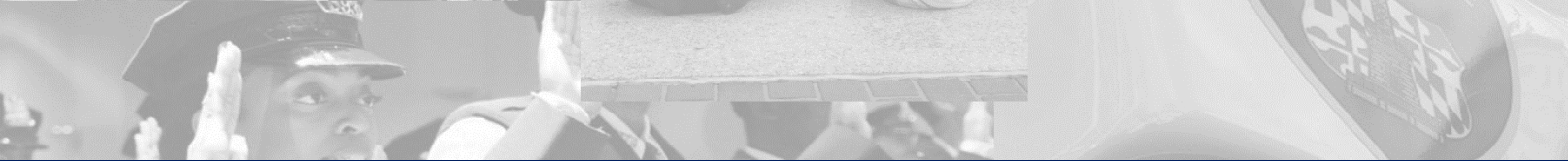




# Crime Reduction & Departmental Transformation Plan



**Baltimore Police Department | 5-Year Strategic Vision**  
**Commissioner Michael S. Harrison | June 2019**

# TABLE OF CONTENTS

**Overview..... 3**

Message from the Police Commissioner ..... 3

BPD Mission Statement ..... 3

Departmental Vision ..... 4

Organizational Structure Improvements ..... 5

**Reducing Crime With a Comprehensive Approach..... 6**

Data-Driven Crime Suppression Strategies ..... 7

Establishing Performance Goals for Patrol Officers ..... 7

Returning Detective Units to the District-Level ..... 8

Civilianization and Professionalization of Administrative Tasks ..... 8

Expanding and Enhancing Crime Analytics ..... 9

Redesigning COMSTAT to Improve Accountability ..... 9

**Strengthening Local, State, & Federal Partnerships ..... 10**

Baltimore City Crime Prevention Initiative ..... 10

National Public Safety Partnership ..... 10

Enhancing the Quality of Criminal Cases ..... 11

Re-engaging through Group Interventions – Call-Ins ..... 11

Comprehensive Multi-Disciplinary Violence Reduction Strategy ..... 12

**Transforming BPD through the Consent Decree ..... 14**

Burden Reduction Initiatives and Process Improvements ..... 14

Strategic Technology Initiatives to Improve Accountability ..... 16

Micro Community Policing Plans – Targeted Problem Solving Strategies ..... 18

Community Policing Supported with Department-Wide Training ..... 18

Every Officer is a Neighborhood Engagement Officer ..... 19

Commitment to De-Escalation and Fair & Impartial Policing ..... 19

**Renewed Focus on Recruitment and Retention..... 20**

RecruitSTAT: Enhancing and Modernizing the Recruitment Process ..... 20

Maintaining a Continuous Cycle of Academy Classes..... 21

Enhanced Recruitment Campaign and Outreach Efforts ..... 22

Expansion of the Cadet Program ..... 22

Improving the Working Conditions of Current Personnel ..... 23

Increasing Capacity of Officer Safety & Wellness..... 23

Leadership Development is Key to Long Term Success ..... 24

Ethical Policing is Courageous (EPIC) Program ..... 24

**Connecting with the Baltimore Police Department ..... 25**

## OVERVIEW

### Message from the Police Commissioner



Before coming to Baltimore, I served in the New Orleans Police Department for nearly twenty-eight years, with the last four and a half heading up the department as its Chief. I consider myself extremely fortunate to have been given the incredible opportunity to lead BPD as I continue my calling in law enforcement. I hope to bring many of the lessons I learned in New Orleans to Baltimore, not just to satisfy the mandates of the consent decree, but to change the culture here at BPD in a positive way. I will work tirelessly to transform BPD into the finest police department in the country.

My philosophy is that officers should be tough on crime, but soft on people. Good policing is all about three things: building relationships that were never built; improving good relationships; and repairing bad ones. Good police work is all about developing positive relationships with members of the community -- no matter who they are, where they live or what they do for a living. These relationships will make our officers better at what they do and make Baltimore a stronger and safer city.

As Commissioner, I will be a passionate advocate for the members of this Department, making sure they have the resources they need to be successful. When the BPD succeeds, our city succeeds and, as a city resident now, I want nothing more.

With that in mind, we will be working closely with all stakeholders to leverage relationships with philanthropies, community groups, private individuals and corporations who want to help BPD and the city. We will ensure our officers get the training they need, which will, among other things, enable BPD to implement the initiatives needed to ease workload and improve performance. We will deploy our officers and our resources in the most effective way possible, using the best technology and the most scientific analysis available that will tell us where we need to be, when we need to be there, and on whom we should be focused. I want to cultivate, motivate, and coach the members of our department to be the best police officers that they can possibly be, and then see them move up the ranks. I believe that a big part of being a good leader is developing the next generation of leaders, and I intend to do that here at BPD. It's my goal to make our Department the gold-standard for world class, 21st century policing. I look forward to working with the people of Baltimore to make that happen.

### BPD Mission Statement

**The Baltimore Police Department is dedicated to upholding the Constitution and enforcing laws in a fair, impartial, and ethical manner. We commit to creating and maintaining a culture of service that builds trust and legitimacy in all communities, values the sanctity of human life, and provides for the safety and well-being of all.**

# Departmental Vision

The Commissioner's vision for the Department is built around seven core focus areas:



### CRIME REDUCTION

Reducing and preventing crime in the City of Baltimore is a core mission for our department, but it cannot be done by the BPD alone. By working collaboratively with our City's residents, businesses, advocacy groups, non-profit organizations, faith leaders, elected officials, as well as with other city, state, and federal agencies, we can provide a multi-layer approach to solving underlying issues that lead to crime. BPD will develop effective deployment strategies that focus on those responsible for committing violent and property crimes and work with residents to address disorder problems that affect the quality of life in their neighborhood.

### COMMUNITY ENGAGEMENT & POLICING

While BPD is responsible for policing our community, it is also an integral part of it. We will only be successful in our crime reduction efforts by effectively engaging and listening to the needs of the people who live in the neighborhoods we protect. Working with and learning from our residents, our officers must focus toward fully understanding issues that impact our communities. We work collaboratively with residents to create problem-solving strategies tailored to the challenges faced by specific neighborhoods and communities in our city.

### COMPLIANCE WITH THE CONSENT DECREE

BPD will improve policies and training, overhaul antiquated technology, and create accountability systems to provide better services to the community. Through these reforms, BPD will dramatically change its practices to ensure proper uses of force; constitutional stops, searches, and arrests; fair and impartial policing practices; and true community policing operations. BPD must embrace these reforms because the residents of the city deserve a world-class police force that inspires trust, ensures safety, and protects the constitutional rights of the people we serve.

### CREATING A CULTURE OF ACCOUNTABILITY

With the reform efforts underway to improve how BPD operates, we must also instill a renewed sense of civic duty, honor, integrity, and a culture of accountability in our department. BPD will implement new performance management practices, better systems of tracking and measuring work performance, as well as new COMSTAT processes that actively challenge its Command Staff to provide strategies and solutions that are responsive to community needs.

### CONNECTIVITY

BPD will adopt and embrace new technologies and new partnerships within and outside our agency. BPD must become more transparent and more connected, so that we break down information silos and focus our efforts in a coordinated and better organized manner.

### CAPACITY BUILDING

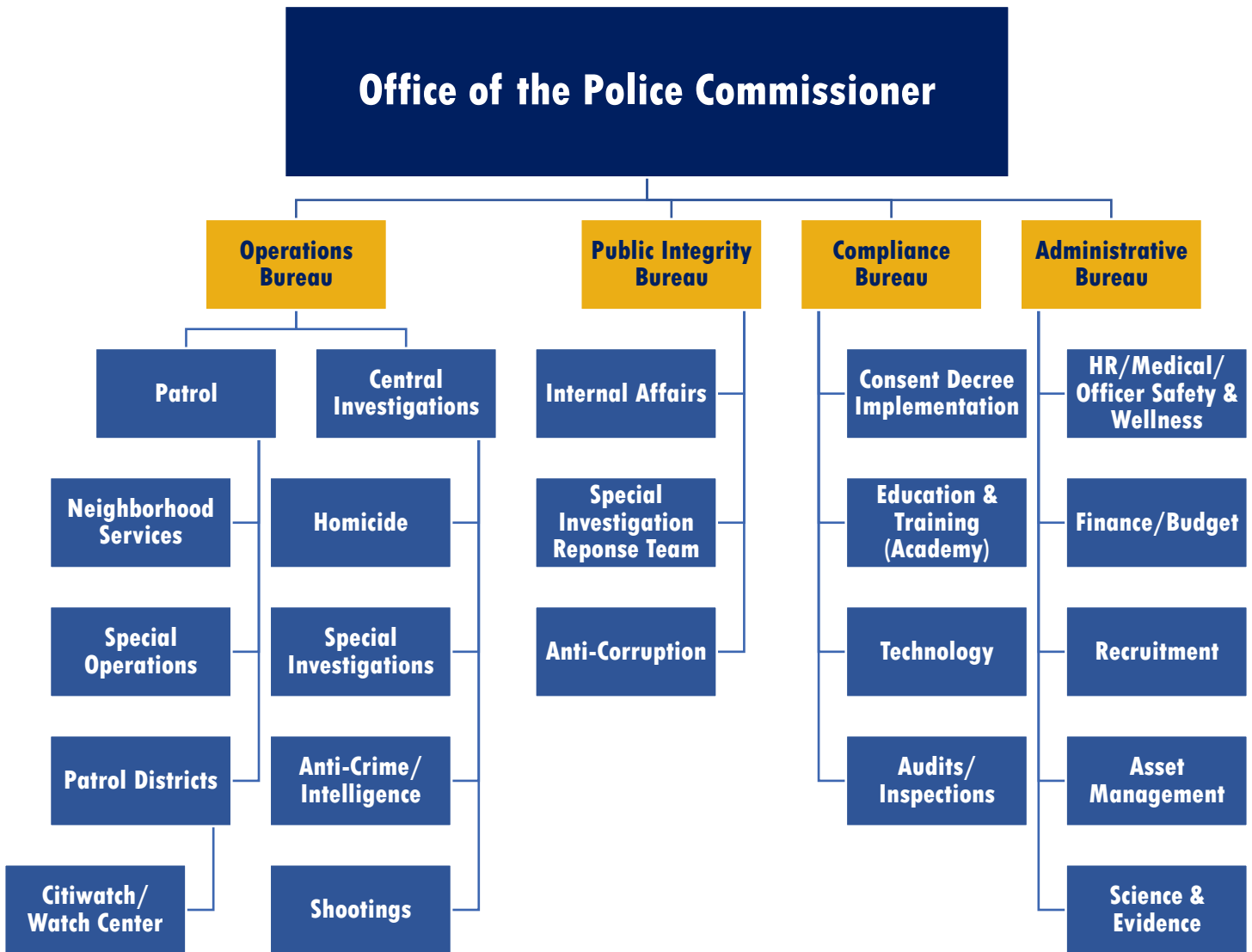
Leadership development within BPD is the key to our department's long term success. We will invest in better training, adopt improved systems of accountability, and hire civilian professionals with professional skills sets so that we can improve our administrative processes. We will also improve our recruitment, hiring, and retention efforts to ensure that we can increase our ranks to be able to fully implement 21st century policing practices.

### COMMUNICATION

Effective communication has to be at the heart of everything we do in the Baltimore Police Department and we must effectively engage and work collaboratively with our residents to be successful. We will strive to improve and maintain effective lines of communication so that we can strengthen our relationships, build new relationships where there are none, and repair the relationships that were broken in the past.

## Organizational Structure Improvements

Upon being sworn into his position, Police Commissioner Harrison immediately began a full review of BPD’s organizational structure and identified multiple opportunities where BPD could streamline its chain of command, improve the lines of communication, and create an appropriate span of control for those of command rank. As a result of that initial review, within 60 days of his tenure, Commissioner Harrison ordered the restructuring of the Department to create better systems of accountability and less duplication of effort. BPD is now organized into four Bureaus: Operations, Public Integrity, Compliance, and Administration, each with a Deputy Commissioner reporting directly to Police Commissioner.



## REDUCING CRIME WITH A COMPREHENSIVE APPROACH

The Department reform initiatives proposed in this plan go hand in hand with our future crime reduction and prevention strategies for the city. The BPD’s strategic vision for reform lends itself to creating more resources and better directing BPD’s efforts in reducing, preventing, and solving crimes in our city. Each component of BPD’s overall strategy is designed with the goal of achieving one or more of the following:

- ✓ Improve Response Times
- ✓ Improve Solve Rate for Open Cases
- ✓ Maximize Available Police Resources
- ✓ Deter or Prevent Criminal Activity
- ✓ Encourage Witness Participation
- ✓ Leverage Community Support
- ✓ Reduce Officer Burden
- ✓ Improve Officer Morale



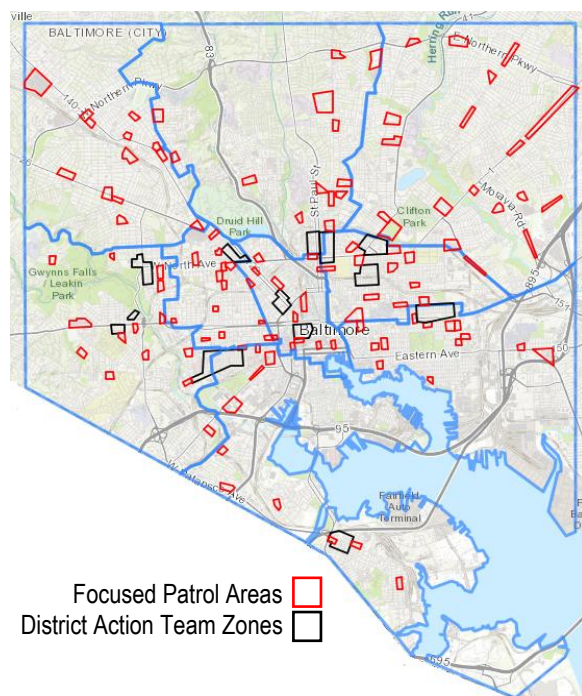
**Each of these efforts working together will not only improve the quality of service that BPD provides to the public, but also create a better and safer environment for our residents, our visitors, and our BPD officers.**

## Data-Driven Crime Suppression Strategies

Using crime history on all gun-related incidents (homicides, aggravated assaults, robberies, and non-fatal shootings) for the past five years, the BPD has established new focused patrol areas and district action team activity zones where the level of crime is highest. These micro-targeted areas and zones represent where 33% of all gun related incidents have occurred since 2015.

BPD has begun to shift its deployment and patrol strategy to focus on these areas and zones so that we can provide greater visibility and better response times for emergencies with the goal of deterring, preventing, and suppressing violent crime. As crime is reduced in these specific areas and zones, BPD will re-assess the state of crime in the city and establish updated zones at regular intervals so that we can stay ahead of any displacement of crime into other areas in the city.

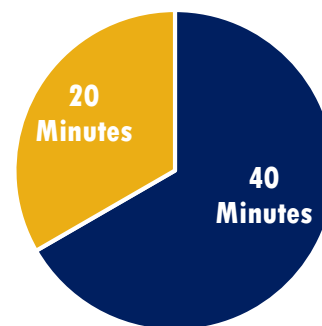
In addition to this data-driven district patrol strategy, our Criminal Investigative Division’s Anti-Crime Section has identified the Top 25 most violent drug trafficking organizations in the city using a series of objective metrics. The main objective of the Anti-Crime Section is to disrupt and eliminate the operations of violent street gangs, open-air drug markets, and more sophisticated criminal organizations responsible for violence in our city. BPD has already begun to work in close partnership with the U.S. Attorney’s Office, FBI, ATF, and DEA to share intelligence and maximize enforcement efforts that focus on this Top 25 list. BPD is also using the analytical resources of the Watch Center and district intelligence units to identify the members of these organizations as they may change or need updating.



## Establishing Performance Goals for Patrol Officers

BPD must properly allocate sworn officers to achieve success. For example, BPD must assign patrol officers’ time between proactive policing efforts and responding to calls for service. This “uncommitted time” is vital for our officers to gain more familiarity with the communities they are policing and to effectively execute community policing strategies. BPD has set a new performance goal of a 10 minute response time for responding to emergency calls for service, while still providing for some “uncommitted” time for proactive efforts and community engagement activity. This goal is for the highest priority calls **where life or property is in immediate danger**. We will continuously evaluate this metric over the next year to ensure that it is in line with national best practices and remains an attainable goal for Baltimore given its density, geography, and our personnel staffing. BPD will conduct a workload-based analysis to determine the required additional staffing for patrol to consistently meet these two objectives, while also maintaining public safety coverage for the special events and secondary detail requests that are made of our department on a regular basis.

Total Patrol Time Allocation Goals (Per Hour)



- Committed Time for Calls for Service
- Uncommitted Time for Proactive Efforts

### Performance Goal:

**10 Minutes or Less for Response Time**

**For Emergency Calls for Service (Highest Priority Incidents)**

## Returning Detective Units to the District-Level



At the end of June 2019, BPD decentralized the management of detective units who investigate armed robberies, burglaries, and non-fatal shootings. Having the detectives report to the District-level Commanders allows for much better coordination in the effort to solve cases and share information on related cases.

When patrol officers and district detectives share on-the-ground intelligence directly and in real-time, BPD can work much more quickly to identify suspects and deliver that information back to District Action Teams (DATs) who handle enforcement actions in the districts.

With this change in management structure, BPD has now strengthened its command and control with clearer lines of accountability.

Detectives that work in the districts are bringing a more responsive level of service to the city. This change also allows detectives to develop better relationships and build trust with the residents they serve so that they can more effectively identify crime patterns, trends, and connections. Bringing detectives to the communities they serve is also in line with the community-oriented policing and problem-oriented policing models that BPD is embracing as part of our overall reforms.

## Civilianization and Professionalization of Administrative Tasks

Through a preliminary review in 2018, BPD identified over 60 administrative roles which civilians could perform but are currently staffed by commissioned officers. As a result, we have already sought and gained approval for creation of civilian positions who can provide the correct skill set for these duties while freeing up scarce sworn officer resources. A more comprehensive review of all positions in the Department is also underway, as BPD leadership, in coordination with the Consent Decree Monitoring Team, has engaged a team of experts to begin a staffing plan analysis.

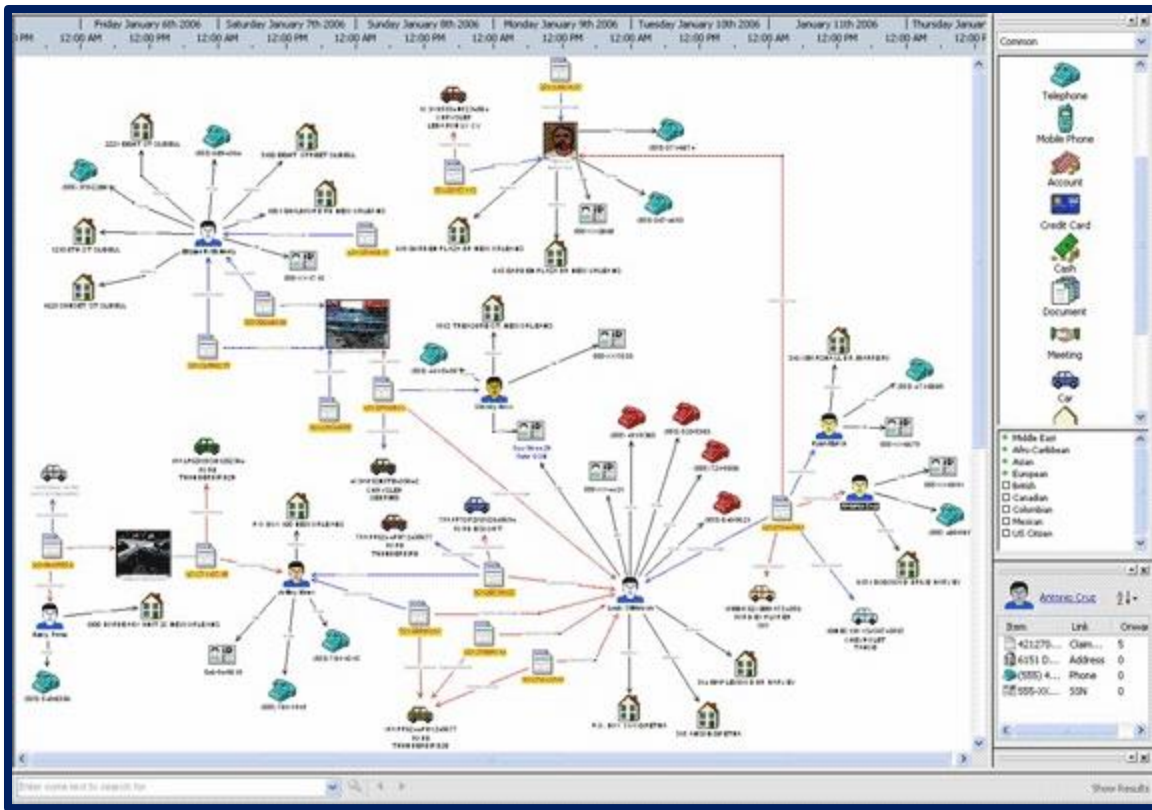
By the end of 2019, BPD will use the completed plan to appropriately assign all sworn personnel throughout the Department. BPD's updated staffing plan will maximize the use of professional, civilian staff whenever possible. Among the possible areas for civilianization include the following roles:

- Crime Scene Technicians
- Executive Secretaries
- Social Workers
- Fleet Support
- Human Resources
- Academy Instructors
- Civilian Investigators
- IT Specialists and Support
- Fiscal Services
- Background Investigators
- Crime Analytics
- Public Relations



## Expanding and Enhancing Crime Analytics

BPD has already deployed enhanced crime analytics with our embedded Strategic Decision Support Centers (SDSC) in the Western and Eastern Police Districts. BPD is exploring how to expand its current data analytics capability by embedding additional crime analysts at all district stations. These analysts provide field detectives and patrol officers with intelligence data to make proactive policing efforts more effective throughout the city. Our crime analytics team is working to provide data retrieval tools that can leverage connections, networks, and link-analyses to identify how perpetrators, victims, guns, and witnesses may be connected to ongoing investigations and cases.



## Redesigning COMSTAT to Improve Accountability

Baltimore was among the first major cities to introduce the COMSTAT model as an accountability tool for the management of police efforts on crime reduction. Commissioner Harrison has ordered a full redesign of BPD's COMSTAT process to include new, more effective accountability metrics. Over time, BPD will include all the following metrics into COMSTAT:

- Calls for Service (by District & City-wide)
- Crime Trends over Time (by District & City-wide)
- Clearance Rates (by District & Special Division)
- Case Acceptance Rates by State's Attorney
- Personnel Roster Data (by Platoon & District)
- Citizen Complaint Data
- Overtime by District/Division
- Sick/Annual Time Usage
- Limited Duty/Medical Duty Status
- Vehicle Risks and Crash Data
- Consent Decree Audit and Compliance Data
- Call Response Times (by District & City-wide)
- Community Policing Project Data
- Use of Force Data
- Rank-Initiated Complaint Data
- Performance Review Completion
- Fleet Resources
- Accident Review Results

# STRENGTHENING LOCAL, STATE, & FEDERAL PARTNERSHIPS

BPD has already begun to strengthen its coordination and collaboration with local, state, and federal law enforcement partners to share intelligence, expand public safety coverage during major events, and maximize the impact of BPD-led initiatives in Baltimore. BPD will continue to broaden its cooperation with these agencies and find innovative ways to maximize the effectiveness of these partnerships.



## Baltimore City Crime Prevention Initiative

The Baltimore City Crime Prevention Initiative, introduced by Governor Hogan and supported by the Maryland General Assembly, adds more than \$10 million in funding to strengthen a multi-agency and multi-jurisdictional approach that will address crime through increased enforcement efforts and more effective collaboration. It includes the following components:

- ✓ **Joint Operations Center (\$3.6 million):** This center, located in Baltimore City, serves as the operations headquarters for local, state, and federal law enforcement, prosecutors and analysts. The mission of the center is to dismantle the gangs and criminal organizations responsible for much of the violence in the city.
- ✓ **Additional Special Assistant United States Attorneys (\$1 million):** 5 new prosecutors are being dedicated to prosecuting “Project Exile” cases that focus on repeat violent gun offenders.
- ✓ **Victim and Witness Relocation Fund (\$2 million):** Dedicated to ensuring the safety and security of victims and witnesses of violent crimes in our city who are preparing to participate in upcoming court proceedings.
- ✓ **Critical Community Services (\$900,000):** The Boys and Girls Clubs, the Police Athletic League Centers, the Baltimore Child Abuse Center, and the UMBC Choice Program are all recipients of these grants.
- ✓ **Police Officer Recruitment and Retention (\$3 million):** The Baltimore Police Department will leverage these funds, which are available to law enforcement agencies across the state, to greatly improve our recruitment efforts.

## National Public Safety Partnership



The National Public Safety Partnership (PSP) provides a framework for the Department of Justice to enhance its support of state and local law enforcement in the investigation, prosecution, and deterrence of violent crime, especially crimes related to gun violence, gangs, and drug trafficking. The City of Baltimore had tried for multiple years to be included in this program, but after Police Commissioner Harrison was installed, he met with Deputy Attorney General Rod Rosenstein to discuss the importance of Baltimore’s entry into the PSP. As a result, in June 2019, DOJ announced that Baltimore would become a PSP Site and now has access to federal resources that provide BPD with technical assistance to diagnose where crime is highest, determine the reasons for violent crime, and provide assistance in BPD’s efforts to locate, arrest, and prosecute violent criminals. Several participating cities in the PSP have already seen dramatic reductions in violent crime over the past few years. BPD is looking forward to strengthening our relationship with our federal partners through this successful program.



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## Enhancing the Quality of Criminal Cases

BPD, in partnership with the Baltimore City State’s Attorney’s Office (SAO), can improve the quality of criminal cases submitted for prosecution by expanding the types of charges reviewed on a weekly basis to include not only homicides, but non-fatal shootings and armed robberies as well. These weekly reviews are an important venue where BPD supervisors, detectives, and SAO prosecutors can go through these violent crime cases. The reviews also provide a stronger foundation for building and accepting better cases, ensuring that the correct defendants are the ones being prosecuted and convicted.

### Weekly Case Reviews:

- ✓ **Homicides**
- ✓ **Non-Fatal Shootings**
- ✓ **Armed Robberies**

In addition, the SAO is providing more in-depth reviews and constructive feedback to BPD on their decisions not to prosecute cases where individuals are arrested for violent offenses. In partnership with the City and the BPD, a data analyst is being added to the SAO staff to gather this information and provide it back to BPD so that we can provide constructive direction to detectives on how they build cases for prosecution. BPD’s overall goal is to improve the acceptance rate of future cases with the State’s Attorney’s office by providing sufficient and complete case work to justify prosecution.



## Re-engaging through Group Interventions – Call-Ins

Through our Anti-Crime Section and our Re-Entry Team from, BPD will re-institute “call-ins.” After a significant enforcement operation occurs, BPD determines which individuals from the organization or surrounding organizations are on parole or probation but are still active and on the street. After identifying a list of individuals, the Department of Parole and Probation requires them to report to a designated location for the call-in. At the call-in, the United States Attorney, the Baltimore City State’s Attorney, the Police Commissioner, and the Mayor all give presentations that emphasize the message of “putting the guns down” so they can avoid being remanded to prison on a parole or probation violation. The USAO will use other notable takedowns from the past to illustrate the consequences of continuing to participate in future violence. BPD has brought together the following partners who are participants in the call-ins:

- Baltimore Police Department (CCD, Patrol, ACS)
- Baltimore City States Attorney’s Office
- United States Attorney’s Office
- Federal Partners (DEA, FBI, ATF, & HSI)
- Department of Parole and Probation
- Mayor’s Office of Criminal Justice
- Mayor’s Office of Employment Development
- Additional Employment Services

In addition to the USAO, other members from the team involved in the call-in speak and relay messages to the group, encouraging them to end gun violence. Once the message has been delivered, the law enforcement faction of the call-in departs and leaves the attendees with the re-entry team and with the service providers whose role is to offer job opportunities, job training, and other assistance to get these individuals on the right path to ending the cycle of violence.

## Comprehensive Multi-Disciplinary Violence Reduction Strategy

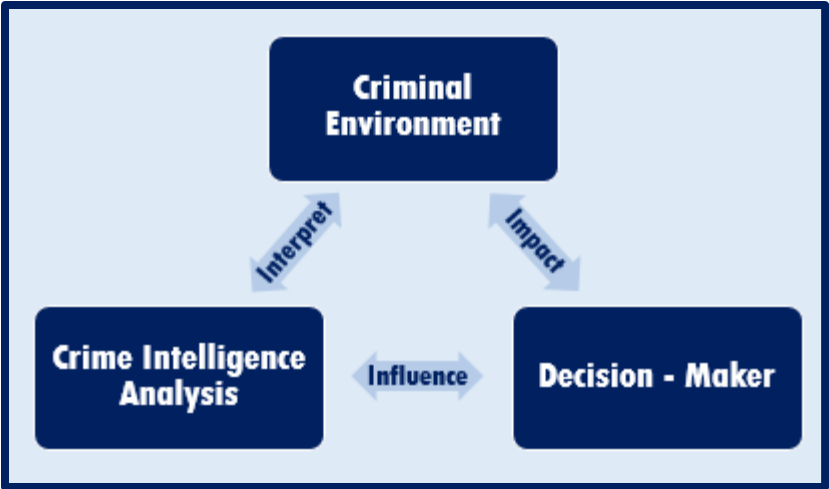
The Baltimore Police Department fully recognizes that the path to successfully reducing violence involves more than law enforcement alone. While BPD’s role is a critical pillar in a comprehensive violence reduction plan, the City’s role in connecting individuals to effective programs to prevent and respond to violence is paramount in breaking the cycle of violence. BPD’s comprehensive violence reduction strategy is strengthened by its close partnership with the Mayor’s Office of Criminal Justice and focuses on five key areas: **Prevention, Intervention, Enforcement, Rehabilitation, and Re-Entry.**



**Investing in Prevention:** Among the best practices that we are leveraging in Baltimore is an investment in connecting individuals to violence prevention programs. By convening with community leaders and a diverse array of stakeholders from the criminal justice system, faith-based organizations, schools, and neighborhood groups, we can develop a network of resources to effectively engage our youth and those caught up in the groups involved with violence.

**Opportunities for Intervention and Diversion:** There are many different programs in Baltimore that are working on strategies to reduce the impact of risk factors for violence in our communities, all with the goal of intervening at the first signs of risk or responding effectively when acts of violence do occur. BPD is working in coordination with the Safe Streets program, Roca, and other program providers to interrupt the cycle of violence through targeted street-level outreach and provide hospital responses after shootings. Our strategy is to create a “hub” to connect the various faith communities, neighborhood organizations, and non-profit service providers to ensure that all organizations in the city are able to actively and effectively contribute to our violence reduction efforts.

**Intelligence-Led Enforcement Strategies:** Effective policing combined with assistance from the community can prevent violent crime throughout the neighborhoods in our city. Our goal is to quickly hold those who commit violent crimes accountable, so that we strengthen the community's trust in our department, which, in turn allows us to gain effective leads to solve and prevent future violent crimes. BPD is using on-the-ground intelligence to direct our efforts through a focused deterrence model that identifies the individuals or groups responsible for committing multiple violent acts in specific areas of the city. By focusing on known, chronic, violent offenders, we can direct more enforcement and/or positive intervention resources to these individuals with a genuine offer of help. BPD has begun to assemble law enforcement, city agencies, service providers, and community members to deliver swift and directed enforcement for those who continue to commit violence, while also dramatically improving access to social services.



**Focus on Rehabilitation, Mental Health, and Addiction Services:** BPD's goal is to implement strategies with the Mayor's Office of Criminal Justice that prevent the reoccurrence of violence. Rehabilitation, mental health, and addiction services that are designed to repair and restore our youth, families, and communities that have been affected by violence will become a core part of our plan. BPD is working with community partners to strengthen the Law Enforcement Assisted Diversion (LEAD) program which allows our officers to redirect low-level offenders engaged in drug or prostitution activity to community-based services instead of jail and prosecution. By diverting them to services, we provide for public safety and public order while



reducing the criminal behavior of people that participate in the program. LEAD programs have been successful in other parts of the country in reducing recidivism and represents just one way that BPD is assisting in connecting resources to high-risk individuals in our community.

**Connecting to Successful Re-Entry Programs:** BPD and the Mayor's Office of Criminal Justice have set the goal of developing a pipeline for ex-offenders and juvenile offenders to gain access to stable educational and economic opportunities. This strategy is designed to reduce recidivism by helping individuals re-enter schools to complete their education and enter the workforce to become productive members of our community. There are many such programs that already exist in our city that provide these valuable services. The City will serve as a connecting resource to provide a network of these programs so that individuals seeking re-entry services can have the maximum access to all services available.



The success of our efforts relies on the implementation of evaluation tools to measure how these various violence reduction programs across the city are working. The City and BPD will also maintain a comprehensive database of those affected by murders, nonfatal shootings, and near-fatal domestic violence incidents to deliver services to these at-risk individuals. Equally important is investing in capacity-building so that those delivering these services can become more effective.

# TRANSFORMING BPD THROUGH THE CONSENT DECREE

In April 2017, the City, the BPD, and the Department of Justice entered into a Consent Decree that mandates sweeping organizational changes to address systemic issues identified by the DOJ's investigation of BPD practices. This agreement represents a historic opportunity to transform BPD into the department the community and officers have long deserved. BPD is in the beginning stages of overhauling all policies, trainings, technologies, and accountability systems to ensure effective, constitutional, and professional law enforcement services for all in our community.



While this transformation will not occur overnight, BPD has developed aggressive implementation plans in coordination with the Department of Justice and the Consent Decree Monitoring Team to reform the department efficiently and effectively while incorporating input from the communities we serve. These implementation plans focus on delivering substantive, sustainable reforms that will improve how our department operates, which in turn will allow BPD to dedicate more resources to the crime fight.

BPD has begun to implement comprehensive reforms to not only comply with the Consent Decree but also substantially improve operations beyond the requirements of the Consent Decree. The Consent Decree provides a blueprint for reform in the following 18 areas:

BPD has begun to implement comprehensive reforms to not only comply with the Consent Decree but also substantially improve operations beyond the requirements of the Consent Decree. The Consent Decree provides a blueprint for reform in the following 18 areas:

- Community Oversight Task Force
- Community policing and engagement
- Stops, searches, arrests and interactions
- Fair and impartial policing
- Crisis intervention
- Appropriate uses of force
- Improving interactions with youth
- Safe transportation of persons in custody
- Officer assistance & support
- First amendment protected activities
- Handling of reports of sexual assault
- Technology improvements
- Close and effective supervision
- Misconduct investigations and discipline
- Coordination with Baltimore City School Police Force
- Recruitment, hiring, and retention
- Staffing, performance evaluations, and promotions
- Enforcement of consent decree reforms

## Burden Reduction Initiatives and Process Improvements

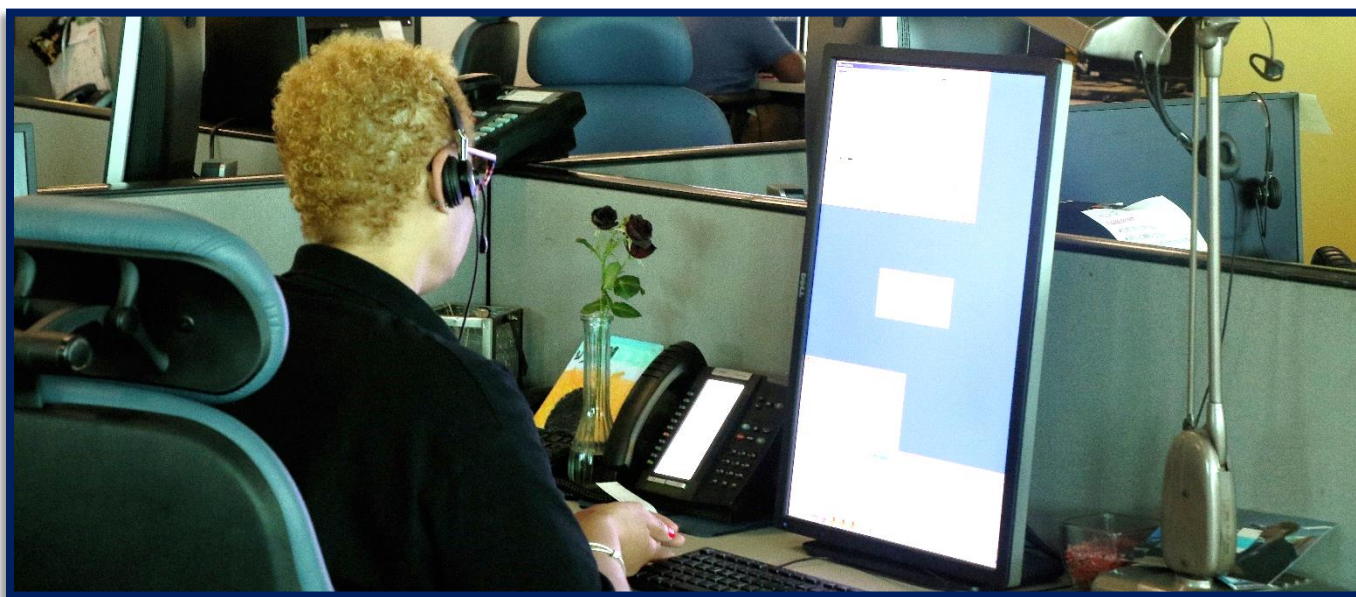
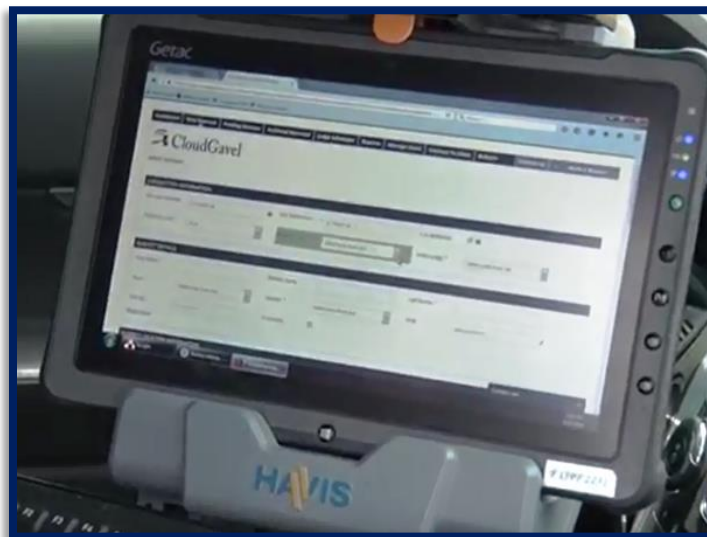


In order to improve response times, increase proactive efforts, and strengthen community engagement strategies, BPD must add and retain more officers; however, we also must use our existing resources as efficiently as possible. By implementing new policies and technologies that work as force multipliers, we can reduce the workload per officer, lessen administrative burdens on officers, eliminate unnecessary calls for service, modernize antiquated processes, and maximize our capacity. In the next few years, BPD plans to launch several process and technology initiatives to improve officers' working conditions and reduce unnecessary burden on their daily activities:

**Electronic Police Reporting System:** Our officers spend thousands of hours each year completing, reviewing, and submitting paper-based police reports that must be hand-keyed into a central database by additional staff. These reports are often completed at the end of their shifts, back at the district station computers. By moving to an electronic police reporting system, we can deploy the ability to write reports using the computers in patrol vehicles. By not having to drive back to the station, we free up additional time for handling calls for service, while creating a more efficient method for our officers to submit and approve police reports.

**Electronic Warrants System:** Our officers also spend many hours completing, reviewing, and traveling across the city to obtain approval for search and arrest warrants. BPD will explore implementation of an electronic portal to submit warrant information remotely, which streamlines the approval and review process and can save thousands of working hours each year. The system also keeps a clear record for these warrants that detectives can use as an investigative tool as well.

**False Alarm Reduction Program:** BPD responded to over 7,000 false alarm calls in Baltimore last year that occurred due to improper use or faulty installation of burglar alarm systems. In each case there was no actual emergency or any evidence of break-in for these calls for service. With each call taking between 15-30 minutes to respond, there has been over 2,000 patrol hours spent that could be freed up if we are able to change alarm user and alarm company behavior. BPD plans to work in partnership with the City Council to explore how we can improve false alarm ordinances and work with alarm company vendors to ensure that call response from BPD for burglar alarms are only for actual emergencies.



**Electronic Citations & Ticketing:** Baltimore is the only jurisdiction in the state without full deployment of “Electronic Traffic Information Exchange” or “E-TIX” (currently only our traffic division utilizes it). This system was developed by the Maryland State Police and allows officers to scan licenses and automatically populate citations, print onsite, and send directly to the courts. BPD is implementing this system which will minimize human error in writing tickets, create a better and more efficient process for submitting tickets to the court, and reduce the workload of our officers who issue citations.

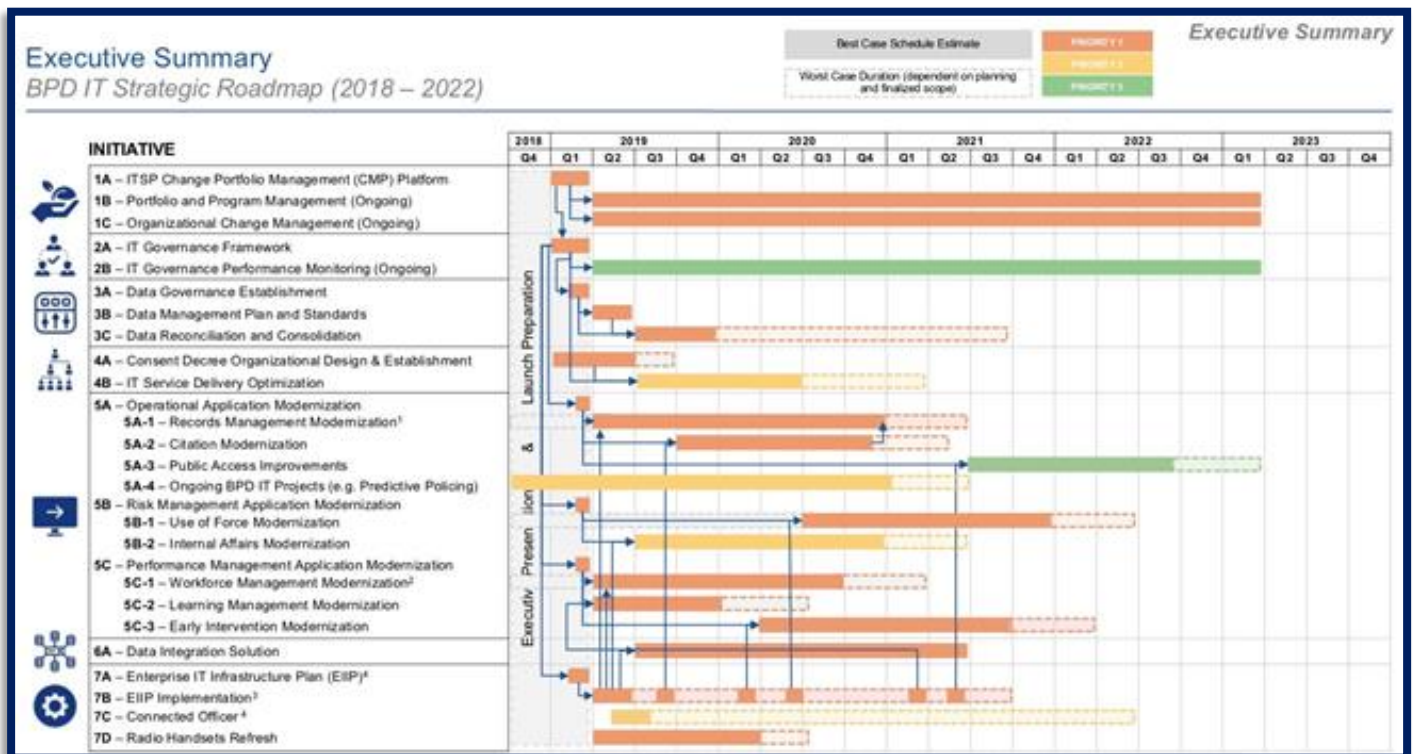
**Alternative Police Response & Online Reports (Non-Emergency Crime):** Each year, the BPD receives thousands of calls to the 911 center for issues that do not require an in-person response from an officer. The Telephone Reporting Unit (TRU) has the ability to handle calls for service for low level, non-emergencies where it is more efficient to respond to these incidents remotely. In conjunction with this unit, BPD launched its online report system in January 2017, which can also take many of the same non-emergency calls for service that are handled over the phone by TRU, but on an interactive, online

**File a Police Report Online for Non-Emergencies:**  
[\*\*www.baltimorepolice.org\*\*](http://www.baltimorepolice.org)

platform. Citizens can order a copy of their police reports digitally, without having to travel to a district station or headquarters. This effort represents yet another measure where technology has freed up patrol time for handling emergency calls. BPD is planning to launch more public information campaigns in the coming year to encourage citizens to use these alternative reporting tools for non-emergency calls. BPD is also expanding our capabilities by increasing staffing for the TRU to ensure better follow-up and closing of these non-emergency incidents, as well as evaluating additional categories of calls for service that could be handled through these alternative systems.

## Strategic Technology Initiatives to Improve Accountability

As part of the Federal Consent Decree, BPD is moving forward on a number of required technology upgrades that allow the Department to track and analyze audit data to demonstrate compliance with the decree. These upgrades are not only a tool to show compliance, but present us with an opportunity to bring our department into the digital age so that we can operate as a modern 21st century police force. We are utilizing new technology to lessen administrative burdens, better manage our deployment, more quickly identify problems, enhance data sharing with other law enforcement agencies, and increase our capacity and connectivity overall. Reforming and modernizing foundational processes in our department make us more efficient to responding to crime and addressing the needs of the communities we serve. Through a needs-assessment study conducted by an independent consultant, BPD now has a road map to increase our capacity in the following areas:





**Administration:** A new **Records Management System** enhances BPD's incident reporting, including all police interactions such as stops, searches, and arrests. A new **Workforce Management System** allows BPD to better track attendance, control overtime, comply with complex contract restrictions, and manage rotation patterns and coverage requirements. Our training academy is also implementing **Learning Management Modernization**, which enhances our e-learning capabilities while maintaining proper documentation of training certifications. To tie these and every other system together, BPD will implement a **Data Integration Solution** that allows all of BPD's systems (which currently work in silos) to transfer data and speak to one another seamlessly.



**Operations:** In addition to the administrative benefits, a new **Records Management System** will enhance our operational capacity and assist our officers in their case management duties. Furthermore, through **Citation Modernization**, BPD is equipping all of our vehicles with "Electronic Traffic Information Exchange (E-TIX)" that allows our officers to scan licenses, which in turn allows us to automatically populate citations, print onsite, and send the data directly to the courts. Lastly, our **Connected Officer Program** provides our officers with electronic devices for accessing and processing necessary information and data including: the location's call history, outstanding warrants, and restraining order information, among other capabilities.

**Accountability:** BPD is also moving forward on **Internal Affairs Modernization** and building an **Early Intervention System** to provide more effective tracking for all allegations of misconduct. These systems will also track potentially concerning officer behavior and generate alerts to supervisors when possible issues with officers or units arise. Through our **Use of Force Modernization** effort, BPD will connect several stand-alone systems to create a combined system that can store camera footage, configure and aggregate checklists, provide audit capability, and allow commanders to view the status of investigations. Lastly, **Public Data Access Improvements** will make it easier for the public to view this data and other relevant information and provide a platform to file complaints and track their status.



We have already begun initial phases of these upgrades with funding appropriated by the Mayor and City Council of Baltimore. Additional funds were secured by the City's General Assembly delegation, and we are currently working with the Governor's Office for approval of those funds. We are also developing funding requests and proposals for our federal partners and Congressional delegation, as well as the philanthropic community. This is yet another example of our multi-jurisdictional and multi-disciplinary approach towards our reform efforts.

## Micro Community Policing Plans – Targeted Problem Solving Strategies



BPD will be seeking active feedback from communities across the city to create micro-community policing plans that are tailored to their needs. Each police district will develop collaborative problem-solving strategies specifically designed to address the community’s priorities and guide officers on how to foster positive interactions between BPD and the residents of the district. BPD will work diligently to develop better, consistent, and more thorough tracking mechanisms for documenting community policing activities. Improving the collection of community engagement and policing data, reporting on it both internally and externally, and utilizing that information effectively are critical goals for BPD as we strive to improve our partnerships with the communities we serve. BPD will make all micro-community policing plans available on our website at [www.baltimorepolice.org](http://www.baltimorepolice.org).

### Community Policing Supported with Department-Wide Training

Core in-service training for BPD personnel will include a specific course on community and problem-oriented policing. This instruction will focus on building trust and public confidence while strengthening crime fighting partnerships with the community. Officers participate in scenario-based training to apply methods to develop partnerships and engage in community problem solving and collaboration.



#### **BPD’s Community Policing Principles**

- ✓ **Promote and strengthen community partnerships**
- ✓ **Engage constructively with the community**
- ✓ **Ensure ethical and bias-free policing**
- ✓ **Ensure collaborative problem solving**
- ✓ **Increase community confidence in BPD**

## Every Officer is a Neighborhood Engagement Officer



Fundamental to the concept of problem-oriented policing is that every patrol officer should be able to provide service to communities that need his/her assistance. In the past, BPD would designate specific officers as the “Neighborhood Engagement” officer in a district, effectively allowing regular patrol officers to pass the responsibility over to someone else. The better approach is making all officers responsible for identifying and addressing quality of life and neighborhood-specific issues.

BPD can more effectively engage the communities we serve by adopting this philosophy, and it presents yet another way we can be part of solution. Specific officers are continuing to serve as community liaisons; however, they are responsible for following up with other City agencies on any requests made by our residents to any patrol officer in the district. This ensures that the various City agencies responsible for managing the issue (whether it be blight, pests, illegal dumping, poor lighting, etc.) are on track to providing service to the resident in a responsive manner, and it expands our community engagement efforts at the same time.

## Commitment to De-Escalation and Fair & Impartial Policing

BPD recognizes that policing fairly and safely in all communities is central to building community partnerships and delivering effective, constitutional policing. The department is currently overhauling all policies, reviewing all training curriculum, and implementing new accountability mechanisms to ensure all BPD personnel across the department are following the new procedures. BPD will conduct audits of body worn camera footage and police reports to give feedback to officers and their supervisors on the quality of their interactions with the community. BPD’s goal is to ensure that all personnel are operating with procedural justice, exercising de-escalation techniques, and reducing the frequency of uses of force.



BPD is also committed to Crisis Intervention Training for its patrol officers so they can effectively respond to and de-escalate incidents that pose an imminent threat to community safety while diverting individuals in need of behavioral health care services to the appropriate community resources. By ensuring that the members of the BPD have this training, officers can de-escalate and promote peaceful resolutions to incidents, while minimizing uses of force.

### **Core Principles for Crisis Intervention**

- **Community & Officer Safety**
- **Community Planning and Implementation**
- **Civil Rights**
- **De-Escalation**

## RENEWED FOCUS ON RECRUITMENT AND RETENTION



Recruitment and retention of police officers are not just a local challenge but a national challenge as well. Growing the size of a police force is not only about hiring more recruits; equally important is retaining our qualified staff who are committed to making the Baltimore Police Department a great place to work.

### RecruitSTAT: Enhancing and Modernizing the Recruitment Process

RecruitSTAT represents a focused look on every stage of the recruitment process for new officers. From application, to testing, to background investigations, the multiple stages of the hiring process are designed to ensure the best quality applicants become members of our police force; however, these stages must be carefully managed with clear performance expectations. BPD will improve and create efficiencies in every stage of its recruitment practices, in large part to come into compliance with consent decree requirements. Applicants who make it to the Academy have passed extensive background investigations, agility testing, panel interviews, psychological & medical screening, as well as a written exam administered by the National Testing Network. Some of the major enhancements and improvements include:

- ✓ **Adding New Civilian Background Investigators** to increase the throughput on clearing applicants who are ready to enroll into the Academy.
- ✓ A new **Civilian Recruitment Manager** with experience managing recruitment and hiring processes has been hired to actively manage the operation in a professional and efficient manner.
- ✓ Software has been deployed to **manage background investigation files electronically and to interact with applicants virtually** so that materials can be collected and processed faster.
- ✓ The **Recruit Exam was updated in 2018 and is now available on a national platform** which ensures we have the highest standards for our new officers and a maximum reach to hire applicants from across the country
- ✓ BPD is now proactively using **resident ride-alongs** as a way to support recruitment by engaging and following up with local residents who have indicated an interest in learning more about a BPD career.

## Maintaining a Continuous Cycle of Academy Classes

In order to replace the officers who are expected to retire in the coming years while continuing to fill the large number of officer vacancies, BPD must maintain a continuous cycle of Academy classes each year to replenish the force. BPD's Training Academy is undergoing a number of reforms and will have the most robust curriculum in the state of Maryland. BPD officers are expected to not only pass the basic Maryland Police & Correctional Training Commission (MPCTC) standards mandated by state law, but also demonstrate competency in all BPD policies and procedures that have been adopted as a result of Consent Decree reforms. Our recruits receive more than 1,400 hours of training at the Academy, as compared to the approximately 1,100 hours required by other law enforcement agencies in Maryland. To support this enhanced instruction, BPD has already increased Police Academy staffing to a total of 63 full-time commissioned personnel, including adding civilian positions such as Academy Director, curriculum developers, and various civilian instructors.



**Each Police Recruit receives 1,400+ hours of training at the BPD Training Academy**

BPD expects to relocate and expand its Academy facilities by the end of 2019. The facility can house 4 full Academy classes (between 40-50 recruits each) at any given time. Once the Master Training Plan for the Police Academy is completed, all curriculum and testing for an Academy class will take no more than 30 weeks, after which the recruits graduate and are paired with experienced field training officers to begin a 10-12 week program of active-duty field training. Given these requirements, BPD in its current posture can accommodate up to 6 Academy Classes each calendar year, with the expectation that it can begin instruction of between 250-300 new recruits annually.

Recruit Class	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
Class 1	Academy Training							Field Training													
Class 2		Academy Training						Field Training													
Class 3			Academy Training					Field Training													
Class 4				Academy Training				Field Training													
Class 5							Academy Training					Field Training									
Class 6										Academy Training						Field Training					

## Enhanced Recruitment Campaign and Outreach Efforts

In early July 2019, BPD launched a major digital recruitment marketing campaign developed in partnership with a professional advertising agency. The aim is to attract large numbers of qualified applicants to become sworn officers at our department while rebranding the image of the department overall. We will complement this recruitment effort with several other new, cutting-edge initiatives, including a customized BPD recruitment game developed by the Maryland Institute College of Art (MICA) that allows us to engage with potential applicants at job fairs, college career fairs, and special events. The new pilot program also encourages Baltimore residents to refer qualified applicants who live in the city to apply to join the department.

[baltimorepolice.org/careers](https://baltimorepolice.org/careers)

**NOW RECRUITING  
A PROUD NEW GENERATION OF  
BALTIMORE POLICE**

## Expansion of the Cadet Program

In 2017, BPD re-instituted its Cadet Program, which recruits young adults ages 18-20 years old who are interested in pursuing a career in law enforcement. BPD's minimum age requirement to serve as a sworn officer is 21 years of age upon graduating the Police Academy. By engaging these potential recruits in the time between high school and eligible employment with BPD, it not only gives the cadets an "inside look" into our department, but also makes them aware of the various requirements needed to become an officer. Continuous engagement with the cadets also serves as a way to keep these young adults out of trouble so that when they do apply to become officers, they will be able to pass a background check successfully and enroll in the Academy. BPD has been fortunate to earn philanthropic support for this program, and the long-term plan is to expand its footprint to partner with local high schools and colleges in the area, which will provide even more young adults with exposure to the career opportunities available within BPD.



## Improving the Working Conditions of Current Personnel



BPD district stations are in critical need of repair, renovation, and in some cases full replacement. While BPD is continuing to work hard to bring in qualified individuals to become police officers, we must give consideration for the environment that they are expected to work in on a daily basis. BPD is currently working with the Department of General Services and the Finance Department to identify which capital projects can take priority so that BPD can have a finalized plan by the end of 2019 that includes the following projects that will span several years:

- ✓ Renovation/Repair/Replacement Plan for All 9 District Stations
- ✓ Relocation Plan for the Training Academy
- ✓ Purchase of New Computer Workstations for All District Stations
- ✓ Purchase of New Fleet Resources on a Continuous Basis with a Proactive Fleet Replacement Program

## Increasing Capacity of Officer Safety & Wellness

Police officers face unique stresses that have a direct impact on their safety, well-being, and overall job performance. We know that in the face of these challenges, maintaining the health of our officers is vital. A healthy officer will be better equipped to deal with the challenges of the profession today and in turn provide better quality service to the people of Baltimore. BPD is investing in officer wellness through physical, social, and mental health initiatives that support the long-term career success and satisfaction of officers working for the Baltimore Police Department.



## Leadership Development is Key to Long Term Success



The current command structure of the BPD consists of a diverse and energetic group of men and women. Leveraging their dedication and building upon their foundation of knowledge and expertise will allow the BPD to make significant strides in the overall reform efforts that are underway. It is equally important, however, to train new leaders for the Department and to foster an environment that encourages a strong spirit of public service and ethical policing. BPD will create a leadership development program that establishes a foundation of professional and ethical management practices within the Department.



BPD is fortunate to have the philanthropic support of those who value the importance of ensuring we have a well-trained and well-managed police department. Through public-private partnerships, BPD is providing several career development and leadership training opportunities for the future leaders of our department. BPD has already identified some members of its Command Staff to participate in nationally recognized programs for law enforcement management development and training, including the Northwestern School of Police Staff and Command, the FBI National Academy, and the Police Executive Research Forum's Senior Management Institute for Police.

## Ethical Policing is Courageous (EPIC) Program

In 2016, the New Orleans Police Department launched the EPIC program, which stands for Ethical Policing is Courageous. This initiative is the most comprehensive and forward-leaning police peer intervention program in the country. EPIC has received national recognition providing training that enables officers to intervene when they see that their colleagues, or even their supervisors, are going down



the wrong path. This program is designed to prevent the need for disciplinary action before it ever starts. This scenario-based training is well-received by officers and demonstrates the value and importance of helping their co-workers before an incident that requires disciplinary action takes place. BPD will adopt this signature program and make it a part of our recruit training and in-service curriculum so that we can prevent disciplinary issues or improper interactions with residents before they ever occur.



# CONNECTING WITH THE BALTIMORE POLICE DEPARTMENT



**BPD Headquarters | 601 East Fayette Street | Baltimore, MD 21202**

**To File a Police Report:**

**Dial 9-1-1 for Emergencies – Dial 3-1-1 for Non-Emergencies or file online at:  
[baltimorepolice.org/file-police-report](http://baltimorepolice.org/file-police-report)**

**To File a Complaint or Submit a Commendation:**

**Dial our 24-Hour Intake Hotline: toll free at (833) 288-7245  
or by email at [complaints@baltimorepolice.org](mailto:complaints@baltimorepolice.org)**

**Media Inquiries:**

**[NewsBPD@baltimorecity.gov](mailto:NewsBPD@baltimorecity.gov)**

**For Information on How to Join the Baltimore Police Department:**

**Recruitment Division: 1-877-PRIDE PD (774-3373)  
[baltimorepolice.org/careers](http://baltimorepolice.org/careers)**

## Find us on Social Media



Twitter



Facebook



Instagram



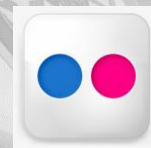
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