

**CITY OF BALTIMORE  
COUNCIL BILL 21-0072R  
(Resolution)**

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Introduced by: Councilmembers Conway, McCray, Porter, Bullock, Middleton, Glover, Torrence  
Introduced and read first time: October 4, 2021  
Assigned to: Public Safety and Government Operations Committee

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Committee Report: Favorable  
Adopted: Yes

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**A COUNCIL RESOLUTION CONCERNING**

**1 Investigative Hearing - District Action Plans and Focused Patrols**

2 FOR the purpose of inviting the Police Commissioner of the Baltimore Police Department to  
3 appear before the Baltimore City Council to discuss how the department can develop and  
4 implement District Action Plans as a system to manage the reduction of community crime,  
5 establish achievement or impact objectives that define desired outcomes, and monitor  
6 district-level strategies and tactics to evaluate shifting crime trends.

7 **Recitals**

8 Community policing encourages interactive partnerships with relevant stakeholders. The  
9 range of potential partners is large, and these partnerships can be used to accomplish the 2  
10 interrelated goals of developing solutions to problems through collaborative problem solving and  
11 improving public trust. A fundamental principle of community policing is that, “the public  
12 should play a role in prioritizing and addressing public safety problems.”

13 On the forefront of this interaction are the District Commanders and Patrol Officers working  
14 in our neighborhood police districts. Patrol has long been referred to as the "backbone of  
15 policing" because in the vast majority of police departments, the largest percentage of police  
16 personnel are assigned to patrol. The effectiveness of patrol operations within a police  
17 department is usually judged by 3 major functions. These include answering calls for service,  
18 deterring crime by a highly visible police presence, and investigating suspicious circumstances.

19 To build trust and collaboration between the community and police, both sides have to come  
20 together and establish community priorities. Practically, every January each police District  
21 Commander should be responsible for developing a District Action Plan in collaboration with  
22 members of the District Community Relations Council, residents and business owners. These  
23 action plans should focus on the top 3 to 5 reoccurring crime problems and quality of life issues  
24 affecting each patrol post within the district. The determination of whether a problem is  
25 prevalent should be supported by statistical data, incident reports, community complaints, officer  
26 observations and other metrics.

EXPLANATION: Underlining indicates matter added by amendment.  
~~Strike out~~ indicates matter stricken by amendment.

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1       Once these action plans have been drafted, the District Commander and their management  
2 team should be responsible for developing strategies and tactics that focus on those issues in an  
3 effort to reduce crime and quality of life issues. This should be accomplished through the  
4 implementation of effective strategies and tactics that are prudently designed to bring about the  
5 desired outcomes of crime reduction and disorder, and through a systematic approach of working  
6 in collaboration with allied agencies. In order to bring about permanent change, these tactics  
7 must be comprehensive, flexible, and adaptable to the shifting crime trends the police department  
8 identifies and monitors.

9       **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE,** That the  
10 Baltimore City Council invites the Police Commissioner to discuss how the department can  
11 develop and implement District Action Plans as a system to manage the reduction of community  
12 crime; establish achievement or impact objectives that define desired outcomes; and monitor  
13 district-level strategies and tactics to evaluate shifting crime trends.

14       **AND BE IT FURTHER RESOLVED,** That a copy of this Resolution be sent to the Police  
15 Commissioner and the Mayor's Legislative Liaison to the Baltimore City Council.