



# **BALTIMORE POLICE DEPARTMENT QUARTERLY OVERSIGHT HEARING JUNE 30, 2021**

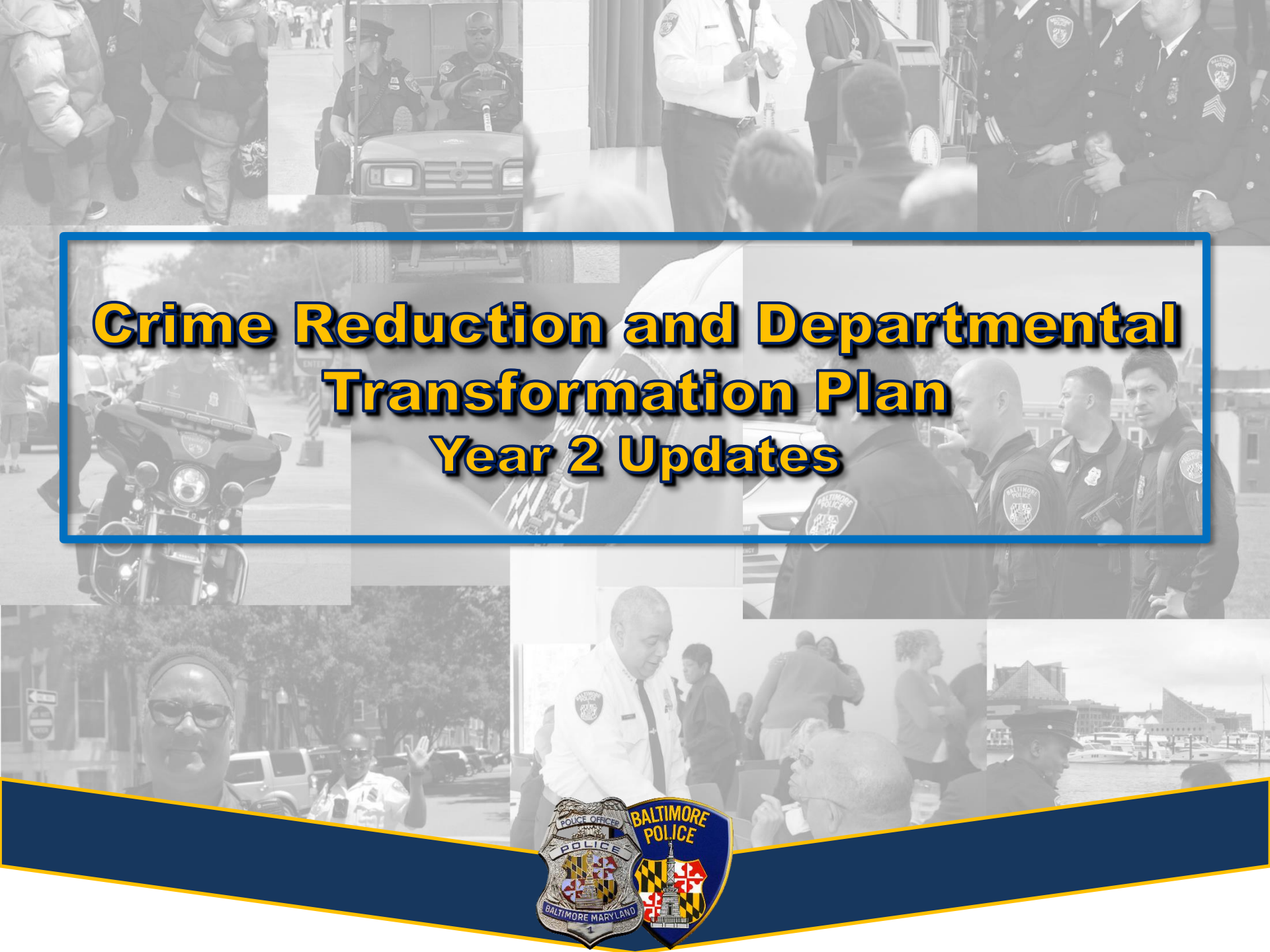




# **PUBLIC SAFETY AND GOVERNMENT OPERATIONS COMMITTEE**

- Council President Nick Mosby
- Chairman, Councilman Mark Conway





# **Crime Reduction and Departmental Transformation Plan Year 2 Updates**



# **REDUCING CRIME WITH A COMPREHENSIVE APPROACH**

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- Micro Zone Strategy updated in early 2021 in coordination with Mayor's Office to focus on areas with the greatest need
- BPD meeting response time goal of 10 min or less for Emergency Calls
- Detectives are now embedded in District commands for handling non-fatal shooting, robberies, and property crimes
- Civilian and professionalization initiatives under review, but requires identifying additional funding to expand further
- Baltimore Community Intelligence Centers (BCIC) are now in 4 districts (Eastern, Western, Southwestern, Central)
- COMSTAT now reviews accountability measures for Proactivity, Administrative Compliance, Summer Crime Plan Implementation as well as a review of crime trends
- Enhanced training for Homicide Detectives completed which has translated into improved clearance rates





# **STRENGTHENING LOCAL, STATE, AND FEDERAL PARTNERSHIPS**

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- Mayor's Office of Neighborhood Safety and Engagement moving forward on comprehensive violence reduction strategies (GVRs) to address root causes of violence
- National Public Safety Partnership (PSP) continues to provide technical assistance to BPD to enhance operations
- Case reviews are being conducted for crimes involving a firearm in coordination with State's Attorney's Office and state/federal partners to strengthen the quality of prosecutions



# **TRANSFORMING BPD THROUGH THE CONSENT DECREE**

- Mayor's office working with BPD to identify burden reduction and call diversion initiatives (behavioral health call diversion pilot underway)
- Internal Affairs detective training completed for all investigators at PIB
- Records Management System phase 1 implementation (electronic field based reporting) in all 9 districts
- Community policing plan department-wide training underway
- Tour of Reginald F. Lewis Museum for new police recruits
- Learning Management System implementation completed
- Early Intervention System requirements gathering underway
- Advancing Equity Framework launched and first BPD Steering Committee convened
- BPD has provided technical support to other jurisdictions seeking assistance



# RENEWED FOCUS ON RECRUITMENT AND RETENTION

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- Enhanced recruitment campaign and outreach funded with support of state grants
- Academy move completed, and schedule re-alignment maximizes the number of classes started each year
- BPD has sent over a dozen command members to Senior Management Institute of Police since 2019 to receive nationally recognized training on police management principles
- EPIC program fully trained and implemented department-wide
- Nationally recognized Officer Safety & Wellness program with BPD specific mobile application to provide officers with access to support resources on demand



# CRIME STATISTICS





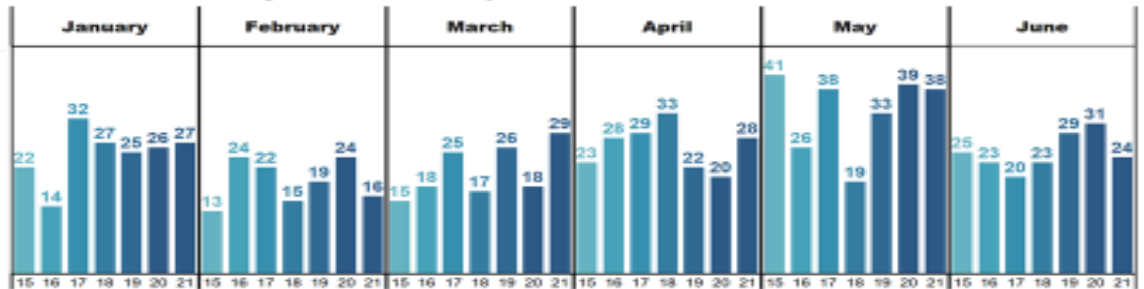
# CITY-WIDE CRIME OVERVIEW

## Overview of Crime in Baltimore City

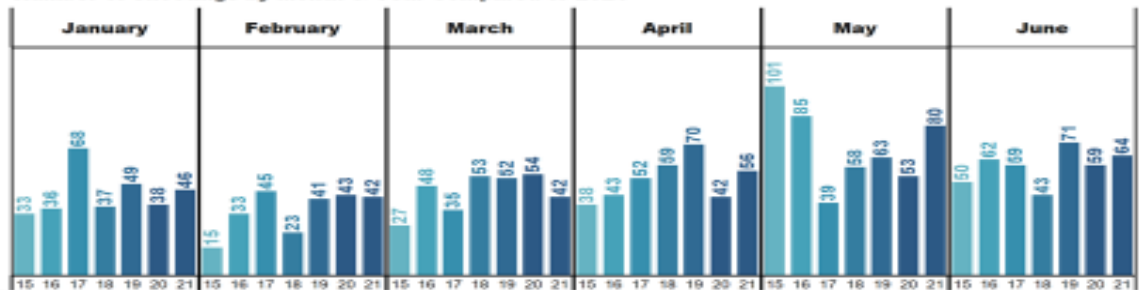
### Year over Year Crime Numbers

	Crime (YTD)	Crime (LYTD)	Percent Change
Homicide	162	158	2.53%
Shooting	330	289	14.19%
Rape	134	115	16.52%
Robbery-Carj..	186	211	-11.85%
Robbery-Com..	210	283	-25.80%
Robbery-Street	682	1,057	-35.48%
Robbery-Resi..	190	287	-33.80%
Aggravated Assault	2,243	2,438	-8.00%
Arson	42	48	-12.50%
Auto Theft	1,312	1,457	-9.95%
Burglary	1,293	2,034	-36.43%
Larceny	2,868	3,812	-24.76%
LFA	1,385	1,839	-24.69%

### Number of Homicides by Month & Year Compared to 2021

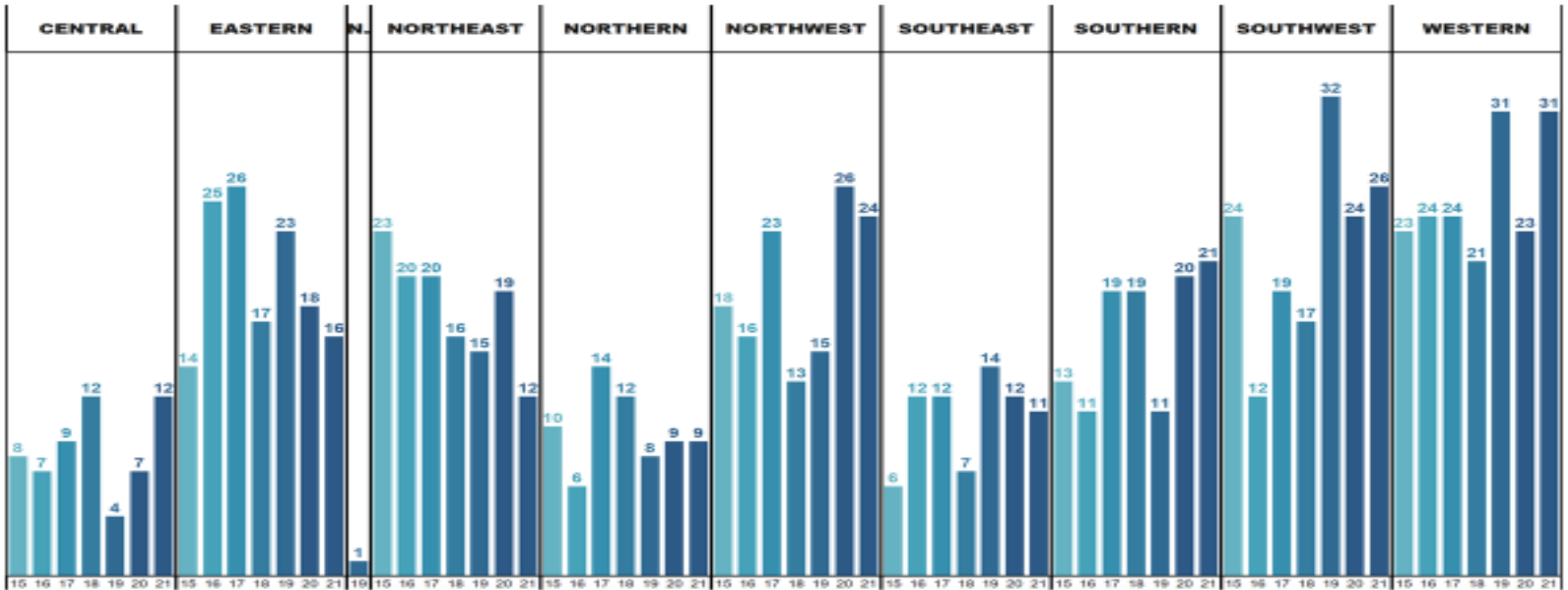


### Number of Shootings by Month & Year Compared to 2021



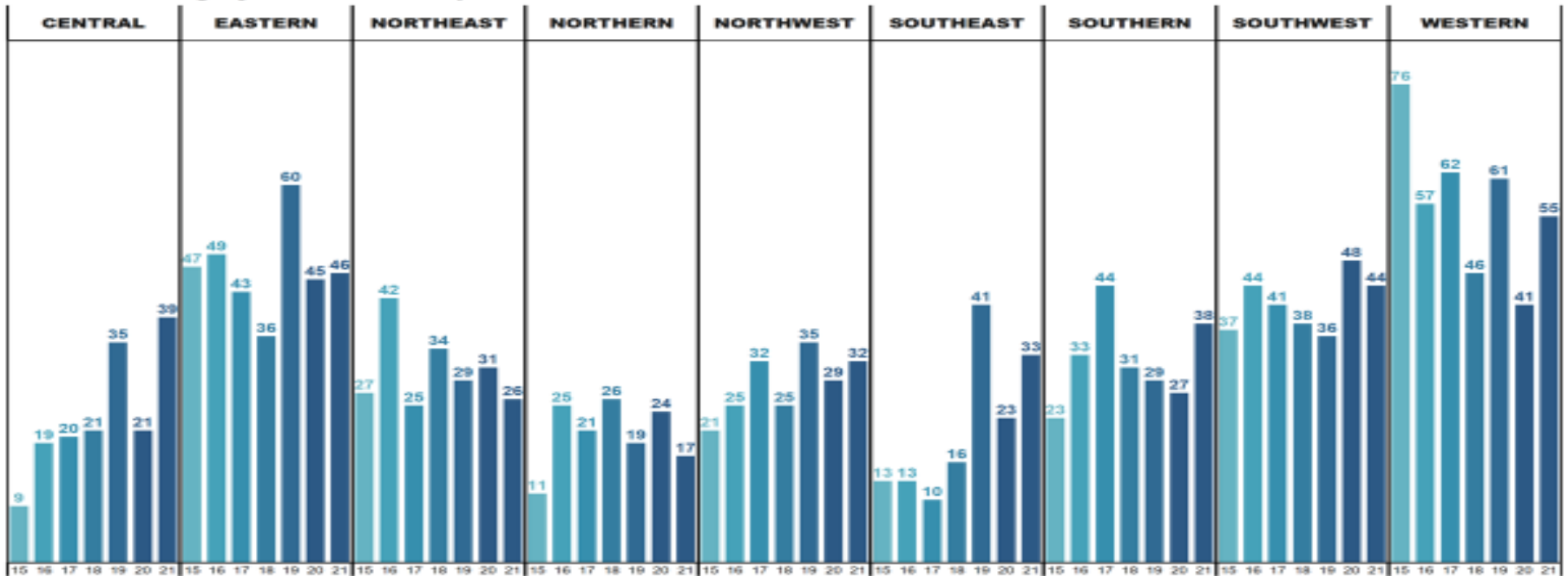
# DISTRICT HOMICIDE COMPARISON

Number of Homicides by District & Year Compared to 2021



# DISTRICT SHOOTING COMPARISON

Number of Shootings by District & Year Compared to 2021

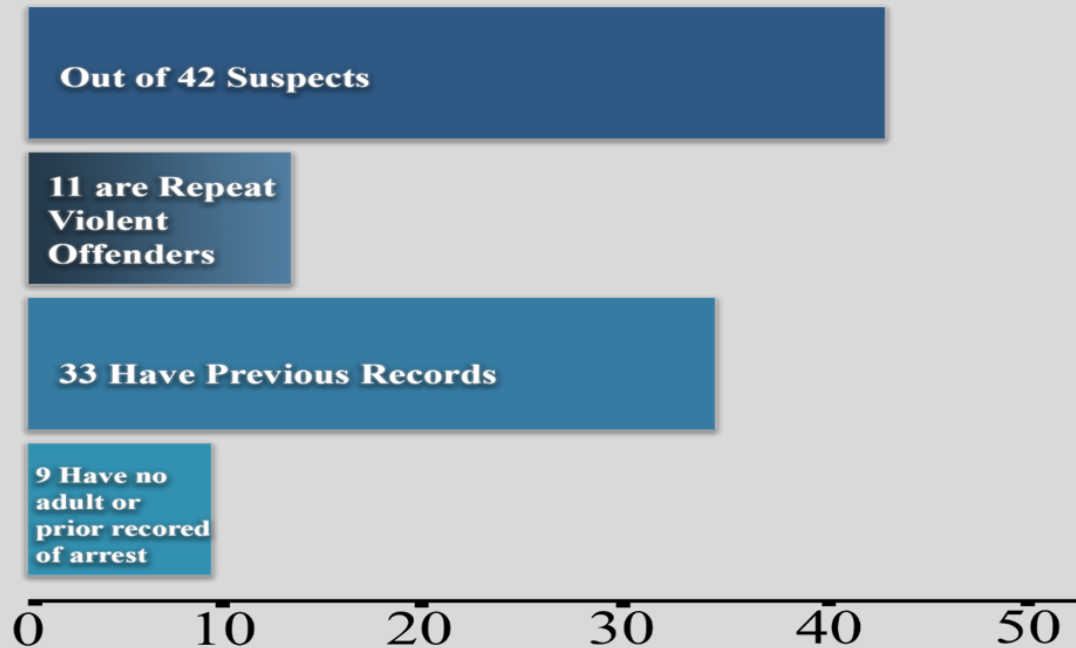




# HOMICIDE ARRESTS

**42 Homicide Suspects have been arrested since April 1<sup>st</sup>**

**Homicide Arrests from April 1, 2021 to June 28, 2021**



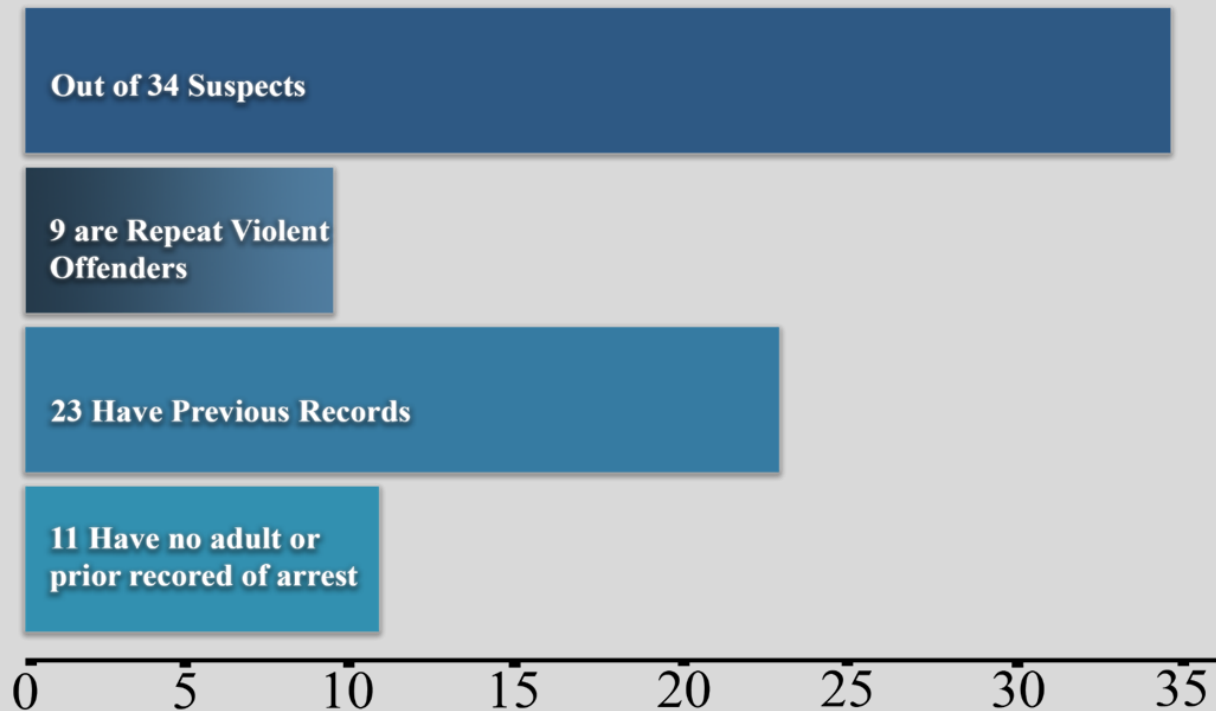
**UCR Clearance Rate: 49.7%**



# SHOOTING ARRESTS

**34 Non-Fatal Shooting Suspects have been arrested since April 1<sup>st</sup>**

**Non-Fatal Shooting Arrests from April 1, 2021 to June 28, 2021**



# GUN-RELATED ARRESTS

## Gun-Related Arrests in Baltimore City

GUN ARRESTS 2021

**705**

Gun Arrests 2020 | 612 ▲  
15.20%

PATROL GUN ARRESTS 2021

**635**

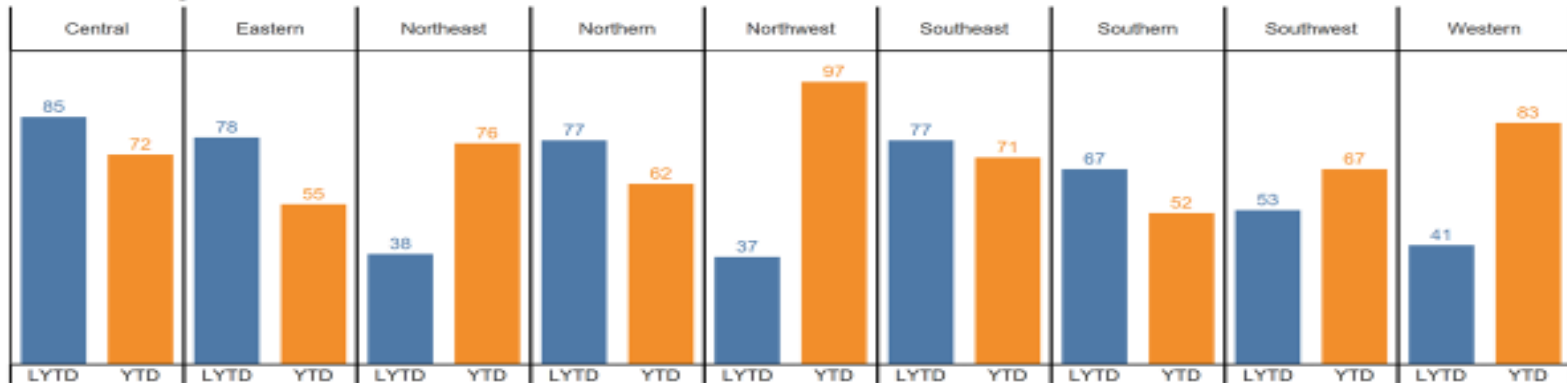
Gun Arrests 2020 | 553 ▲  
14.83%

NON-PATROL GUN ARRESTS 2021

**70**

Gun Arrests 2020 | 59 ▲ 18.64%

### Gun Arrests by District





# SUMMER DEPLOYMENT STRATEGY



# OVERVIEW

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The Baltimore Police Department has created a summer crime plan to address the high concentration of violent crime disproportionately experienced during the summer months. This plan is a complement to the Commissioners Crime Plan, Gun Violence Reduction and other city agency initiatives. The plan is based on a data driven approach to focus on the most dangerous people, the most dangerous and unstable geographies, to facilitate intelligence sharing, and relentless follow-up.



# PEOPLE-BASED STRATEGIES

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- WATF Monthly Warrant Initiatives
- WATF Top 5 Priority Warrants
- Gun Offender Registry
- Group Violence Reduction Strategy (GVRS)
- US Marshals Initiative
- Harm Index Warrants
- Sherriff Warrant Initiative
- FBI Safe Streets and Strike Force
- HIDTA





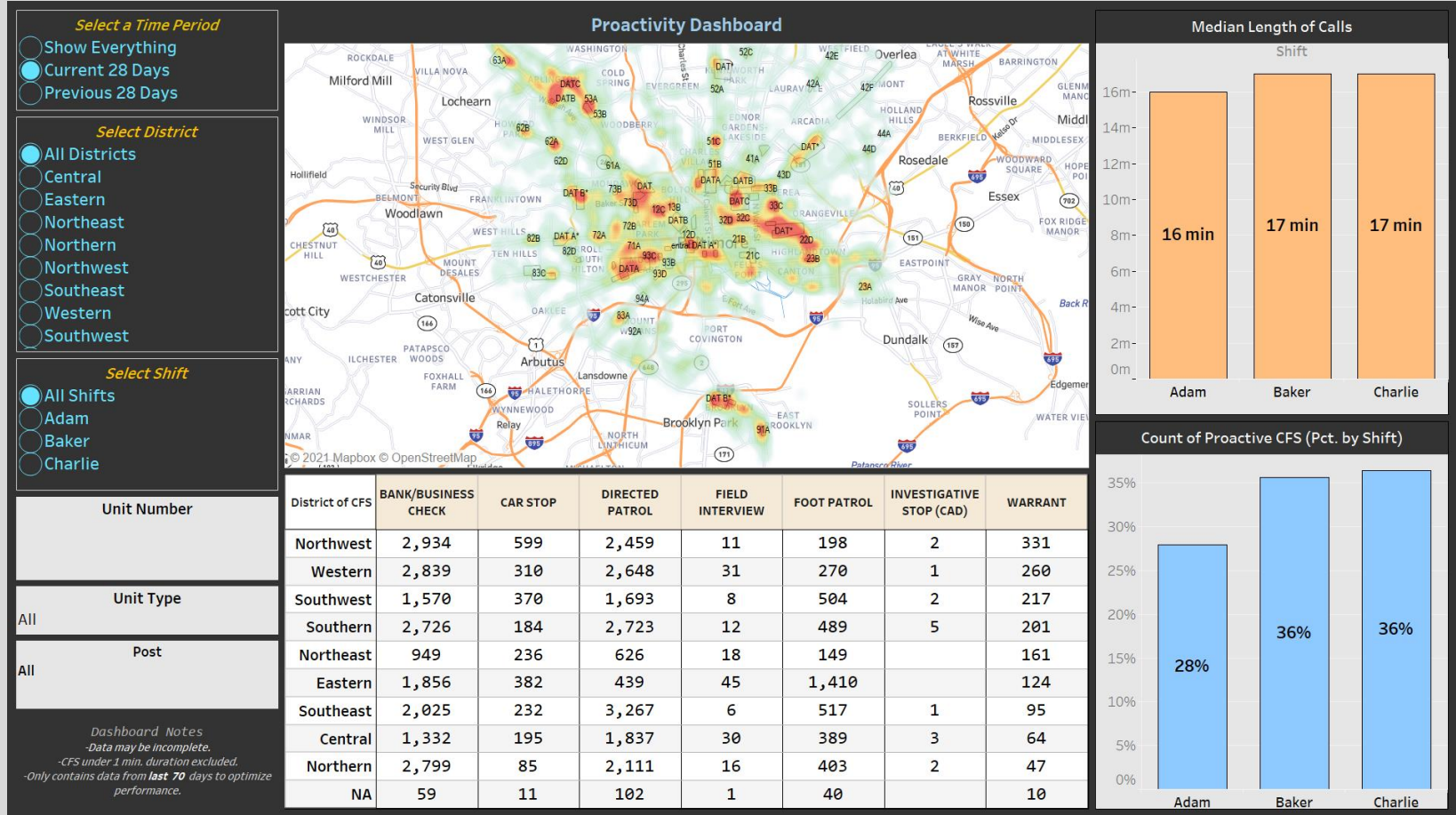
# PLACE-BASED STRATEGIES

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- Microzones
- Deployment/Re-deployment of extra resources
- Large Gathering Response
- Gambling Response
- Dirt Bike Enforcement
- District Border Initiatives
- Weekly Crime Plans
- Neighborhood Foot Patrol
- Neighborhood Policing Plans (NPP)
- District-wide Seasonal Crime Plans



# PROACTIVITY DASHBOARD



# CONSENT DECREE





# REFORM PROCESS

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Policy

Training

Implementation



# **BPD IS A LEADER IN REFORM**

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## **AGENCIES AND ORGANIZATIONS REACHING OUT TO THE BPD TO OBSERVE AND UNDERSTAND OUR WORK**

- ▶ Ferguson PD
- ▶ Albuquerque PD
- ▶ Newark PD
- ▶ City of Minneapolis and Minneapolis PD
- ▶ City of Louisville and Louisville Metro PD
- ▶ Baltimore County PD (PIB investigator training)
- ▶ Maryland State Police (EPIC)
- ▶ Columbian National Police (Academy Operations)
- ▶ International Association of Chiefs of Police (EPIC)
- ▶ International Association of Directors of Law Enforcement Standards and Training (EPIC)



# POLICY AND TRAINING

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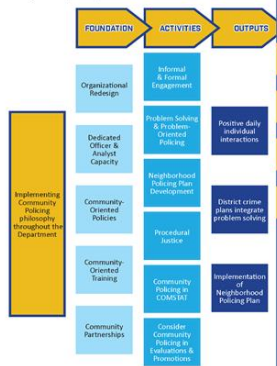
- Collaboration
- Public Comment
- Collaboration
- Public Comment
- Approval
- Training (pilots included)
- Policy Activation
- Use of Force
- Stops, Searches and Arrests
- Community Policing
- Fair and Impartial Policing
- EPIC
- Behavioral Health
- First Amendment
- Sex Assault Investigations
- Misconduct Investigations



# COMMUNITY POLICING

## IMPLEMENTING COMMUNITY POLICING

The Baltimore Police Department will implement Community Policing strategic model, with explanations of each element in the sections to follow.



The following sections explain each element of the implementation model, progressing from Foundation to Outcomes.

### PROBLEM-ORIENTED POLICING

When Daily Problem Solving may not be enough to address the issue, a thorough, long-term problem-solving approach is necessary. Problem-Oriented Policing (POP) is a preventative policing approach that seeks to understand the why for crime and disorder repeats in particular geographies. The intensive problem solving method that includes the Scanning, Analysis, Response, and Assessment (SARA) decision-making model.

#### SARA MODEL:

The SARA model guides BPD members in how to identify problems, analyze factors, develop appropriate responses and evaluate the results of the steps as follows:

#### SCANNING

In collaboration with community analysts, identify, prioritize problems.

#### ANALYSIS

Conduct a rigorous analysis of underlying root causes of the problem.

#### RESPONSE

Determine and implement a response plan to the specific problem solving and crime reduction.

#### ASSESSMENT

Evaluate the impact of a response to determine if the response is effective.

### NEIGHBORHOOD POLICING

BPD districts will work collaboratively with community members to address crime and disorder in the neighborhood. Each patrol district will develop a Neighborhood Policing Plan. Through the implementation of the plan, BPD members will develop a better community understanding and ability to work collaboratively to address problems.



## COMMUNITY POLICING PLAN



### PROBLEM SOLVING TRIANGLE

The Triangle of Problem Solving is a model used to facilitate the problem-solving process. It consists of three vertices: OFFENDER, PLACE, and TARGET/VICTIM.



With NCOs and Sergeants to ensure the most effective and least intrusive way to address recurring problems.

Information to educate communities of proactive crime prevention efforts.

Participate in the response efforts to the specific problems identified.

Neighborhood Policing Plan focus groups that address their assigned area of responsibility.

Implementation of Neighborhood Policing Plans as directed.

### NEIGHBORHOOD COORDINATION OFFICERS (NCOs)

Community Policing and Problem-Oriented Policing specialists for each district.

District personnel, the community, the Patrol Support Services Section, District will provide technical assistance for all Officers to make Community Policing a daily function, with a focus on Daily Problem Solving and positive outcomes.

Portions of their tour of duty responding to community-generated calls about current conditions and involved in daily patrol operations.

Partnerships with community members and entities within the District.

### PATROL SUPPORT SERVICES

Patrol Support Services Division (PSS) is the organization's central coordinating entity for the plan and all related community initiatives. PSS coordinates and implements Community Policing and Problem-Oriented Policing.

Coordinate Community Policing and Problem-Oriented Policing initiatives with:

Community coordination and professional development meetings for NCOs, Services members, and other units within the Operations Bureau.

Implementation of Community Policing and Problem-Oriented Policing.

Schools will also provide an opportunity for key community partners to discuss resources and opportunities for improved community relations.

Participants will also discuss areas where support is needed from city agencies and partners.

Community Policing Database to track Community Policing and Problem-Oriented Policing across all districts and providing data and district leadership.

Patrol Support Services will identify successes and provide technical support/training related to Community Policing and Problem-Oriented Policing.

With NCOs, the Mayor's Office of Community Development, city agencies, and other stakeholders (such as churches, schools, and community organizations) to coordinate cross-sector efforts.

Officers doing an outstanding job and receive awards as appropriate.

Oversee the development and implementation of Neighborhood Policing Plans in all patrol districts.

Neighborhood Policing Plans in two patrol districts as a pilot program. (C2 2020)

Training for all Command Staff and NCOs on how to create and manage Neighborhood Policing Plans. (C4 2020)

- Initiate full deployment of Neighborhood Policing Plans in all patrol districts. (C2 2021)
- Review Informal Engagements and Daily Problem Solving activities by patrol officers, by





# TRAINING

- **Elevating training quality:**  
moved to a modern facility;  
increased staffing to improve  
training quality; develop  
curriculum with community input  
and emphasize core concepts in  
every training; deliver training  
with an emphasis on adult  
learning techniques and  
scenarios



# TECHNOLOGY TRANSFORMATION



# IMPLEMENTATION PROGRESS

Section	Policy/Plan				Training				Implementation Status
	Drafting	Collaboration	Public Comment	Approved	Drafting	Collaboration	Public Comment	Delivery	
Community Oversight Task Force									
Community Policing									
Stops, Searches, and Arrests									
Impartial Policing									
Behavioral Health: General									
Behavioral Health: CIT Officers									
Behavioral Health: System Coordination									
Use of Force									
Interactions with Youth									
Transportation									
First Amendment									
Sexual Assault Investigations									
Technology Modernization									
Policies Generally									
Training Generally									
Supervision: Field Training									
Supervision: Duties & Training									
Supervision: Early Intervention System									
Misconduct: Intake									
Misconduct: Investigations									
Misconduct: Discipline									
Misconduct: Transparency									
School Police									
Staffing, Recruitment & Retention									
Employee Performance Evaluations									
Promotions									
Officer Assistance & EPIC									
<div> <div>Legend</div> <div>Not Applicable</div> <div>Not Started</div> <div>In Progress</div> <div>Complete</div> </div>									



# FAIR & IMPARTIAL POLICING POLICIES



## Policy 317

Subject <b>FAIR AND IMPARTIAL POLICING</b>	
Date Published <b>9 February 2021</b>	Page <b>1 of 8</b>

*By Order of the Police Commissioner*

### PURPOSE

The purpose of this policy is to reaffirm the ongoing commitment of the Baltimore Police Department (BPD) to fair, respectful, impartial, and non-Discriminatory Policing. Non-Discriminatory Policing is essential to the integrity and legitimacy of BPD's law enforcement mission, and to the partnerships BPD must establish and maintain with members of the community to engage in effective community policing. By contrast, Discriminatory Policing is illegal, alienates community members, fosters community distrust, perpetuates false and harmful stereotypes, and undermines effective law enforcement.

The Fourteenth Amendment to the United States Constitution, Article 24 of the Maryland Declaration of Rights, Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d *et seq.*, Title II of the Americans with Disabilities Act, 42 U.S.C. § 12131-12134, the Omnibus Crime Control and Safe Streets Act of 1968, 34 U.S.C. § 10101 *et seq.*, and Md. Code Ann., Crim. Proc. § 4-101.1 prohibit Discriminatory Policing.

### POLICY

The policy of the BPD is to treat all members of the public in a fair, respectful, impartial, and non-discriminatory manner. Discriminatory Policing, as defined below, is prohibited.

### DEFINITIONS

**Arrest** — The taking of a person into custody by a BPD member, requiring probable cause that a crime was committed, is being committed, or is about to be committed.

**Discriminatory Policing** — Practices and policies that result in the differential treatment of and/or have an unwarranted discriminatory impact on any individual or group on the basis of the following actual or perceived personal characteristics in either deciding to take or refrain from taking law enforcement action:

- Age
- Disability status (including physical disabilities)
- Economic status
- Familial status
- Gender expression
- Gender identity
- HIV status
- Homelessness
- Immigration status
- Language ability



## Policy 720

Subject <b>INTERACTIONS WITH LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER/QUESTIONING (LGBTQ) INDIVIDUALS</b>	
Date Published <b>9 February 2021</b>	Page <b>1 of 12</b>

*By Order of the Police Commissioner*

### POLICY

It is the policy of the BPD not to discriminate against anyone on the basis of actual or perceived Gender Identity, Gender Expression, or Sexual Orientation in the performance of law enforcement duties or the delivery of police services. BPD members will interact with all members of the public, including LGBTQ individuals, in an affirming, respectful, and professional manner, and shall treat all individuals equally regardless of Gender Identity, Gender Expression, or Sexual Orientation. Discrimination on the basis of Sexual Orientation, Gender Identity, or Gender Expression is illegal. It also produces untold anxieties, mental anguish, and human suffering, not only in the victims of discrimination themselves, but also among their loved ones. This policy should be read in conjunction with Policy 317, *Fair and Impartial Policing*.

### DEFINITIONS

**Cisgender** — Refers to a person whose Gender Identity is the same as their Sex Assigned at Birth. A Cisgender person is not Transgender.

**Gender Expression** — An individual's characteristics and behaviors (such as one's name, pronoun, appearance, dress, mannerisms, speech patterns, and body characteristics) that may express one's Gender Identity.

**Gender Identity** — An individual's deeply held internal knowledge or sense of being male, female, another gender, or no gender which may or may not correspond to the individual's physical characteristics or Sex Assigned at Birth. Gender Identity may or may not be visible to others or expressed outwardly through a person's chosen pronouns, haircut, dress, behavior, or voice.

**Gender Non-Conforming** — A broad term referring to people who do not behave in a way that conforms to the traditional expectations of their Sex Assigned at Birth or Gender Identity, or whose Gender Expression does not fit neatly into a category.

**Gender Transition** — Refers to a process by which a person takes steps to change their physical characteristics and/or Gender Expression to be consistent with their Gender Identity. Gender Transition can include a person changing their name, undergoing hormone replacement therapy, undergoing surgical intervention, and/or updating legal documents such as a driver's license or passport. Gender Transition is internal and individualized to each person. An individual may require surgical, hormonal, or other treatment to effect transition, but no one type of care is mandatory to effect Gender Transition. Gender Transition is a deeply personal matter that frequently involves difficult financial, medical, and



## Policy 325

Subject <b>PROCEDURAL JUSTICE IN INTERACTIONS</b>	
Date Published <b>17 March 2021</b>	Page <b>1 of 4</b>

*By Order of the Police Commissioner*

### POLICY

It is the policy of the Baltimore Police Department (BPD) to police in a Procedurally Just manner that recognizes the dignity of all persons with whom officers interact. Procedural Justice is essential to building Police Legitimacy and public trust, which are critical to protecting and serving the public effectively.

Procedural Justice refers to the perception of fairness in an encounter with police, achieved by treating all persons with dignity and respect, giving persons a voice during encounters, being impartial in decision making, and conveying trustworthy motives. Conduct that conforms to these principles has the potential to build community trust and confidence in the police and foster the community's willingness to cooperate with police to advance shared public safety goals.

Procedural Justice is essential for fostering positive interactions with the public and is foundational of the Department's Community Policing Plan, which establishes a framework for improving police-community relations and reducing crime and disorder through collaborative problem-solving partnerships with the community.

### PRINCIPLES OF PROCEDURAL JUSTICE

Throughout encounters with the public, members shall demonstrate the principles of Procedural Justice whenever possible to increase the likelihood of a positive interaction and build Police Legitimacy.

- **Fairness:** Procedural Justice is ultimately about fairness and consistency in both the process and outcomes of policing interactions. When the public perceives interactions as fair, these interactions contribute to public trust and Police Legitimacy.
- **Respect:** Be professional and courteous throughout the interaction and treat people with dignity and concern for their rights.
- **Voice:** Provide people the opportunity to explain their actions and ask questions before making a final decision. Listening to a person's perspective is important to conducting a fair decision-making process. Engaging and listening to community members prior to reaching a conclusion leads to more informed decision-making and increases community members' acceptance of the resolution.
- **Transparency:** Ensure people know why and how decisions are being made to foster understanding and cooperation with the decision-making process and outcome.
- **Impartiality:** Make transparent, neutral decisions based only on relevant information.
- **Trustworthiness:** Convey trustworthiness throughout your interactions by acting with





# EQUITY ADVANCEMENT PROCESS

