Baltimore Police Department
Crime Reduction Strategy

Commissioner Michael S. Harrison | June 2019

TABLE OF CONTENTS

OVERVIEW

Introduction

This crime reduction strategy outlines the mission, guiding principles, performance goals, and plans Baltimore Police Department (BPD) will use to effectuate sustainable reductions in violent crime in Baltimore. This preliminary strategy represents the first step in a continuous process that will enhance how the BPD leverages data-driven and evidence-based approaches to prevent, disrupt, and deter violent crime. To execute this strategy effectively, BPD will provide ongoing training to officers and supervisors, monitor implementation through COMSTAT and other mechanisms, and continuously evaluate strategic outcomes to direct and redirect operational resources. This crime reduction strategy focuses on immediate operational tactics and deployment. BPD's overall crime reduction and department transformation plan provides comprehensive, long-term, and sustainable approaches to reducing crime in Baltimore through systematically improving how the police department operates and coordinates with other agencies and organizations.

> ## Overall Strategy & Approach of the BPD Crime Reduction Strategy
>
> ### BPD is using a place-based strategy that focuses on community and problem-oriented policing approaches at micro-levels to decrease violent crime.

Guiding Principles

Accountability is the bedrock of BPD's updated crime reduction strategy. Only with strong systems of accountability in place can we as a Police Department make clear determinations of what strategies are working and what needs revision. BPD officers must document all proactive measures that are outlined in this crime strategy so that we can determine if our efforts are having the desired impact on violent crime. Moving forward, every BPD employee will be able to demonstrate how his or her efforts are helping to reduce, prevent, or deter crime in our city.

The principles that guide this plan are be based upon research, empirical evidence, best-practices, and a data-driven decision making process. BPD's approach to its deployment strategy for all areas of the city will incorporate the following principles:

- ✓ **Community-oriented policing approach** that emphasizes a collaborative effort to work alongside the communities we serve to reduce violent crime and fear of victimization.
- ✓ **Problem-oriented policing approach** that directs our officers to focus on ways to prevent, disrupt, and deter crime with more than just enforcement actions.
- ✓ **Intelligence-led policing** that focuses on leveraging intelligence and research analysis to drive operational and deployment decisions.
- ✓ **Enhanced guardianship** that focuses on more visible police presence and positive community interactions that are designed to mitigate opportunities for crime to occur. This includes more foot patrols in micro-geographies, business checks at locations prone to victimization, and regular attendance at community events.
- ✓ **Continuous improvement and reassessment** will occur to determine the state of crime and the impact of proactive efforts. BPD leadership will continually monitor and assess targeted enforcement activity on a frequent basis. BPD will also analyze both its successes and deficiencies of these efforts to maximize the impact of our strategy and to incorporate lessons learned throughout the department.

STRATEGIC OBJECTIVES AND ROLES

For the BPD to efficiently and effectively achieve sustainable reductions in violent crime, we are leveraging research and data to develop a comprehensive and evolving strategy at discrete micro-geographies. Our goal is to create tailored solutions for each zone that respond to the needs of that specific target area.

Using crime history on all gun-related incidents (homicides, aggravated assaults, robberies, and non-fatal shootings) for the past five years, BPD has established new focused patrol areas and district action team (DAT) activity zones where the levels of these crimes have been highest.

BPD has assigned each sector patrol officer to cover specific deployment zones that cover no more than a four-square block area. In addition, there will be larger areas designated for DATs assigned to each police district. Overall, these zones comprise roughly 5% of the city's geography but account for approximately 33% of the all the city's gun violence in the past five years. A narrow and more structured focus by the DATs along with directed patrol enables BPD to be more agile, targeted, and efficient in our ability to reduce, deter, and prevent crime.
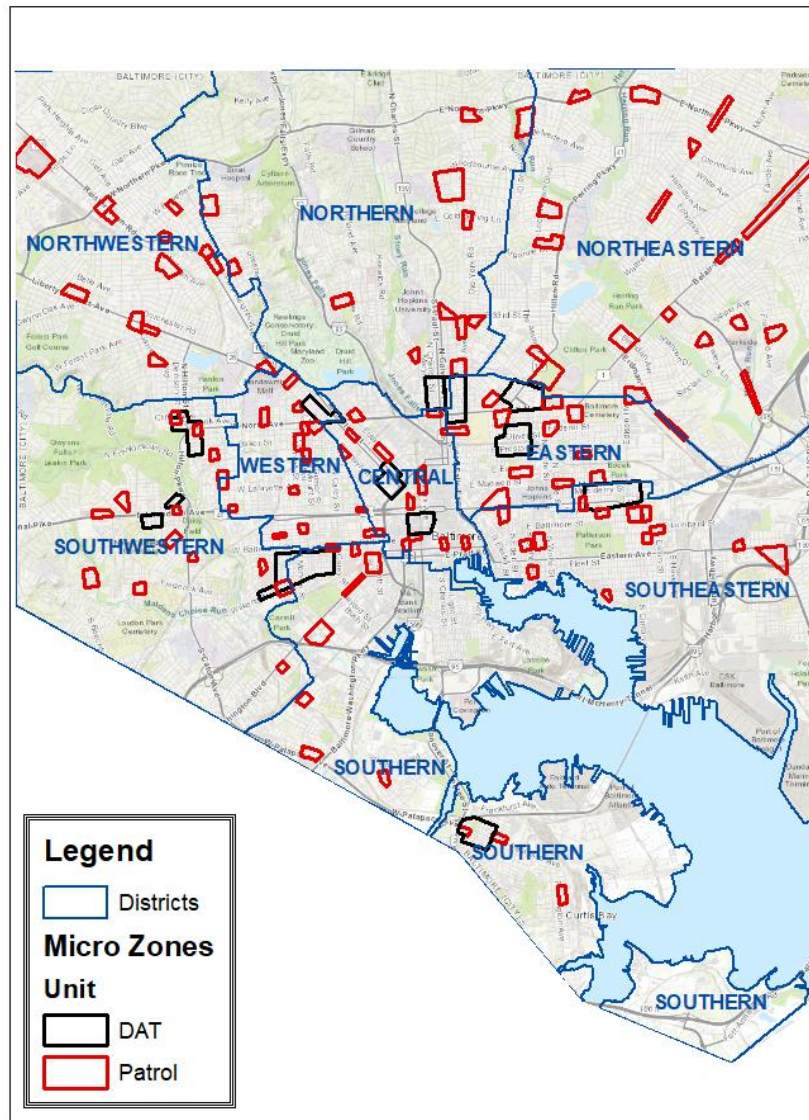
Accountability Requirements for the Strategy

In order for our strategy to be effective, all personnel must adhere to the new work-flows, accountability metrics, and standard operating procedures that have now been implemented. District commanders, assistant commanders, shift managers, and squad supervisors must all do their part to ensure patrol officers and DAT members actively and diligently complete their assigned tasks. In addition, officers must document all proactive measures in the computer-aided dispatch (CAD) system so leadership can measure outcomes and determine overall effectiveness of the strategy.

BPD must fully utilize its administrative and analytical functions to maximize our operational efforts. The Watch Center, Citi-Watch, our Information Technology Section, and Central Records Section will work closely with the District administrative staffs to coordinate training on how to better leverage data, information, and technology in a meaningful way. As new systems and technologies come online, BPD will deploy training resources to ensure these systems create greater efficiencies and act as force multipliers for our department.

Role of Patrol Officers and District Action Teams

The primary goal of our patrol officers is to prevent, deter, and disrupt the opportunity for criminal behavior. BPD must engage in the following activities inside the specific patrol micro-zones:

➢ Conduct foot patrols
➢ Conduct business checks
➢ Conduct knock-and-talks with known gun offenders on active parole or probation
➢ Coordinate with the execution of priority warrants

In addition, patrol officers must properly document all field interviews and vehicle stops that they conduct, with district administrative personnel uploading all data collected into our records system.

For each proactive measure, patrol officers must notify CAD operators of the following:

➢ The specific **type of proactive measure** being taken
➢ The specific **location address** of the proactive effort
➢ The **duration** of the proactive effort

When officers identify environmental issues, they must submit a 3-1-1 request through the Baltimore City's 3-1-1 phone app. The officer will be required to enter his/her unique sequence number into the comments section in the submission to allow for follow-up.

Patrol officers must travel to their assigned hotspots and take proactive measures at least three times per shift for 10-15 minutes each time. These efforts must be spread out over the course of their shift and occur between answering 9-1-1 emergency calls-for-service.

District Action Teams will focus on their assigned larger zones taking the same proactive measures as patrol (foot patrols, business checks, knock-and-talks, executing warrants). In addition to these activities, DAT members will also focus on making strategic arrests of key individuals that are perpetuating violent crime in their geographies. Upon making an arrest, DAT units will interview the arrestee to gather additional intel and then share that information with the rest of the department through our case notes system.

Role of District Detectives

At the end of June 2019, BPD decentralized the management of detective units that investigate 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 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 and problem-oriented policing models that BPD is embracing as part of our overall reforms.

Role of Anti-Crime Section

The overall mission of the Anti-Crime Section is to extract key offenders and disrupt and dismantle the most violent drug trafficking organizations in Baltimore City. The Anti-Crime Section will work to:

1. Eliminate the most violent drug trafficking organizations
2. Combat firearms-related and drug related crime in Baltimore
3. Disrupt and eradicate violent street gangs and drug trafficking organizations in Baltimore
4. Identify criminal organizations and individuals responsible for violence
5. Share intelligence with investigative units to bring cases to closure
6. Apprehend and arrest violent offenders in a timely manner

Members from all federal task forces (HIDTA/DEA, ATF, FBI), the Major Case Unit, HSI, and the Undercover Unit will aggressively investigate cases involving the most violent drug organizations. The Task Force groups will be supplied with all of the organizational chart members as well as a list of the "At Risk Individuals" (ARIs) who are associated with each organization. The Task Force groups will continue to build and enhance strong, prosecutable cases in an effort to subtract violent offenders who are associated with these violent groups. The goal is to impact these high crime areas and to disrupt, dismantle, and eradicate the areas of illegal drug activity and associated violence.

To measure the success of this strategy, we will monitor several factors to include:

- Number of ARIs subtracted from these organizations
- Number of firearms seized from these organizations
- Number of federal indictments associated with individuals connected to these organizations
- Number of search and seizure warrants associated with individuals connected to these organizations
- Number of organizational chart members remaining
- Number of violent crime cases closed that are connected to these organizations

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.

Role of Warrant Apprehension Task Force and SWAT

The Warrant Apprehension Task Force (WATF) uses the combined resources of all member agencies in a comprehensive, coordinated approach to warrant service. Through mutual cooperation with federal and state partners, all agencies contribute to the overall reduction in regional crime. WATF will rapidly seek to locate and apprehend violent offenders with a focus on:

1. Homicide, shooting, robbery, and burglary open warrants
2. Illegal handgun possession recidivists with open warrants
3. Drug shop members with open warrants
4. Gun Offenders with open warrants
5. At-Risk Individuals with open warrants
6. Persons of Interest with open warrants

For high-risk warrants, our Special Operations Section and SWAT personnel will partner with WATF and the District Action Teams to provide additional assistance to ensure the safety of officers and the public during such operations.

Role of Mobile Metro Unit and Admin Flex Units

The Mobile Metro Unit, which provides additional visibility and coverage across all districts in the city, will also be actively deployed to the hotspot areas that have now been identified. Their mission will be to conduct directed traffic enforcement and to provide additional visibility and stability in the target areas after critical incidents occur (homicides, shootings, armed robberies). In addition, BPD will continue to redeploy administrative officers to the downtown area to provide additional flex coverage, visibility, and security as needed. These officers will have the same responsibilities as patrol officers and will be conducting foot patrols and business checks. For each proactive measure, patrol officers must notify CAD operators of the following:

➢ The specific **type of proactive measure** being taken
➢ The specific **location address** of the proactive effort
➢ The **duration** of the proactive effort

Leveraging Technology to Support Operations

Department wide, BPD will continue to use the following technologies to support all operational units in a more coordinated and integrated fashion:

- License Plate Readers
- ShotSpotter Gunshot Detection
- ArcGIS Enterprise
- National Integrated Ballistic Info Network (NIBIN) to
- Citi-Watch Cameras (CCTV)

BPD will use these and other technologies to deter and reduce crime, provide additional intelligence to proactive units and district detectives, and supply evidence to strengthen criminal cases for prosecution.

MONITORING – AWARENESS – ASSESSMENT – REASSESSMENT

Operations Dashboard

In order for commanders to understand the distribution of crime, the environmental factors around new offenses, and where their deployment zones are located, a web application will be created that members can access within a district's workstation, on a tablet, on a smartphone, and through a patrol officer's mobile data terminal (See the graphic below).

By leveraging our new GIS and mobile mapping capabilities, the BPD is now in position to push and receive real-time data like never before. This will greatly enhance our intelligence-sharing capabilities internally within the department and provide commanders with the actionable information necessary to be more responsive on a daily basis.

The command dashboard will enable officers, from officers on the street to the Commissioner, to view all of the part-1 offenses that have occurred by post, by shift, by the day of the week, and by date. Further, maps displayed in the graphic above will allow for additional layers of information to be toggled on and off.

New Technology will allow Commanders to view:

➢ **Priority Warrants**
➢ **Registered Gun Offenders**
➢ **Registered Sex Offenders**
➢ **Validated Gang Members**
➢ **Individuals on Active Parole and Probation**
➢ **Known Drug Market Areas**

BPD's dashboard functions will continue to evolve over time and include more monitoring tools and the ability to filter information by each respective hotspot zone. As more sophisticated tools are added to the operations dashboards, Commanders will gain a more comprehensive understanding of the types of crimes occurring in the district hotspot locations and the impact of BPD's proactive measures.

Outcomes over Outputs

The ultimate goal of our crime reduction strategy is to reduce the victimization and fear of victimization of violent crime in Baltimore City. BPD will accomplish this goal by fostering a community-oriented policing philosophy leveraged through problem-oriented policing strategies. Each district commander will be responsible for determining what underlying issues are perpetuating the violent crime in their districts utilizing research, data analysis, and most of all, community partnerships.

While business and hotspot checks, enhanced foot patrol, directed traffic enforcement, and field interviews cannot be discounted, those outputs are not the measurement of our success. There will be an adaptive strategy as to what tasks need to occur, when they need to occur, and by whom that can best achieve the outcome of crime reduction.

As this new approach is implemented, BPD will conduct a qualitative assessment for each specific geography and determine what needs to occur based on street-level input from our officers. This information is vital towards understanding if there is a gap that needs to be addressed, a program that needs to be developed, or if quality of life services beyond BPD are needed.

COMSTAT Accountability

BPD's reevaluation of target zones is only the first step in a continuous process in re-focusing our deployment strategy for the crime fight. Our weekly COMSTAT meetings will ensure oversight, accountability, and process improvement for the strategy overall. This will include looking at the average amount of time officers are spending within the new hotspot zones, the level of activities done during time in the zones, and what was achieved during those times.

BPD will analyze response times to priority 1 calls to determine if we are meeting our new performance goals, review how commanders are managing staffing shortages, and assess the distribution of calls that require supervisor response and how those incidents are being managed.

Community Feedback

For all of the above strategies to see a positive impact, BPD must engage the community effectively. The community needs to play a central role for the city of Baltimore to achieve sustainable reductions in crime and reduce fear and perceptions of crime. As our strategy moves forward, BPD will enhance its community collaboration and community engagement efforts to foster true collaboration between the police and community partners. District commanders will work with the Neighborhood Coordination Unit (NCU) to formulate a comprehensive plan to foster social cohesion in their districts and ensure that the communities we service have a voice in the crime fight and the problem solving strategies that we develop.

Crime Walks

Another key strategy that BPD will continue is the weekly crime walks in targeted neighborhoods throughout the City. These walks are an essential component of BPD's community engagement and problem oriented policing focus. The walks provide direct access to BPD's Command staff to our partners in the community and allows the City to track the environmental and infrastructure issues that are impacting the Police Department's ability to reduce, deter, and prevent crime.

DISTRICT LEVEL MAPS

Northern District
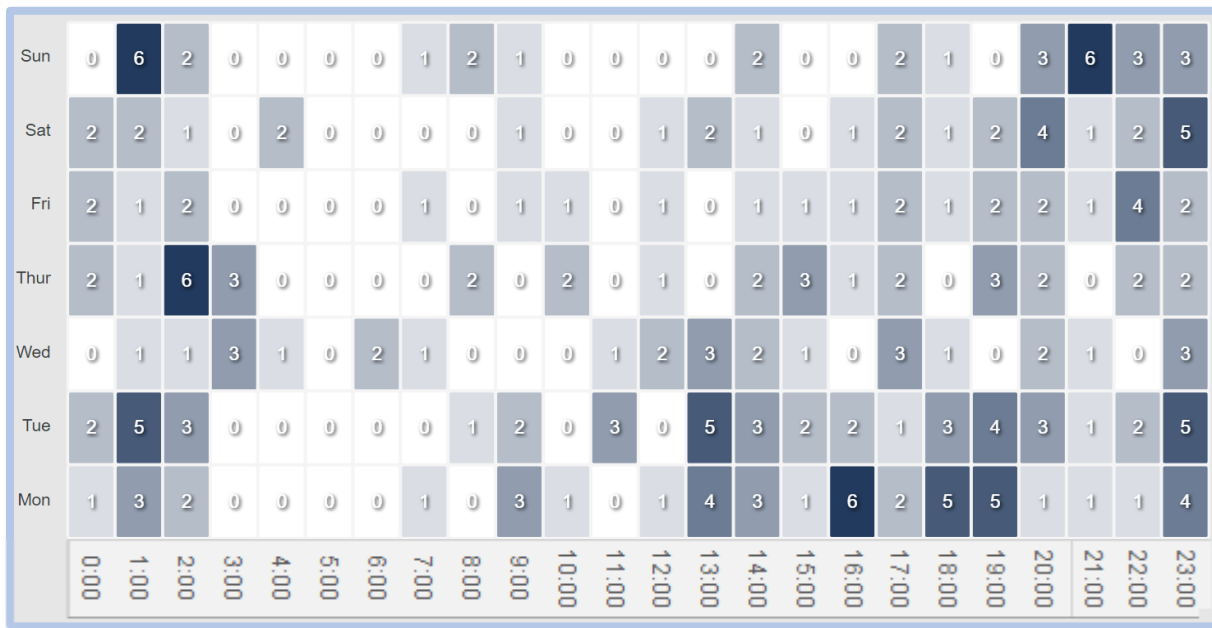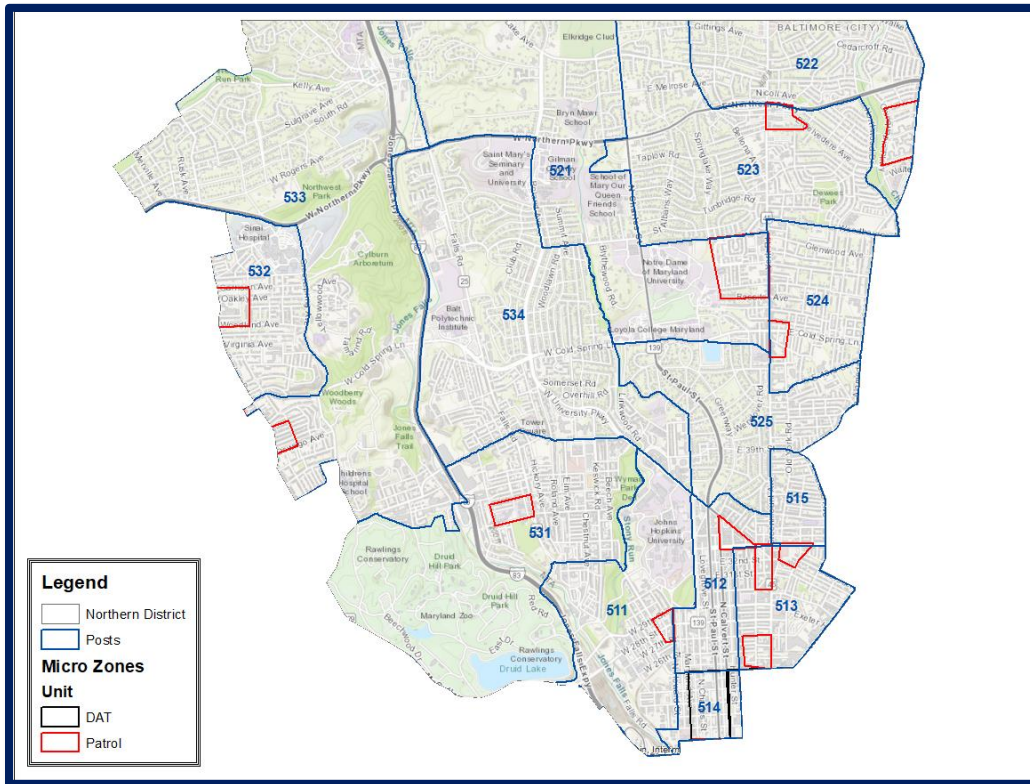
Legend
- Northern District
- Posts

Micro Zones Unit
- DAT
- Patrol

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Mon	1	3	2	0	0	0	0	1	0	3	1	0	1	4	3	1	6	2	5	5	1	1	1	4

The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Northern District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents.

BPD Command Staff in the Northern District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.
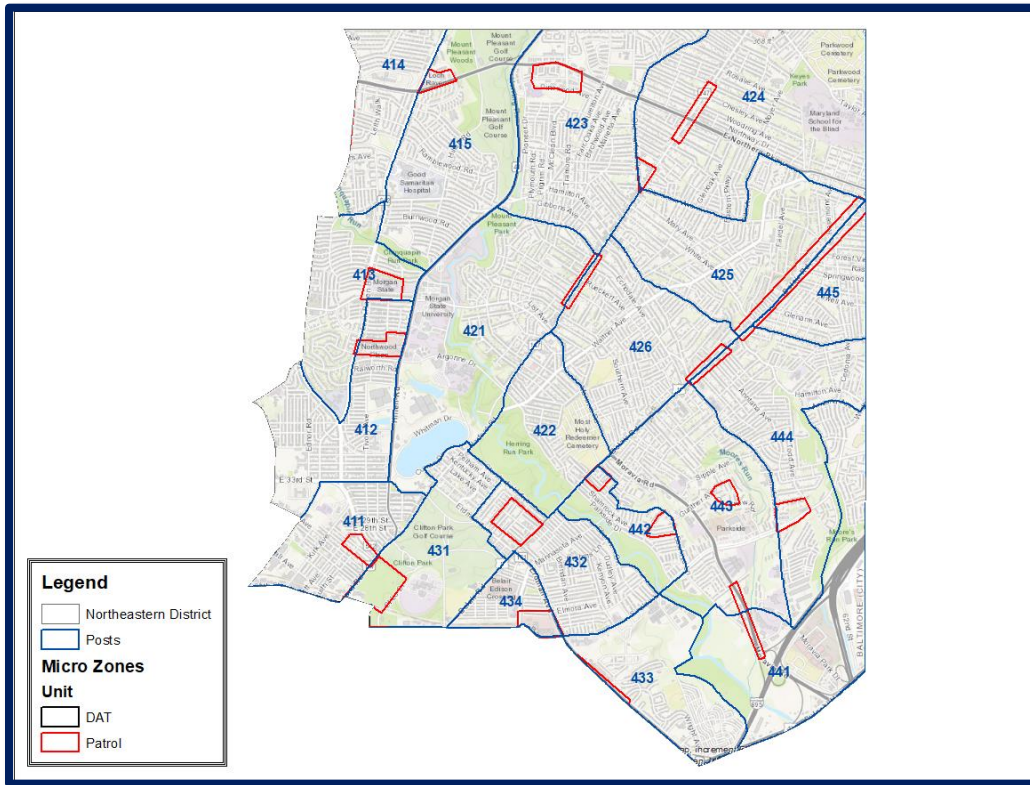
Northeastern District

The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Northeastern District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents

BPD Command Staff in the Northeastern District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.

Eastern District

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Fri	2	1	9	0	2	1	3	2	0	1	0	2	1	6	2	2	4	1	2	1	1	8	1	3
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The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Eastern District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents

BPD Command Staff in the Eastern District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.
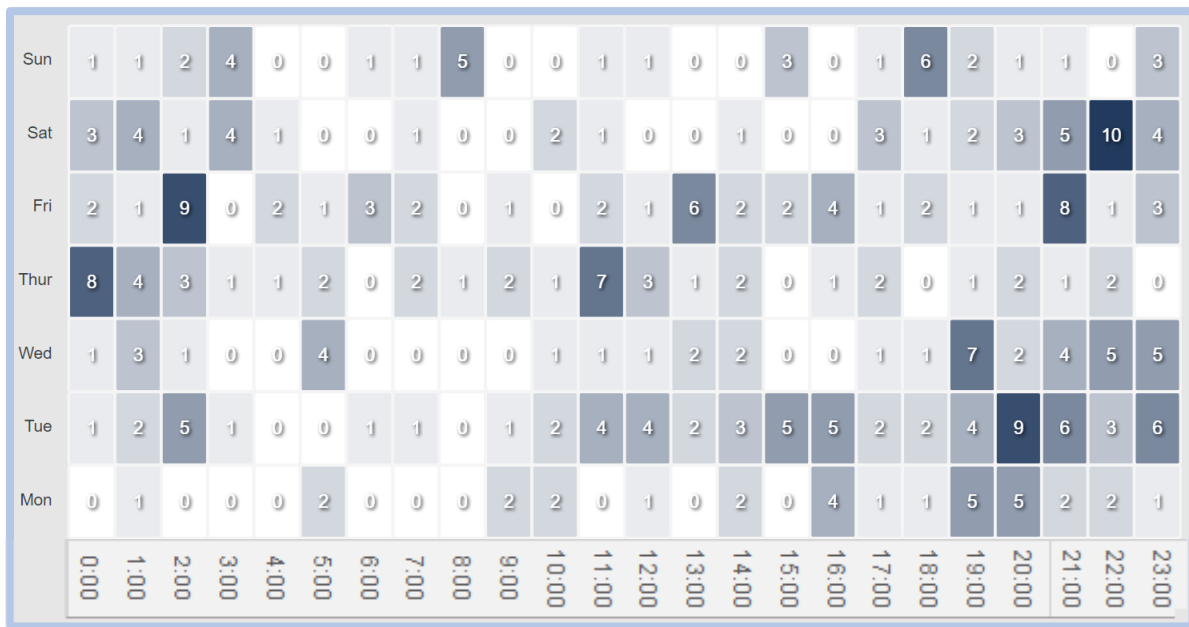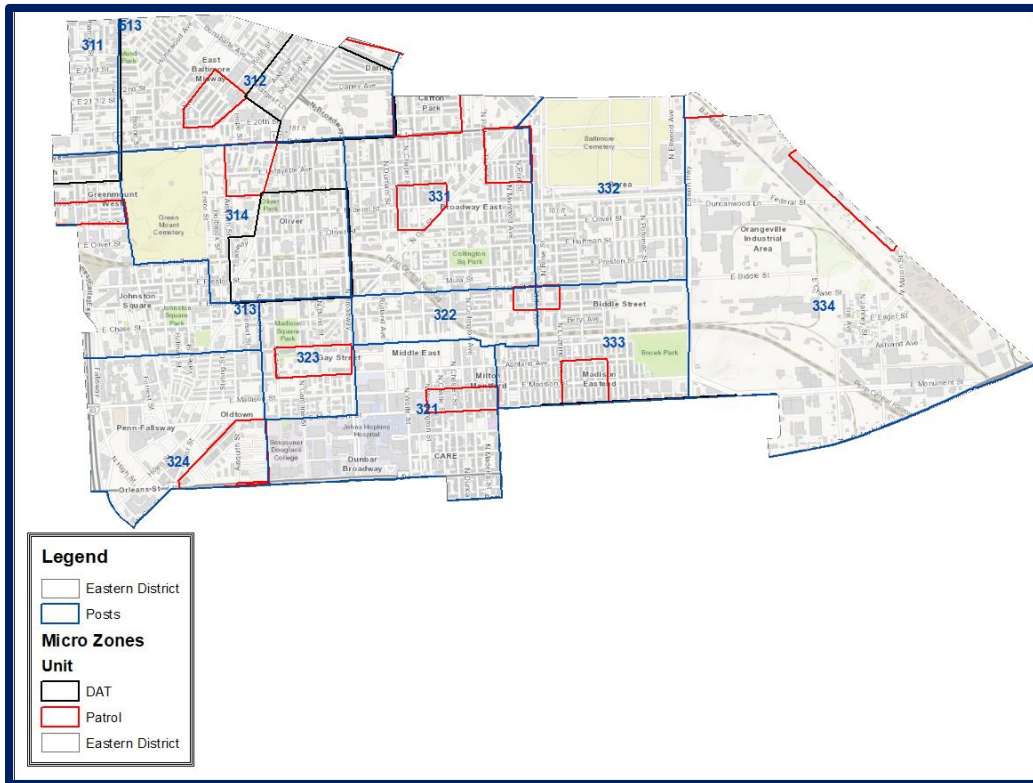
Southeastern District

The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Southeastern District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents

BPD Command Staff in the Southeastern District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.
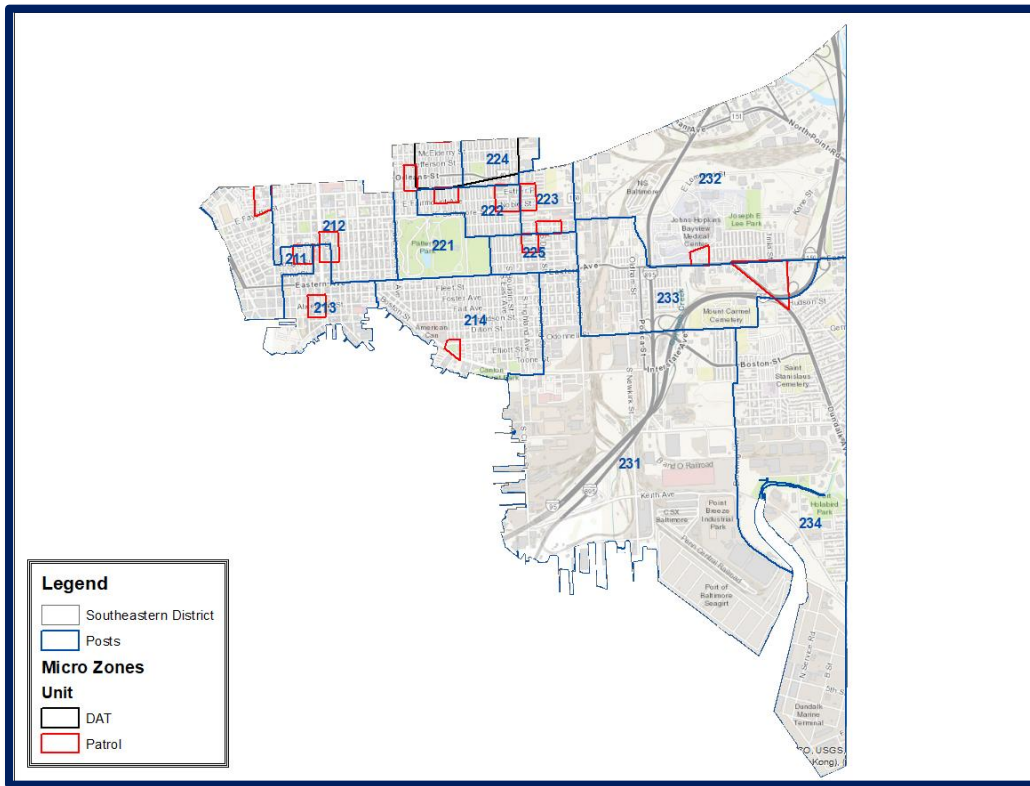
Southern District

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The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Southern District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents

BPD Command Staff in the Southern District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.
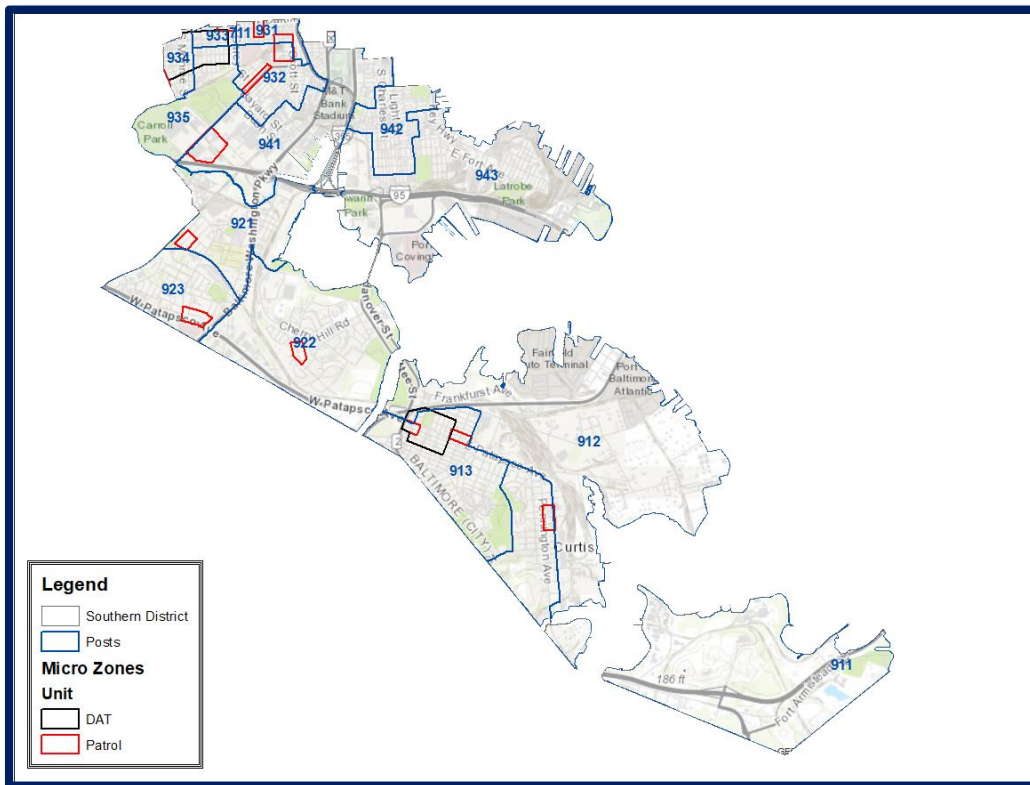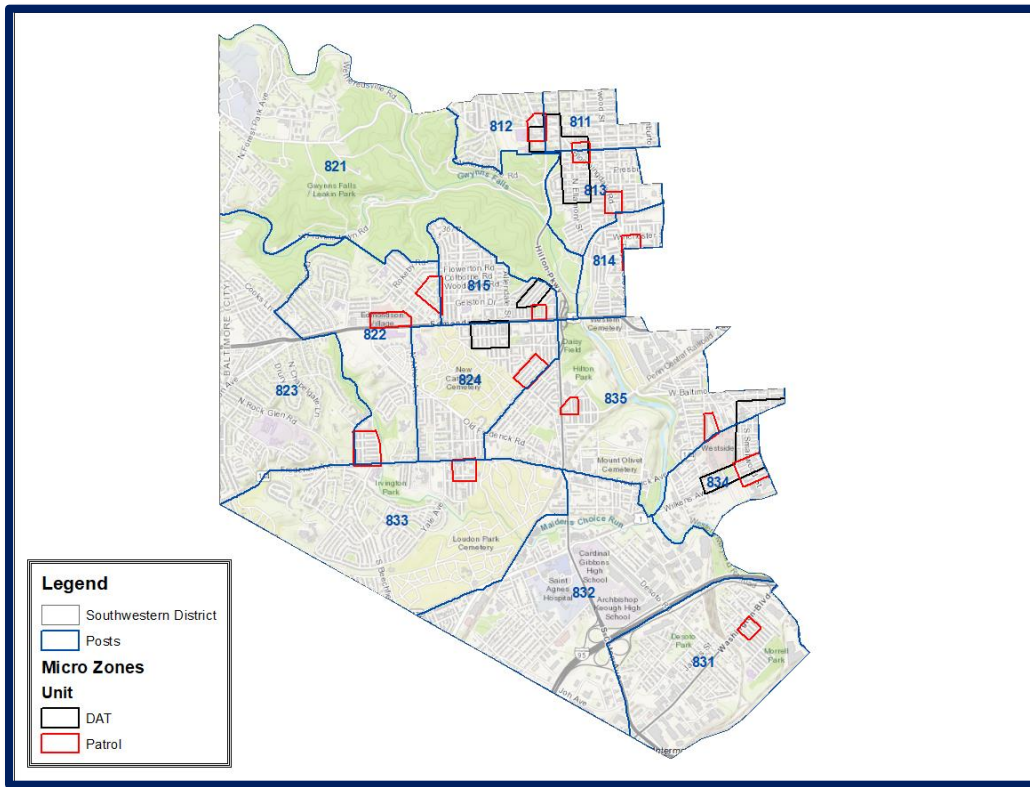
Southwestern District

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Mon	0	1	0	0	0	2	0	1	1	3	2	2	0	2	1	0	1	3	4	3	1	2	4	3

The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Southwestern District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents

BPD Command Staff in the Southwestern District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.
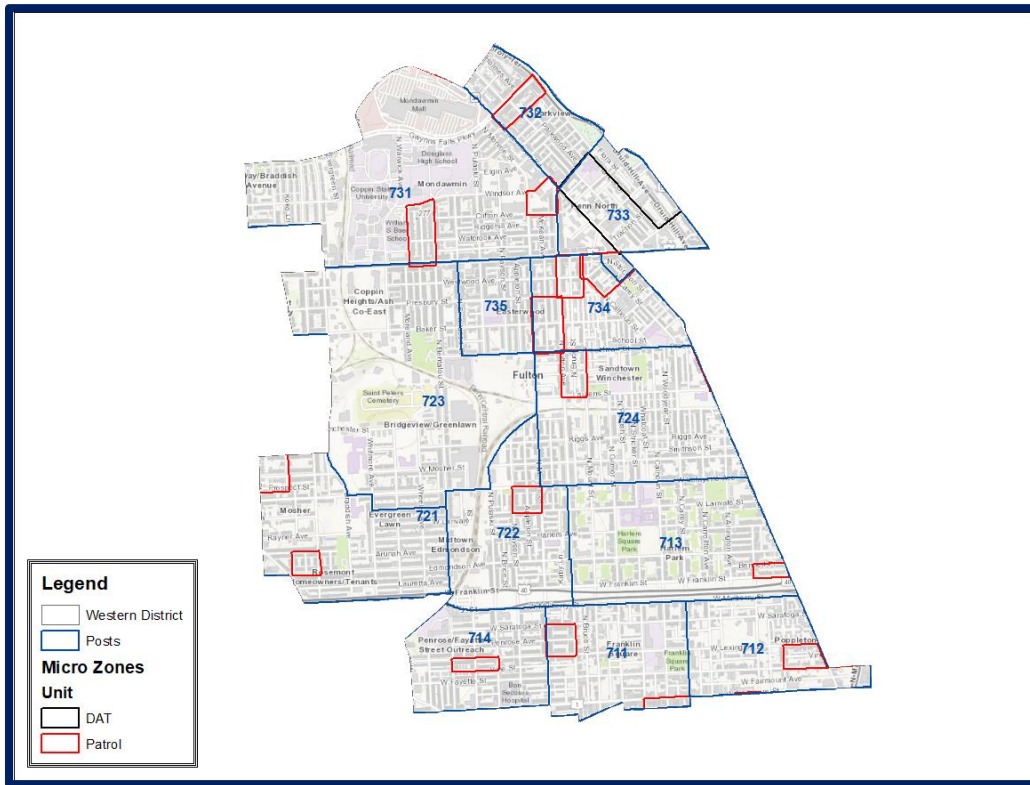
Western District

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Mon	2	1	0	0	0	0	0	0	0	0	1	2	2	1	3	3	2	3	1	1	3	8	6	4

The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Western District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents

BPD Command Staff in the Western District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.
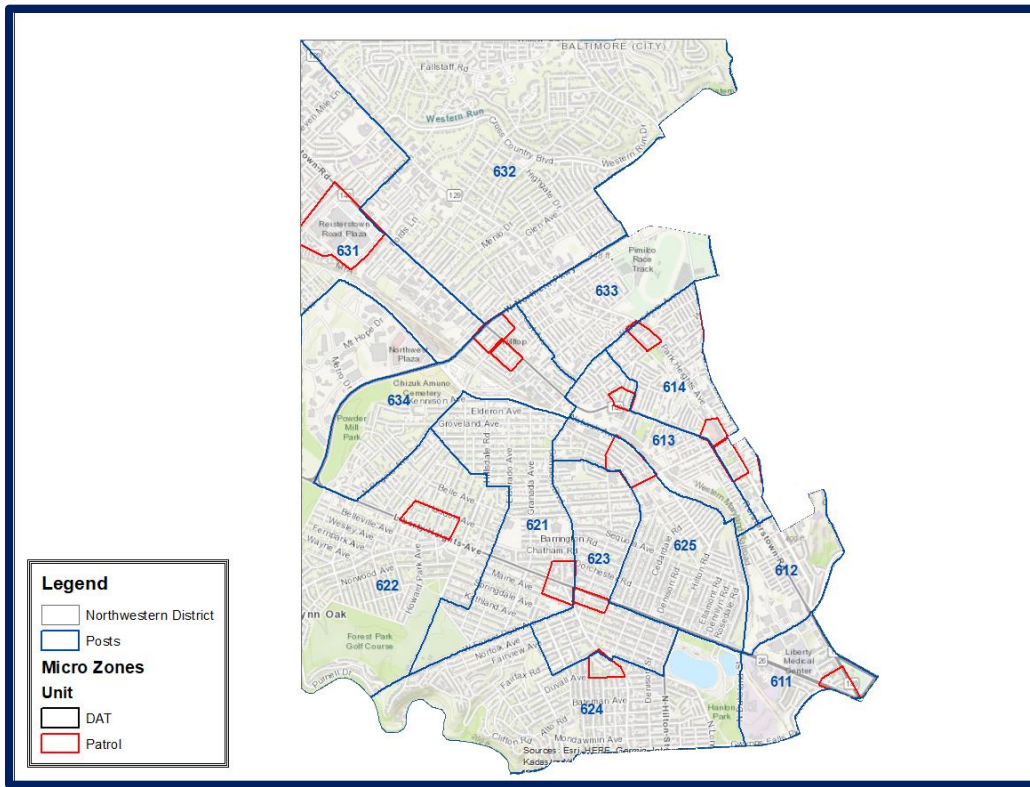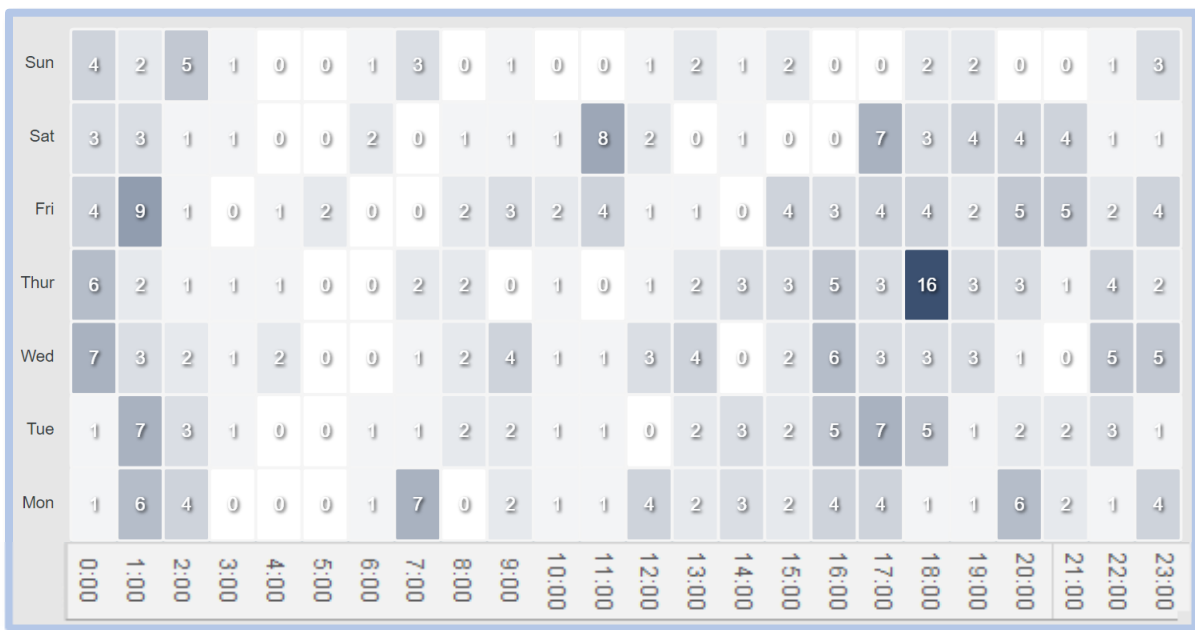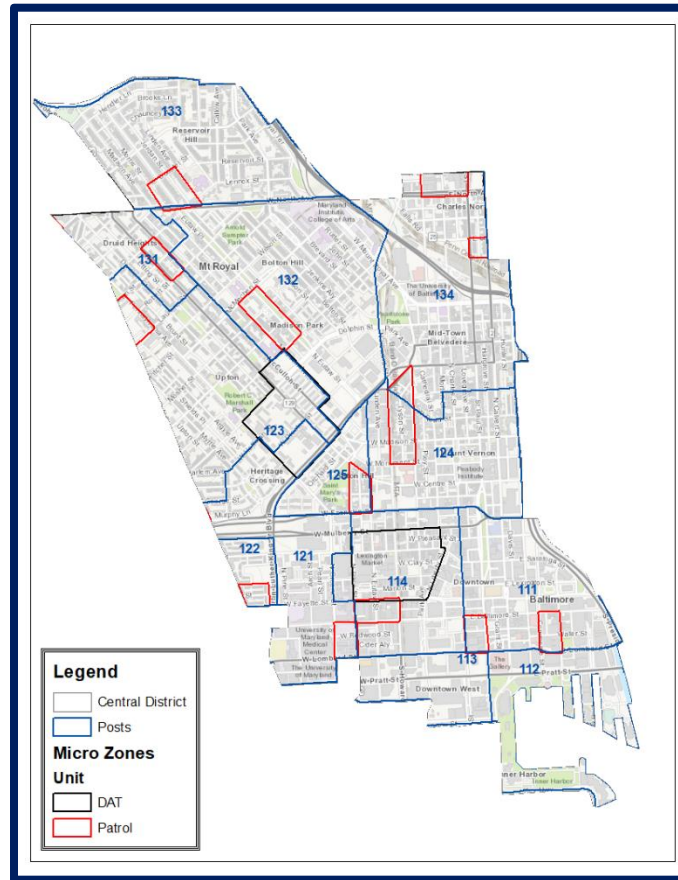
Northwestern District

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Thur	4	2	1	1	0	2	1	0	0	1	1	0	2	1	0	4	4	4	5	4	4	0	1	2
Wed	0	2	1	1	4	0	0	0	0	0	3	1	3	2	2	3	1	2	1	2	5	2	0	2
Tue	2	1	0	0	0	3	0	0	0	2	3	0	0	2	4	5	0	3	1	5	5	9	5	5
Mon	1	0	0	0	1	0	0	0	0	0	0	2	2	6	6	3	0	0	1	1	5	2	1	2

The chart above represents the total number of homicides, non-fatal shootings, and robberies that have occurred in the Northwestern District from January 1, 2019 through mid-June 2019, on what days of the week, and the hour of the day. Darker boxes indicate more instances that have occurred during that day & hours, while lighter boxes indicate fewer incidents

BPD Command Staff in the Northwestern District will ensure that Patrol and DAT proactive efforts in the identified zones are focused more during the above days and times.

Central District

	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
Sun	4	2	5	1	0	0	1	3	0	1	0	0	1	2	1	2	0	0	2	2	0	0	1	3
Sat	3	3	1	1	0	0	2	0	1	1	1	8	2	0	1	0	0	7	3	4	4	4	1	1
Fri	4	9	1	0	1	2	0	0	2	3	2	4	1	1	0	4	3	4	4	2	5	5	2	4
Thur	6	2	1	1	1	0	0	2	2	0	1	0	1	2	3	3	5	3	16	3	3	1	4	2
Wed	7	3	2	1	2	0	0	1	2	4	1	1	3	4	0	2	6	3	3	3	1	0	5	5
Tue	1	7	3	1	0	0	1	1	2	2	1	1	0	2	3	2	5	7	5	1	2	2	3	1
Mon	1	6	4	0	0	0	1	7	0	2	1	1	4	2	3	2	4	4	1	1	6	2	1	4

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