MEETING AGENDA
December 1, 2025**

I. Welcome

Chair Jamal Turner calls the meeting to order at 6:03 PM.

II. Roll Call

Mansur Abdul-Malik, Treasurer

Dillon Ashburne

Peter Bodde

Marc Broady, Esq

Janetta Gilmore, PhD.

Joshua Harris, Vice Chair

Stephanie Lee, Secretary

Harold Madison

Doris Minor Terrell, PhD.

Maraizu Onyenaka

Jesmond Riggins, Esq

Jamal Turner, Chair

Absent

Pastor Antione Burton

Excused

Avi Wolasky

III. Review and Approval of Agenda

It was moved by Board Member Harold Madison to approve the agenda. The motion is seconded by Board Member Doris Minor-Terrell. The motion passes.

IV. Review and Approval of Minutes

It was moved by Board Member Madison motions to accept the November meeting minutes. The motion is seconded by Board Member Minor-Terrell. The motion passes.



V. Staff Updates

Office of Equity and Civil Rights (OECR) Director Amber Greene delivers staff updates.

The new Police Accountability Division (PAD) Chief Marlon Marion will begin this week. Tashawn Smith has been promoted to Deputy Chief of PAD. Interviews for the PAD Data Analyst position are underway.

OECR has met with the Mayor's Office of Government Relations to fill the vacancies in the 7, 10 and 11 districts and hope to provide an update soon.

Board members are invited to OECR's Legislative Engagement Training on December 15 at 1 PM via Zoom. This training will provide an overview of the Maryland General Assembly and Baltimore City Council processes, preparing effective legislative testimonies, tracking legislation, strategies for engaging policymakers and advocacy coalitions.

OECR was awarded \$204,750 from the Governor's Office of Crime Prevention and Policy's Police Accountability, Community and Transparency (PACT) Grant. The grant will be used to support the PAB's upcoming summit for PABs and ACCs throughout the state. Planning will begin soon.

The Public Safety Committee held a hearing on the police accountability process on November 4th.

The PAB currently has thirteen (13) eligible civilian trial board members. PAB has two (2) applications awaiting review and the next training will be held in March 2026. OECR continues to accept applications on behalf of PAB.

All committees have met with the annual report writer. Policy and Advice committee will meet regularly with the report writer. Data collection for the annual report is ongoing.

Data updates will be provided in an updated Director's Report.

PAB members can find a full list of Baltimore Police Department District meetings in the Director's Report.

The next PAB meeting will be held on January 5, 2026. This meeting will be virtual.



Treasurer Mansur Abdul-Malik asks for the original amount requested for the PACT grant. Director Greene will follow up.

Vice Chair Joshua Harris asks how many trial boards have been convened and canceled in the last 6 months. This is important to see how trial board adjudications deviate from ACC determinations. Director Greene will follow up.

Vice Chair Harris asks why OECR testified against independence of the PAB at the Public Safety Committee hearing. Director Greene will follow up. Vice Chair Turner requests statements made against PAB recommendations are not made before City Council as it minimizes their work to provide effective civilian oversight,

Treasurer Abdul-Malik asks for a list of PACT grant awards throughout the state. Director Greene will follow up.

VI. Chair Report

Chair Turner will provide a Chair Report after the meeting.

VII. Committee Reports

Board Member Maraizu Onyenaka reports the Data committee has set a date for monthly meetings and have follow up questions for OECR regarding a change in the annual report data collection.

Board Member Janetta Gilmore will be scheduling a meeting for the Police Effectiveness Committee for mid-January. Chair Turner asks if Board Member Dillon Ashburne can assist the Police Effectiveness Committee. Board Member Gilmore welcomes assistance.

Board Member Minor-Terrell shares the Broadway East and South Clifton Park community hosted a community engagement event where policing was discussed. Chair Turner will be a panelist on the National Association of the Advancement of Colored People (NAACP) Anne Arundel Legislative Symposium on December 6.

Board Member Peter Bodde will recommend BPD policies for PAB to make a priority as the Chair of the Policy and Advice Committee. Chair Turner notes they will be working on recommendations for the annual report.



Secretary Stephanie Lee reports there are no updates for the Appointments Committee as they await nominations to the PAB vacancies. Chair Turner has gained clarity on the appointment process and expects the vacancies to be filled soon.

Treasurer Abdul-Malik needs to solidify dates to meet with jurisdictions who have experienced federal deployment with Chair Turner.

Board Member Marc Broady does not have an update from the Bylaws Committee but recommends reviewing the bylaws as they approach 1 year since the PAB approved them. Chair Turner notes the bylaws are an agenda item and will speak to them at that time.

VIII. Quarterly Meeting with Heads of Law Enforcement

a. Commissioner Richard Worley, Baltimore Police Department

Police Commissioner Richard Worley reports that the Baltimore Police Department (BPD) has reduced homicides by 29%. There are one hundred twenty-seven (127) homicides, which is the lowest number since 1970 when one hundred seventy-one (171) homicides occurred. Commissioner Worley's ultimate goal is to reach under one hundred (100) homicides. There have been two hundred eight-eight (288) non-fatal shooting, compared to three hundred eighty-five (385) non-fatal shootings last year. Almost every crime category is going down, except for larceny or shoplifting. Commissioner Worley advises they are prosecuting for stolen packages. Robberies are experiencing a 29% reduction. Aggravated assaults are down. Over the past weekend, there were a few domestic robberies where a relative or significant other assaults and steals a phone. There were fourteen (14) robberies over the weekend. Usually, there are twenty-four (24) robberies over the weekend. BPD has a 63% clearance rate in homicides and 43% in non-fatal shootings. Clearance rates are increasing in all crime categories. Detectives have more time to investigate, and the community is providing tips and support. BPD would not be able to do this work without the support of the community, federal, state and local partners.

Recruitment is going well. There are one hundred sixty-six (166) recruits in the Academy. Next year, Commissioner Worley would like to try twelve (12) hour shift but needs one hundred twenty-five (125) more officers in patrol. ne hundred sixty-six (166) would cover the first six (6) months but hopes for another class of one hundred sixty (160) recruits for the final six (6) months as they expect some loss due to attrition. Twelve (12)-hour shifts will end a lot of overtime costs due to staff shortages.

Board Member Madison asks if the morale and fatigue of officers is a consideration for 12-hour shifts. Commissioner Worley reports that is the main reason he wants to switch to



twelve (12) hour shifts. Currently, 25% of officers are working overtime everyday and does not enjoy drafting officers. Drafting occurs when there is not enough staff and an officer is required to work overtime. It kills morale to make people work. With twelve (12) hour shifts, officers will work their shift and go home and have more days off. The biggest advantage of twelve (12) hour shifts is to have lieutenants, sergeants and officers all working on the same day. They would also have an eight (8) or ten (10) hour overlapping shift which would help with peak times. They attempted to do ten (10) hour shifts previously, but was a failure because they did not have enough officers. Officers were unhappy and didn't work. Commissioner Worley will not try the twelve (12) hour shifts unless they have enough officers in patrol. They would need to speak with Fraternal Order of Police (FOP), whom they have a good relationship with.

Board Member Madison asks if the tax on overtime pay could be reduced. Commissioner Worley notes it would be at the discretion of the legislature and knows the FOP does everything they can for officers.

Vice Chair Harris asks for an update on the early intervention system pilot. Commissioner Worley notes they hit a few snags, but the system will allow documentation for performance improvement and rewards for annual evaluations. Chief of Public Integrity Bureau Olufemi Akanni notes Officer Safety and Wellness is in the implementation phase with the early intervention system. When they see problems with officers, they reach out to the officer and their supervisors. For department-wide implementation, they are planning to train staff on how to use it so they can launch in a strong environment.

Vice Chair Harris asks if officers who are administratively charged receive training based on the charges. Chief Akanni notes they conduct Performance Review Boards biweekly. This way, they do not wait for the completion of an investigation. Once they notice something wrong, they are addressed in the biweekly meeting. Use of force and other incidents are reviewed in the meetings. Education and Training and Service officers participate in the training. These meetings help address issues department wide whether it is policy or procedure. If there is specific misconduct identified at the end of an investigation and there is a need for an officer to receive training, it will happen. BPD also does not wait for the end of an investigation to address misconduct as investigations can take long, and officers are waiting to find out if they did something wrong. The Performance Review Board allows them to address issues immediately. Vice Chair Harris suggests a recommendation for additional training in addition to Administrative Charging Committee (ACC) recommendations. Chief Akanni notes the early intervention system will include ACC recommendations.



Vice Chair Harris asks if there is an opportunity for the PAB to present and speak with officers. Chair Turner notes BPD has agreed to allow PAB to present to incoming officers. Vice Chair Harris recalls and would like to expand to all officers. Chief Akanni advises the PAB provide the presentation for approval by Maryland Police Training and Standards Commission (MPTSC). Vice Chair Harris clarifies the in-service training would be helpful for veteran officers in rebuilding trust. Chief Akanni notes it would depend as the curriculum for 2026 in-service training has been set. The curriculum is planned ahead of time and sent to MPTSC, Consent Decree monitors and Department of Justice (DOJ) for approval. If PAB could provide slides for BPD to share with their stakeholders for approval, it should be fine. Director Greene asks if there is timeframe for providing the slides so OECR can support the PAB. Chief Akanni notes it just depends on when the presentation is provided to BPD to share with their stakeholders for review. If they were provided today, there may not be an opportunity to present until the next class as planning takes some time.

Board Member Madison asks if PAB could receive a copy of the proposed trainings to avoid redundant information. Chief Akanni can ask commanders of Education and Training. Chief Akanni imagines redundancy of information in the PAB presentation will be a concern for MPTSC. It could be helpful if the information provided by the PAB is fresh.

Secretary Lee asks what is causing the backlog of Trial Board cases and inability to schedule more than two (2) to four (4) boards a month. Commissioner Worley finds the change in state law that does not allow BPD to negotiate with officers a reason for the backlog. Once officers elect for a trial board, no discussion can be had until the trial board happens. Administrative Judges are time consuming and expensive. Trial boards cost about \$5,000. Chief Akanni notes although the law went into effect in 2022, the first trial board didn't happen until March of 2025. The goal is to have at least two (2) Trial Boards each week. There are many factors that go into scheduling all parties needed for the trial board. The Trial Board backlog also affects the morale of officers who have to wait a long time to receive their final adjudication which delays discipline that should be swift and fair. To schedule a Trial Board, all parties, the officer of equal rank, Administrative Law Judge and civilian have to be sent to the Office of Administrative Hearing thirty (30) days before the Trial Board. At times, the civilian isn't scheduled so the information needed is delayed and causes a delay in the Trial Board. Civilian members were late or did not show up. Commissioner Worley stresses the idea of going back to negotiating with officers when they request a Trial Board.

Chair Turner asks what innovative methods BPD has employed to decrease the Trial Board backlog. Commissioner Worley notes they have hired a retired Administrative Law Judge



which should help. However, two (2) or three (3) trial boards a week will not ease the backlog for a hundred (100) years. BPD hopes to add something to the legislation to allow for negotiations. BPD also will not satisfy areas of the consent decree without reducing the backlog of cases.

Vice Chair Harris asks if Trial Boards can be scheduled weekly and added as Trial Boards approach. Chief Akanni notes Trial Boards are scheduled in advance. Trial Boards have been scheduled until the end of December. January has yet to be scheduled as officers are in a leave requesting period where they schedule their leave. Trial Boards can't be scheduled without knowing when officers are taking leave otherwise it may lead to a postponement.

Vice Chair Harris asks if other members of Trial Boards are compensated like the administrative law judge. Commissioner Worley clarifies the whole process costs about \$5,000; the administrative law judge is not paid \$5,000. This figure includes cost for the civilian member.

Board Member Maraizu Onyenaka asks if feedback from Civilian Trial Board members has been collected to identify issues with serving. Director Greene notes since being made aware of issues with Civilian Trial Board members, quarterly meetings have been scheduled, and members receive reminders when they are scheduled to serve. Board Member Onyenaka asks if these changes are a result of feedback directly. Director Greene shares different feedback, but most of the issue is scheduling and not enough Civilian Trial Board members. Director Greene encourages the PAB to vote on pending applications. Commissioner Worley notes some of the backlog is due to minor cases that often result in dismissal. The Office of Administrative Hearings (OAH) will only hold one Trial Board a day. BPD hopes hiring a retired judge will help reduce the backlog.

Board Member Madison asks if there is a policy for officers receive training before a Trial Board. Chief Akanni notes officers have the option to accept the recommended discipline from ACC or request a Trial Board. Board Member Madison asks because there should be a policy to help reduce the backlog.

Chair Turner asks for rationale behind OAH only holding one case a day. Commissioner Worley cannot speak to OAH policies and did not receive an explanation. Commissioner Worley believes the best solution is to change the law to allow departments to negotiate with officers.

Vice Chair Harris asks if there is anything prohibiting BPD from requiring officers to be liable for the cost of a Trial Board when there is a ruling against them. Chief Akanni notes



the law does not allow them to do so. To Vice Chair Harris' understanding, the law does not explicitly prohibit it. Chief Akanni notes it is part of officer's due process and circumstances will change if they are found not guilty. Vice Chair Harris makes an analogy to civil court where people can be found liable and must pay for the court fees of the other party and claims it will allow BPD to save money as it would deter officers from requesting Trial Boards where they could lose and be held liable for the cost of the board. Chief Akanni notes officers request Trial Boards for different reasons. Sometimes, they are not disputing the facts of the case, but disagree with the discipline. Vice Chair Harris advocates for his solution as financially sound. Chief Akanni notes this is an administrative process, not a lawsuit. Officers have rights and the violations are related to policy, not criminal violations. Board Member Gilmore notes this is a human resources process, not a legal one. Board Member Bodde does not believe the PAB should be deciding additional punishment or fees. Commissioner Worley reiterates his desire to return to negotiations.

Commissioner Worley notes BPD will hold a recruiting event at Middle Branch Fitness and Wellness Center on December 5-7, 2025.

Chair Turner has communicated the importance of the role Civilian Trial Board members play and encourages members of the public to apply¹. Board Member Onyenaka believes setting expectation for civilian trial board members will increase quality Trial Board members. Commissioner Worley is attempting to schedule a trial board training just for Baltimore, since they are the largest jurisdiction. Board Member Madison asks if OECR and BPD can collaborate to promote the training. Commissioner Worley will work with Director Greene.

b. Sheriff's Office

Sheriff Sam Cogen believes in the mission of the PAB and is excited about the progress in Baltimore. Regarding twelve (12) hour shifts, Sheriff Cogen was a Professional Fellow at the National Policing Foundation where they conducted a study with several police departments across the country focused on shift work to see the effect on officers. The study found there was no difference in reaction time, auto accidents, reaction time complaints between different lengths of shifts.

The Sheriff's Office's Neighborhood Services Unit began operation on October 1st. they work with the Liquor Board to enforce alcoholic beverage laws. The unit was not funded by the Maryland General Assembly, but received a \$100,000 grant from the Governor's Office of Crime Control and Prevention to run the unit. Residents will see representatives

¹ [Civilian Trial Board Application | Office of Equity and Civil Rights](#)



from the Liquor Board and Sheriff's Office around the community speaking about the Neighborhood Services Unit. This allows them to assist the liquor inspectors who do not have law enforcement authority to address issues. There is a cadet program in the Sheriff's Office that engages in underage drinking enforcement, and preventing tobacco products from being sold to underage people with assistance from the Alcohol, Tobacco and Cannabis Commission. The Sheriff's Office is developing their Standard Operating Procedures and policies with this unit as they go.

Sheriff Cogen participated in PAB's townhall event on crisis response and set a goal of providing an in-house crisis response training within the Sheriff's Office. They are preparing courses for crisis response, so every deputy understands what to do in a mental health crisis.

Sheriff Cogen believes the deployment of federal agencies in cities will have a direct impact on the local level to maintain public trust. Sheriff Cogen has been vocal about his opposition to federal agencies being deployed in Baltimore as necessary, unconstitutional and infringes on his rights as a law enforcement executive in maintaining public trust. There is a difference between immigration issues and searching for repeat violent offenders. Combining both groups and throwing the Constitution out of the window is alarming to Sheriff Cogen. Sheriff Cogen is happy to see civilian oversight entities discussing this issue.

Board Member Madison asks Sheriff Cogen to share about the home vehicle. Sheriff Cogen reports they purchased a flatbed tow truck and made it into an emergency vehicle. There is a memorandum of understanding with the Department of Transportation (DOT) to tow vehicles to the city yard for violations. This is to supplement services, as there is a backlog of abandoned and stolen vehicles. These services are available on the Sheriff's website, but residents should still call 311. The Sheriff's Office is considering ride-a-longs with DOT.

IX. Old Business

a. Bylaws

Chair Turner would like to conduct a thorough review of the Bylaws to see if areas can be strengthened as they have experience and maturity as a board now. Board Member Onyenaka agrees the Bylaws needs a review as the recent emergency meeting highlighted an area for clarification. Board Member Madison also reiterates the need for a review of the Bylaws for further clarification and to avoid issues in the future. Board Member



Jesmond Riggins clarifies the Bylaws were approved by the PAB with the intention to flesh them out further as Bylaws, Policies and Procedures are documents that require intensive labor. Board Member Riggins reminds the PAB's recommendation for OECR to hire a third party to review the Bylaws for the PAB and ACC. Chair Turner agrees and notes the Bylaws are important for posterity and future PAB members. Director Greene is happy to discuss this further. Vice Chair Harris makes a motion to establish an ad hoc committee of the Executive Board members and three at large members to create a Request for Proposal (RFP) to evaluate potential consulting firms or nonprofits to review and make recommendations to OECR on who to work with based on their vetting of the organizations. Chair Turner asks if the Bylaw Committee Chair can be included. Vice Chair Harris included 3 at large board members for this reason. Treasurer Abdul-Malik asks if this is within the PAB's authority as they do not have control over the budget. Vice Chair Harris notes it would be a recommendation, like they recommended members to attend the National Association of Civilian Oversight of Law Enforcement Annual conference. Director Greene notes she is happy to discuss this further, but cautions the length of time an RFP process takes and recommends a method that is time efficient. Board Member Madison seconds the motion. Board Member Janetta Gilmore abstains. The motion passes.

X. New Business

No discussion.

XI. Public Comment

Risa Augustus, a trained Civilian Trial Board member, notes she was not aware that Trial Boards were held during business hours. She takes off from work to participate, but is a consideration when thinking of ways to increase Civilian Trial Board participation. Chair Turner appreciates her participation and comments.

Board Member Madison asks if a survey for Trial Board members would be helpful. Chair Turner notes Civilian Trial Board members meet quarterly to discuss issues, but a survey could be helpful. Director Greene suggests the PAB draft questions for the survey and recommends the PAB to approve the pending trial board applications.



XII. Adjournment

Board Member Madison moves to adjourn. Vice Chair Harris seconded the motion. The motion passes.

The meeting was adjourned at 7:55 p.m.

Submitted

Stephanie V. Lee

Stephanie V. Lee

Secretary