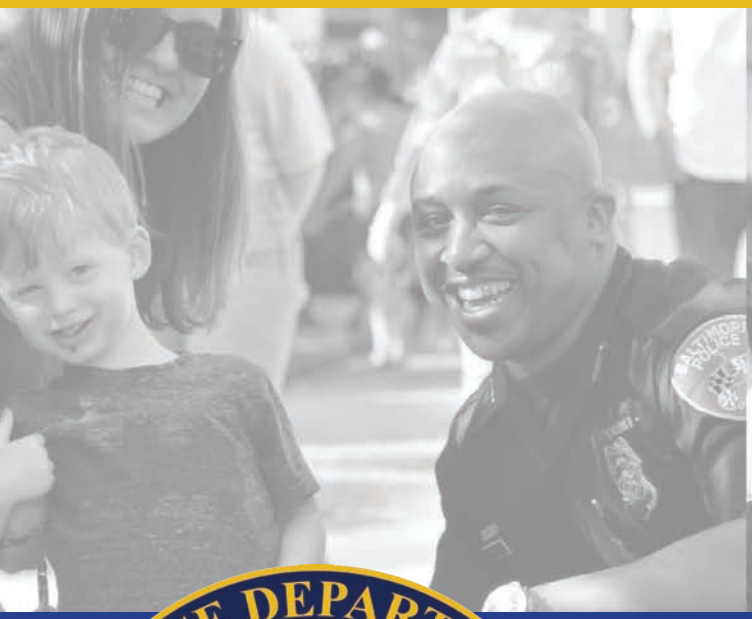

CRIME REDUCTION & DEPARTMENTAL TRANSFORMATION PLAN

YEAR ONE REVIEW: JULY 1, 2019 – JUNE 30, 2020

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MESSAGE FROM THE POLICE COMMISSIONER

It has been one year since I presented the Baltimore Police Department's Five-Year Strategic Crime Reduction and Transformation Plan. This past year has presented many challenges, from a change in City leadership to a ransomware attack to the COVID-19 emergency to mass police reform protests, all in the midst of historic levels of violence. Despite these challenges, progress continues to be made on many fronts. This document outlines some of the notable accomplishments of the work that we have done during this time.

I am extremely proud of my team, the brave men and women of the BPD, and all of the progress that we have achieved. No one accomplishment by itself will solve all of our problems, but taken together represent positive momentum and a foundation that we will build upon this upcoming year and beyond. As we do this, we will add greater capacity, become a stronger Department, and improve our ability to respond to and prevent crime in Baltimore.

POLICE COMMISSIONER MICHAEL HARRISON

> **NO ONE ACCOMPLISHMENT BY ITSELF WILL SOLVE ALL OF OUR PROBLEMS, BUT TAKEN TOGETHER REPRESENT POSITIVE MOMENTUM AND A FOUNDATION THAT WE WILL BUILD UPON THIS UPCOMING YEAR AND BEYOND.**

CITYWIDE CRIME STATISTICS

YTD COMPARISON (JANUARY 1ST TO MAY 31ST)

BPD is making progress on nearly every index crime. However, shootings (while declining from the prior year) and homicides unacceptably persist. Among the initiatives that BPD is undertaking to address this violence include the launch of focused deterrence and group violence intervention. Experience with these programs in New Orleans, as well as in other cities where successfully implemented has demonstrated substantial reductions in homicides and gun violence to levels not seen in decades.

BPD, in conjunction with the Mayor's Office of Criminal Justice, has been working diligently to build the program. We have secured financial commitments from institutional and philanthropic sources over the next three years that will fund the initiative starting in early FY21.

Crime Type	2019	2020	% +/-
Violent Crime	**4,280**	**3,747**	**-12%**
Homicide	125	128	2%
Rape	127	79	-38%
Robbery	**1,892**	**1,602**	**-15%**
Agg. Assault	2,136	1,938	-9%
Shooting*	275	234	-15%
Property Crime	**10,115**	**7,657**	**-24%**
Burglary	2,146	1,705	-21%
Larceny	4,298	3,121	-27%
Larceny from Auto	2,095	1,572	-25%
Auto Theft	1,533	1,227	-20%
Arson	43	32	-26%
Common Assaults**	3,452	2,959	-14%
Grand Total	**14,395**	**11,404**	**-21%**

* Shooting is a subcategory of aggravated assault or robbery.
** Common Assaults are not Part I crimes and therefore not counted towards the Grand Total.

MANAGEMENT OF RESOURCES

Created clearer lines of authority, more appropriate spans of control, and greater efficiency through reorganization.

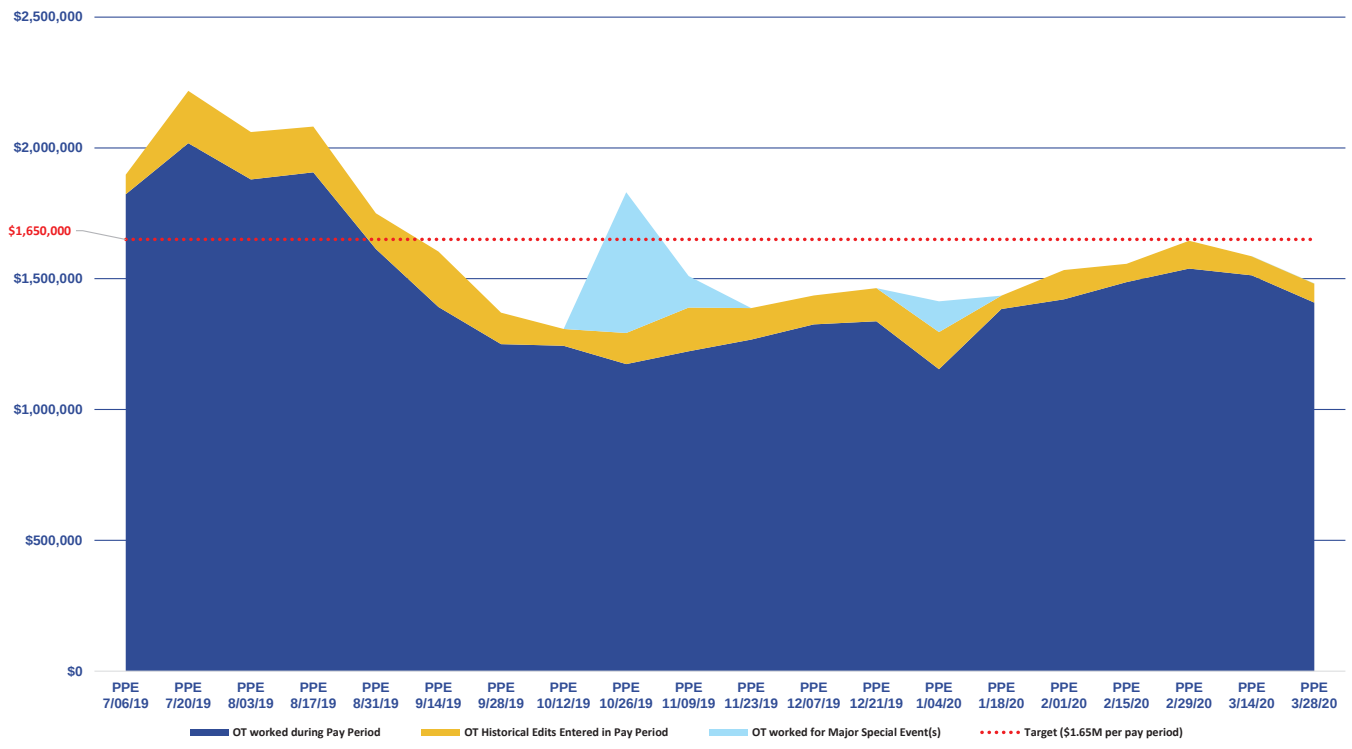
+42

Created 42 new civilian positions to grow capacity and shift officers back to the streets.

Returned more than 100 officers back to full duty through the new Administrative Duties Division (ADD) that supervises medically suspended officers.

Professionalized management with new Chief Financial Officer, Chief Technology Officer, Equity Officer and Academic Director civilian positions.

Finalized Departmental Staffing Plan with public comment and court approval.



Implemented policy changes that have reduced overtime costs by 30%.

"KUDOS TO MR. HARRISON FOR THIS SOLID MANAGEMENT MOVE, AN IMPORTANT INCREMENTAL STEP TOWARD MAKING GOOD ON HIS PROMISE TO CREATE A BETTER RUN AND MORE TRUSTED DEPARTMENT.

– BALTIMORE SUN EDITORIAL BOARD, OCTOBER 23, 2019

MODERNIZING & BUILDING THE DEPARTMENT FOR THE FUTURE

The state of BPD's working conditions is affecting both morale and performance. We are completing significant projects that provide our officers with better environments to work and tools to do their jobs.

NEW FACILITIES & VEHICLES

- ☑ Central District will have a new home in the former Baltimore Sun Building.
- ☑ The Police Training Academy has completed a move to the University of Baltimore.
- ☑ Implementing policies recommended by the Civic Innovators Program that allow us to add more vehicles and that are in better condition.

NEW TECHNOLOGY

- ☑ Drafted and implementing BPD's five year strategic plan for IT application and infrastructure modernization
- ☑ Procured new systems that will make the BPD a better and more efficient department, including:
  - Records Management System that will transform the BPD from a paper-based to a modern digital agency.
  - Learning Management System that will track officers' trainings, class attendance, and performance.
  - Workforce Management System that will assist in scheduling, controlling overtime and contract compliance.
- ☑ Implemented E-TIX Electronic Ticketing Software in patrol cars.
- ☑ Modernizing BPD computers to support mobile workforce.

> **"OFFICERS REPORTED THAT THE TECHNOLOGY AND EQUIPMENT THE DEPARTMENT ISSUES ARE DECADES OLD AND MAKE CARRYING OUT THEIR WORK INEFFICIENT AND CHALLENGING.**
>
> **- A SUMMARY OF FOCUS GROUPS WITH BALTIMORE POLICE OFFICERS, JUNE 2019**

STRENGTHENING LOCAL, STATE & FEDERAL PARTNERSHIPS

BPD worked to receive over $15 million in new federal, state and private grant funding to enhance our operations, including:

- ☑ New Records Management System
- ☑ Additional Sworn Officers
- ☑ Federal Task Force Initiatives
- ☑ Technology Improvement
- ☑ Police Training Academy Move
- ☑ Recruitment Campaign
- ☑ Focused Deterrence Initiative

BPD was selected as part of the DOJ's Public Safety Partnership, providing technical assistance, training and other federal resources to enhance violence reduction strategies.

BPD was selected to participate in Operation Relentless Pursuit, providing additional federal agents, prosecutors, and funding targeting gangs, guns and violent crime.

Started regular case reviews with the State's Attorney's Office to strengthen the quality of cases for homicides, non-fatal shootings and armed robberies.

Partnered with local institutions on several major initiatives:

- ☑ University of Baltimore & Morgan State University conducted research on effectiveness of emerging technology.
- ☑ University of Maryland is providing graduate students to serve as analysts for the Baltimore Community Intelligence Centers.
- ☑ Private and non-profit leaders through the Civic Innovators program studied efficiencies in BPD's fleet operations.

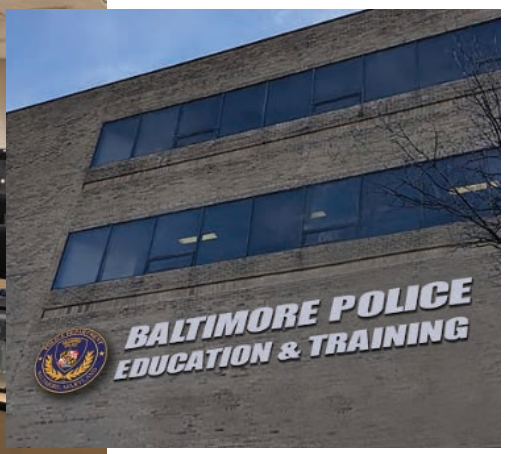
UNIVERSITY OF BALTIMORE

UNIVERSITY OF MARYLAND

MORGAN STATE UNIVERSITY

MAJOR POLICE ACADEMY INVESTMENTS

MAJOR INVESTMENTS IN THE POLICE ACADEMY ENSURE RECRUITS AND OFFICERS RECEIVE THE MOST CUTTING EDGE LAW ENFORCEMENT TRAINING TODAY



Moved the Training Academy from a dilapidated and functionally obsolete former middle school to a rehabilitated building at the University of Baltimore.

Increased staffing for Academy personnel, including the Department's first civilian Academic Director, as well as new legal and curriculum writers.

-8 WEEKS

Reduced academy schedule by 8 weeks without affecting training standards or coursework. This allows for greater capacity by starting 6 academy classes per year as well as the ability to put recruits on the streets faster.

#AFORCE FORGOOD

Innovative Digital Marketing Campaign and Rebranding Paying Dividends:

- ☑ Applications to join BPD have more than doubled.
- ☑ Hiring is on pace to increase 33% over last calendar year.

! THE ACADEMY WILL NOW HAVE THE DESIGN, SPACE AND TECHNOLOGY CAPACITY TO TRAIN 200-400 RECRUITS AND 2,500 OFFICERS FOR IN-SERVICE TRAINING ANNUALLY.

PROFESSIONAL DEVELOPMENT & TRAINING

ACHIEVING SUCCESS AND CULTIVATING THE NEXT GENERATION OF BPD LEADERSHIP THROUGH PROFESSIONAL DEVELOPMENT AND TRAINING

Created competitive and open promotions process allowing anyone qualified to apply and compete for command openings.

Six commanders have been sent to the Senior Management Institute in Policing, with another six attending this year.

All Homicide detectives are now required and currently being trained in basic and advanced death investigations courses. No formal training was required previously.

FBI

BPD's Colonel in charge of CID completed the prestigious 10-week FBI National Academy, and another commander will attend this year.

Command staff attends seminar series from leading law enforcement experts on such topics as resource allocation, strategic planning, and neighborhood crime reduction.

MANAGING MAJOR EVENTS WITH DISTINCTION

BPD received national recognition for its handling of the mass protests in the wake of the killing of George Floyd. Protesters were able to exercise their first amendment rights safely and without major incident in contrast to much more violent and destructive demonstrations in other major cities.

Continued operations uninterrupted throughout COVID-19 Emergency, including temporary closures of two police districts and over 500 officers self-quarantined.

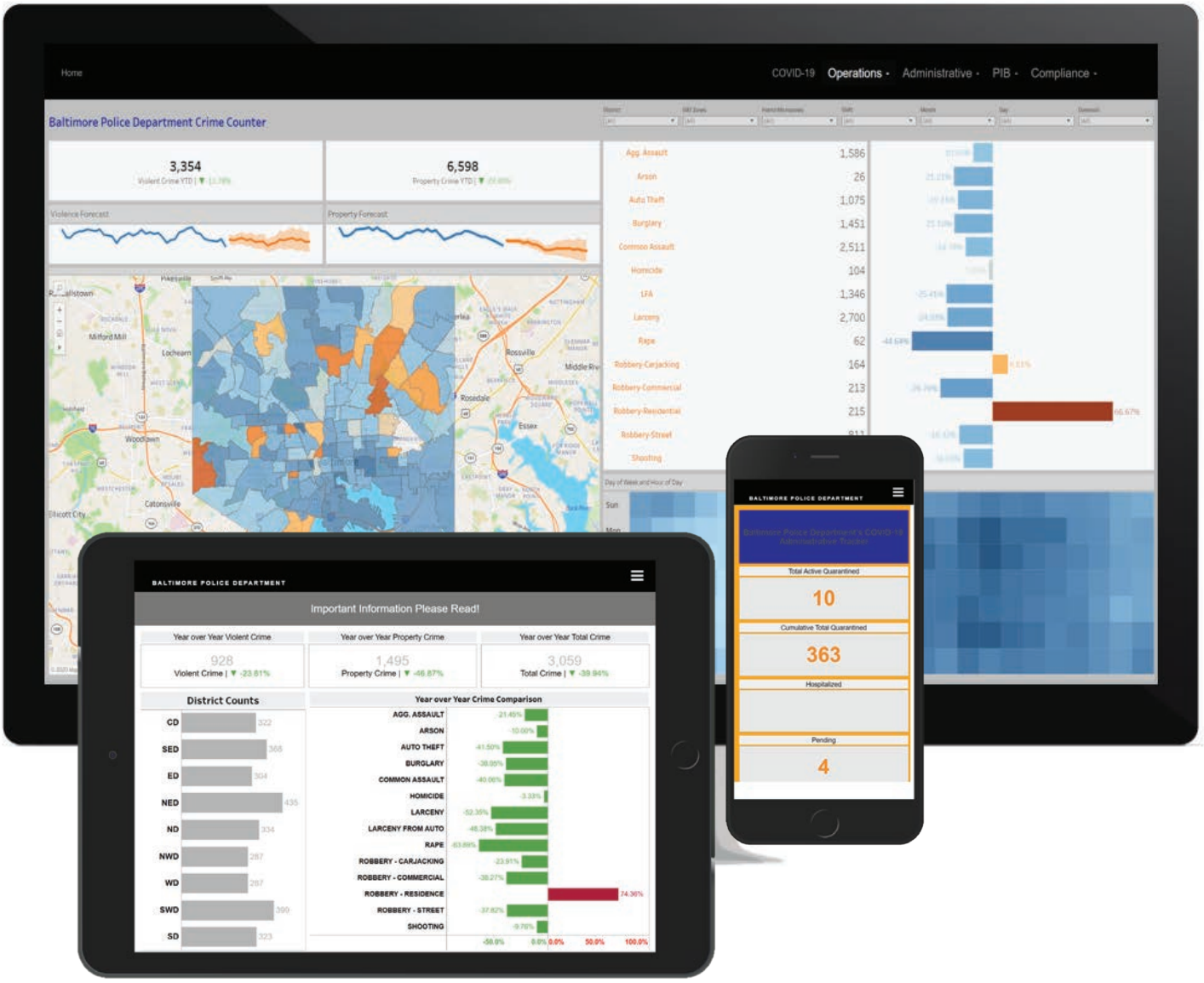
- BPD RECRUITS CONTINUING TRAINING DURING COVID-19 PANDEMIC
- BPD OFFICERS DURING PEACEFUL PROTEST AT CITY HALL

GUIDING OPERATIONS BY UTILIZING DATA-DRIVEN TOOLS & STRATEGIES

UTILIZE DATA-DRIVEN TOOLS AND STRATEGIES TO GUIDE OPERATIONS AND MANAGEMENT OF THE DEPARTMENT

COMSTAT

Redesigned COMSTAT to be a 360-degree look at command's performance on crime, deployment, clearances, overtime, use of force, among many other metrics.



Created a web application that aggregates this data into a single easy to use platform that commanders have at their fingertips.

BCIC

Launched the Baltimore City Intelligence Centers (BCIC), where analysts assigned to police districts provide officers with real time intelligence and data.

Completed BCIC in the Eastern, Western and Southwestern Districts and looking to expand to all 9 districts throughout the City.

Analyzed five years of data to determine where and when crimes are most likely committed, and base deployment and overtime usage off of that information.

10
OR LESS

Instituted BPD's first response time goal of 10 minutes for Emergency Calls for Service.

Surpassed that goal with 8 minutes and working towards quicker response.

INCREASED FOCUS ON OFFICER SAFETY & WELLNESS

10

Conducted 10 fairs offering physical fitness, mental health and financial planning resources.

Decreased overtime hours worked and the use of involuntary drafting.

Brought services directly to officers through new mobile wellness program and app.

EPIC

Implementing EPIC (Ethical Policing is Courageous), a peer intervention program that enables officers to intervene to prevent wrongful actions by other officers.

Trained 24 officers to provide peer and emotional support for other officers and their families.

Conducted weekly stress management sessions reaching over 2,100 sworn officers.

BALTIMORE POLICE ARE PRIORITIZING OFFICER'S MENTAL HEALTH

– CNN, DECEMBER 2019

CREATING ACCOUNTABILITY BY REFORMING PUBLIC INTEGRITY BUREAU

PIB complaints previously took up to one year to complete. They now take an average of 9 months with goals to reduce even further. This was achieved by:

- ☑ Automating a paper-based case process through expanded use of IAPRO system.
- ☑ Creating an early resolution process for minor misconduct, allowing officers to resolve those issues swiftly while also freeing up PIB to focus on more serious complaints.
- ☑ Expanding internal investigation detectives from 16 to 23 with plans to add additional staffing.

FBI

Appointed a highly qualified and regarded Deputy Commissioner for PIB who previously served as the head of the FBI's Public Corruption Unit.

Developed a comprehensive investigations manual to facilitate thorough investigations of misconduct to uphold the integrity of the agency.

Initiated outside independent investigation into the GTTF scandal.

REC

Implemented Critical Incident Release policy which guides the process for releasing video footage of critical incidents in a timely manner.

REFORMING THE BPD THROUGH THE CONSENT DECREE

CAPACITY:

Prior to Commissioner Harrison's arrival, the Federal Judge and Monitoring Team continually questioned the Department's capacity to reform. With a strong leadership team in place, there's significantly more confidence in BPD's ability to reform.

USE OF FORCE:

BPD has already implemented the use of force reforms that communities across the nation are demanding. The entire department has been retrained on its new use of force policies which focus on de-escalation, the sanctity of human life, and police legitimacy.

VICTIM-CENTERED RESPONSE TO SEXUAL ASSAULT:

Implemented new policies and procedures on handling sexual assault incidents in a victim-centered, trauma-informed manner.

COMMUNITY POLICING:

Developed the Department's first-ever Community Policing Plan to build public trust and reduce crime through collaboration with the community. The Plan is based on community and officer feedback.

BEHAVIORAL HEALTH AND CRISIS INTERVENTION:

BPD has overhauled its policies and is redeveloping training for the entire department, including new recruits and dispatchers to ensure they focus on de-escalation and diversion. BPD is also developing a new 40 hour Crisis Intervention Team certification class.

CONSTITUTIONAL STOPS, SEARCHES, AND ARRESTS AND IMPARTIAL POLICING:

Developed new policies and training to help our officers be proactive in protecting not just the safety but also the rights of all members of our community.

"THE BPD CONTINUES TO MAKE GOOD PROGRESS ON THRESHHOLD CONSENT DECREE OBLIGATIONS, AND THE INFRASTRUCTURE NECESSARY FOR BPD TO ACHIEVE SUSTAINABLE COMPLIANCE IS BEGINNING TO TAKE SHAPE.

– MONITORING TEAM SEMI-ANNUAL REPORT, JANUARY 2020

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1784
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