BALTIMORE POLICE DEPARTMENT

Brandon M. Scott
Mayor

Michael S. Harrison
Police Commissioner

June 3, 2022

The Honorable Eric Costello
Chair, Ways & Means Committee
Baltimore City Hall
100 N. Holliday Street
Baltimore, MD 21202

RE: Response to Letter Requesting Short Term Crime Plan (2022-05-19)

Dear Chairman Costello:

Since my arrival in Baltimore in February 2019, I have committed to the principle of transparency and accountability in how the Baltimore Police Department (BPD) operates. That is why my executive team and I welcome the opportunity to provide you and your colleagues on the Council with our response to your letter dated May 19, 2022.

Each recommendation from your letter is listed in the subsequent pages (in italics) and is followed by a response from the BPD that speaks to each item. As you will see from BPD's responses, nearly all of the suggestions your letter offers are issues where BPD has already begun action:

1. *Inventory of Non-BPD Public Safety Assets Operating in Baltimore City - An inventory of all public safety officers currently operating in Baltimore City, including a strategy for deployment of a diversified force of multi-agency personnel (i.e., FBI, ATF, State Police, a university police department, etc.), the total number of officers (broken down by whether they are primarily deployed in the field or in an office), the percentage of time they are dedicated to cases in Baltimore City, and how long they are committed to assignments within Baltimore City. Also include details of any ongoing cross-jurisdictional plans with Baltimore and Anne Arundel Counties to keep neighborhoods safe through the summer and the end of the year*

One of the cornerstones of the Mayor and the BPD's Crime Reduction strategy is the leveraging of state and local partnerships. Over the past few years, BPD has been able to muster a significant level of support and coordination from outside agencies for the crime fight in Baltimore.

The following agencies provide ongoing support to our Anti-Crime Section for medium and long-term investigations into gun violence, drug and gun trafficking activity, and organized crime in Baltimore City:

- FBI: 6 full time Agents assigned to BPD for medium and long-term investigations
- ATF: 30 full time Agents assigned to BPD for medium and long-term investigations + 5 additional Agents leveraged from the Baltimore County detail that are used on an as needed basis.
- DEA: 10 full time Agents for medium and long-term investigations
- Baltimore County: 10-15 detectives assigned between Warrant Apprehension efforts and to assist Federal investigations

- Maryland State Police: 10-20 troopers that work in the City who are assigned as resources Federal Task Force investigations, warrant and fugitive apprehension efforts. This also includes participation from the Maryland Transit Authority (MDTA) Police and the Maryland Transit Administration (MTA) Police.
- Baltimore Sheriff Office: 1 full time detective for Federal investigations and ongoing support on overtime basis for warrant apprehension efforts (including surge/round up efforts), Sheriff deputies also recorded 111 separate public interactions (to include calls for service, quality of life calls, and special details) that were conducted on our behalf or working with BPD officers in our CAD system in 2021. As many as 38 individual deputies have been participating in warrant execution efforts (on an overtime basis) for the BPD since March 2022.
- Baltimore City School Police: 1 full time detective for juvenile related Warrant Apprehension efforts and ongoing support on overtime basis for warrant apprehension efforts (including surge/round up efforts)
- US Marshall Services: ongoing support throughout the year for warrant and fugitive apprehension efforts (including quarterly surge/round up efforts)
- Department of Public Safety and Correctional Services: 12-15 personnel assigned to various locations within BPD's Operations Bureau. The Chief of Patrol's Office oversees the interactions with our officers and DPP Staff who work out of the district stations. DPSCS also participates in warrant apprehension efforts and Federal task forces.

To facilitate multi-agency coordination, there are over 50 BPD personnel that are authorized to work alongside Federal law enforcement personnel on medium and long-term investigations. BPD has monthly coordination meetings held at BPD HQ with all of our Federal Partners to ensure that our resources are being deployed effectively throughout the City.

2. *Plans to request to Increase Inventory of Non-BPD Public Safety Assets Operating in Baltimore City - a list of additional requests that your office is prepared to make in writing, by no later than June 07, 2022, to the head of each law enforcement agency identified above, along with the number of sworn officers from other agencies that you are requesting.*

BPD has already made requests to the Baltimore City Sheriff and the Baltimore City Schools Police Chief for support on an extended warrant apprehension campaign that recently received an unprecedented level of State funding ($6.5 million) that was successfully secured during the recent legislative session. This was the result of a direct request made by the Mayor to the Governor and the General Assembly in February 2022.

Over the past year, I have also been in ongoing direct conversations with our Federal delegation and the Department of Justice on ways we can secure additional Federal presence in the City, and the BPD enjoys a strong working relationship with the U.S. Attorney's office for the State of Maryland, to find ways to leverage capacity of the Federal court system on certain qualified cases.

We have entered into a cooperative agreement with the Maryland State Police to ensure proper coordination for them to police Interstates 83 and 295 starting on July 1st. This is the result of the passage of the PROTECT Act, which was established to maximize the use of State resources so that BPD sworn officers can be utilized in more direct public safety roles.

I am proud of BPD's ability to secure strong participation from Federal, State and Local partnerships and they are a core part of BPD's strategy to ensuring that their capacity is well coordinated and effectively utilized in the City of Baltimore. As BPD determines how crime trends are developing in the City, we make requests of all our State and Local partners to change and adapt deployment plans and focus areas to assist in reducing and preventing these crime trends from continuing. This year is no different. We have already begun making such requests of these partners and will continue doing so over the coming weeks to ensure they are part of a coordinated strategy.

3. *Status Update on Efforts to Civilianize BPD's Workforce - leadership from BPD has long touted the progress made in efforts to civilianize BPD's workforce in an effort to assign more sworn officers to Patrol and other visible functions within the community. This update should include the number of civilian positions starting at the beginning of FY2020, how many have been civilianized, where these sworn officers have since been assigned (i.e.,*

Patrol, CID, etc.), and plans to civilianize all possible positions currently occupied with sworn officers along with associated timeframes and narrative justification for why this has not yet been completed.

The FY2020 budget authorized a total of 2,655 sworn positions, 587 full time civilian positions and 62 contract services specialist positions for a total of 3,305 positions. As part of that FY2020 appropriation, there were a total of 64 newly created civilian positions to add capacity in several areas, many of which resulted in redeployment of officers to patrol. They were located in the following sections:

- Patrol Division (9) – resulted in redeployment of 9 officers to patrol
- Human Resources (9) – resulted in redeployment of 3 officers to patrol
- Fiscal Division (5) – resulted in redeployment of 1 officer to patrol
- Evidence Section (32) – resulted in redeployment of 16 officers to patrol and 16 contract services specialists (retired officers) to other administrative functions
- Asset Management (4) – resulted in redeployment of 4 officers to patrol
- Information Technology (5) – resulted in redeployment of 2 officers to patrol

The FY2021 budget saw a significant reduction of civilian capacity that was brought on due to reduction in available city revenues due to the COVID-19 pandemic, the need for additional funds to fulfill increased education spending mandated by the Kirwan Commission, and due to additional cost reduction proposals forwarded by the City Council. During the FY21 budget cycle, 34 civilian positions and 15 sworn positions were eliminated from the BPD Budget. The 34 civilian positions that were eliminated and the impact of these reductions included the following:

Position Eliminated	Qty	Impact
Aviation Mechanic	1	Delays in maintaining operational readiness of helicopter fleet
Carpenter I	1	Work performed by officers in lieu of civilian
Computer Operator III	1	Work performed by officers in lieu of civilian
Crime Laboratory Tech II	5	Capacity deficit for evidence collection
Forensic Scientist II	7	Capacity deficit for evidence processing
Forensic Scientist III	1	Capacity deficit for evidence processing
HR Generalist II	1	Capacity deficit for hiring and recruitment
IT Project Manager	1	Capacity deficit for deploying force multiplier tech
Office Supervisor	1	Work performed by officers in lieu of civilian
Office Support Specialist II	2	Work performed by officers in lieu of civilians
Office Support Specialist III	4	Work performed by officers in lieu of civilians
Operations Manager III	1	Work performed by sworn in lieu of civilian
Police Information Lead Tech	1	Work performed by officers in lieu of civilian
Police Information Technician	1	Work performed by officers in lieu of civilian
Program Compliance Officer II	1	Capacity deficit for consent decree compliance
Radio Maintenance Tech II	1	Work performed by officers in lieu of civilian
Social Prog Administrator II	1	Work performed by officers in lieu of civilian
Storekeeper II	1	Work performed by officers in lieu of civilian
Systems Analyst	1	Work performed by officers in lieu of civilian
Training Officer	1	Work performed by officers in lieu of civilian

After these reductions were made, the FY2021 budget authorized a total of 2,640 sworn positions, 553 full time civilian positions and 62 contract services specialist positions for a total of 3,255 positions. Given your suggestion, BPD will be seeking Council Support for opportunities to restore as many of these positions as possible, either through finding cost savings elsewhere in the budget or through future supplemental/enhancement requests for spending authority.

The FY2022 budget made no changes to the staff allocations for the BPD and authorized a total of 2,640 sworn positions, 553 full time civilian positions and 62 contract services specialist positions for a total of 3,255 positions.

With civilianization efforts stalled due to these budget limitations, we began working with the Mayor's Administration to develop a robust solution for enhancing civilian capacity in the BPD without having to pull away sworn members from patrol duties. The Mayor and I announced during two separate press conferences on April 13 and May 18, the Mayor's Reimagining of Policing in Baltimore which includes in the proposed FY2023 budget the creation of 35 new civilian investigator positions, 9 additional civilian support roles to support BPD's participation in the Gun Violence Reduction Strategy (GVRS) and 12 new Report Reviewer positions for the Telephone Reporting Unit (TRU) to support the Mayor's SMART Policing initiative.

To pay for these enhancements, the BPD is reducing its sworn budget allocation by 30 police officer positions, all of which are fully replaced in the BPD's staffing plan with these new civilian positions. These 30 positions have been vacant for several years and will not significantly impact operations by converting them to civilian positions.

In addition, the BPD is proposing the elimination of 2 additional sworn Major positions and 3 sworn Lieutenant positions that are no longer required due to organizational realignment and consolidations. The reduction of these four positions will allow for the funding of the following nine civilian positions:

- Operations Officer IV - Records Management – Deputy Director (replaces a LT)
- Operations Officer IV - Data Driven Strategies – Deputy Director (replaces a LT)
- Operations Officer III - Asset Management – Facilities Manager (replaces a SGT)
- Research Analyst Supervisor - Data Driven Strategies – additional capacity for crime analysis
- Research Analyst II (5 FTEs) - Data Driven Strategies – additional capacity for crime analysis

The FY2023 proposed budget will accommodate a total of 2,605 sworn positions, 618 full time civilian positions and 62 contract services specialist positions for a total of 3,285 positions.

As you can see from the Mayor's Budget proposal from FY2023, your suggestion to increase the department's use of civilians is already well underway. BPD is continuously reviewing its own budgetary resources on an ongoing basis to find ways it can develop additional capacity on a parallel path to hiring more sworn officers, and doing so in a cost-neutral way whenever possible.

The Department recently submitted its updated staffing plan goals (as of 2022) to the Consent Decree Monitoring Team for review. That document is provided in **Attachment 1** of this letter. The updated plan describes in specific detail which units will anticipate growth in civilian capacity, especially those detective units that can utilize the newly created Investigative Specialist classification that was announced by the Mayor and me in a press conference held on April 13. As the new staffing plan outlines, the Department will be fully staffed to accommodate all workload effectively when it has 2605 sworn members and 915 civilian personnel. In future budget years, BPD plans to request enhancements in a phased approach to create an additional 235 civilian positions to achieve the staffing plan objectives.

4. *A Complete Inventory of All BPD Sworn Officers Not in the Field, including rank and divisions - Notations should be included for those not in field due to factors such as medical, suspension, etc.*

The Department's current available allocation of staff (both civilian and sworn) are provided in **Attachment 2** of this letter. It includes the current location of members as of the end of April 2022.

BPD continues to face challenges in hiring sworn members, which is not simply a local issue, but a nationwide trend. The City has negotiated a new FOP agreement that now makes the starting salary of police officers at above $60,000 per year, the highest starting salary in the state of Maryland. In addition we have introduced new, targeted incentives in the contract to address retention, which include:

- $1,500, $3,000, or $4,500 for educational attainment of associates degree, bachelors degree, or masters degree;
- Increase of shift differential pay to $1.00 per hour for night and evening shifts (previously $0.40/hr or $0.45/hr);
- Increase of Field Training officer pay to $50/day (previously $40/day)
- Increase of Patrol Incentive to $2,000 per year (previously $1,000 per year)

BPD is also investing heavily in its digital marketing campaign for recruitment of more police officers. We continue to receive a $500,000 per year grant from the State to spend on this effort, which is matched by a $500,000 investment from BPD. This is a proven method to increasing the number of online applications for Police Officer Trainees, and we have recently updated the BPD recruitment campaign with new materials (see **Attachment 3**).

5. *Immediate Plan to Deploy Additional Sworn Officers to the Field - a complete plan along with a schedule to deploy all sworn officers to the field in Patrol or another community-facing and visible role.*

Earlier this year, BPD had already developed a plan for members in non-patrol assignments to work 10 days in patrol assignments on a straight time basis each calendar year. This is the appropriate manner to ensure that members are providing the needed support to the patrol division, but to also ensure that we do not lose step on required efforts in non-patrol units. This effort was communicated to members in April 2022.

However, your request for a schedule to deploy "all" non-patrol officers to patrol is not recommended as it would cause operational deficiencies elsewhere and lead to several unintended consequences, to include:

- Full redeployment of sworn instructors assigned to the **Academy** would interrupt recruit training, which would cause fewer full-time officers to be graduated and would delay in-service training on consent decree policy instruction, resulting in non-compliance with federal mandates.
- Full redeployment of detectives assigned to the **Public Integrity Bureau** would pause disciplinary investigations. Failing to complete cases within 1 year of a complaint triggers a state law that requires the case to be dismissed, even if the case is legitimate. In addition, intermingling PIB staff with patrol staff will also cause conflicts of interest that may prevent a PIB officer from being able to handle a disciplinary case on a patrol officer they were working alongside. The BPD committed to the Federal Court that such intermingling will not occur so as not to hinder the disciplinary process.
- Full redeployment of detectives assigned to the **Recruitment Division** would pause background investigations. Failing to complete backgrounds in a timely fashion will effectively halt the new recruitment of sworn officers. New officers go to patrol, so this effect would be counterproductive to your request.
- Full redeployment of detectives assigned to the **Homicide, Sex Crimes, Robbery and District Detective Units Sections** would have a disastrous impact on clearance rates and delay justice for victims of violent crimes.
- Full redeployment of officers assigned to **SWAT**, the **Warrant Apprehension Task Force (WATF), or District Action Teams** would remove the department's ability to provide for enforcement of crimes and execution of warrants.
- In addition, for your awareness, of the 2262 sworn positions that are filled in our department (as of 4/30/2022):
    - 160 are police officer trainees who lack full police powers
    - 134 are officers who are currently medically suspended
    - 78 are officers who are under disciplinary suspension
    - 17 are officers who have their powers temporarily suspended for administrative reasons because they were involved in police involved shootings or significant uses of force that requires internal review and external review by SAO before they can be released to full duty.

6. *Plan for Utilizing Overtime - a restructured plan to more efficiently use overtime resources to increase officer visibility and immediately impact violent crime*

Under my leadership, the creation of new overtime policies for the BPD has been a major culture shift for the agency, where historically there had been little to no accountability for the stewardship of taxpayer dollars. After only a few months into my first year in this role, I directed the department, via Police Commissioner Memoranda (19-01 and 19-02), to place greater measures of accountability and penalties for those that are found to violate those policies. You can find these memoranda in **Attachment 4.** As the result of the implementation of those policies, the total overtime spending for sworn members in the department went from $50.6 million in FY2019 to $43.8 million in FY2020, which represents a 13% reduction in spending in this category. Spending for FY2022

decreased further to $32.8 million which is a 35% decrease from FY2019 level of spending. These overtime reductions are the result of better management practices, enhanced accountability, and a more targeted focus on these resources being directed for more patrol staffing, warrant clearances, and crime suppression.

Staffing challenges are not unique to BPD. Law enforcement agencies nationwide are facing similar difficulties in hiring and retaining qualified officers and properly leveraging our overtime resources is a vital component of BPD's crime suppression strategy. Earlier this year, Mayor Scott and I met with the Governor and members of the General Assembly multiple times to request additional State resources for Baltimore. During our most recent meeting in February 2022, the Mayor requested 5 specific items of the Governor (see **Attachment 5**), including:

- **Enhanced Warrant Initiatives:** Targeted funding for BPD's Warrant Apprehension Efforts to include participation of outside agencies
- **Enhanced Visibility Initiatives:** Targeted funding for enhanced traffic enforcement and visibility around designated areas throughout the City, to include participation of outside agencies
- **Improved DPSCS and DJS Notifications and Enforcement/Sheriff's Enforcement:** where violent offenders that are identified as potential risk of recidivism would be the primary focus.
- **Mobile License Plate Readers:** Install LPR capability on 100 vehicles in BPD's patrol fleet.
- **Expand Baltimore City Intelligence Centers (BCICs):** Provide funding to expand to the remaining five police districts that do not yet have BCICs.

From this request and additional lobbying efforts, the State approved funding an additional $6.5 million that was specific to the enhanced warrant apprehension initiative ($3.25 million in FY2022 and $3.25 in FY2023). BPD began this initiative on May 8 and it will continue this enhanced warrant and visibility strategy effort throughout the summer. The budget for overtime usage on warrant apprehension efforts will provide capacity in all nine police districts, SWAT, WATF, as well as outside law enforcement agencies. We will also be using these funds to refresh aging equipment needed for warrant service and leveraging analytical capacity to clean up and modernize our warrant database. The FY2022 request that we received tentative approval for on May 16 is being forwarded to the Board of Estimates for ratification on June 1st. For reference, that plan is provided as **Attachment 6**. The spending plan for FY2023 is currently under development.

The State also provided an additional $8 million for the BPD as part of the State Aid for Police Protection grant (SAPP), a formulaic grant fund that we have not been able to access in the past. This grant will be used to fund overtime for enhanced visibility throughout the City (by BPD and outside agencies) and the BCIC expansion plan, among other things when those funds become available on July 1, at the start of FY2023.

Once again, your suggestion regarding the use of overtime is already underway, but be assured that all initiatives are fully funded and we will be able remain within our budgeted allocations for FY23 and do not anticipate any supplemental funding requests to complete these initiatives.

7. *Measurement of "Operational Energy" - a description of how we measure performance of officers in the field and how the Department determines the extent to which officers are currently performing adequately. This section should include detailed steps on how to immediately increase the effectiveness of officers in the field.*

The term used by BPD to measure what you are suggesting is "Proactive Engagements," which fall under the following categories:

- Foot Patrol
- Business Checks
- Bike Patrol
- Directed Patrol
- Traffic Stops
- Warrant Service
- Community Meetings

These proactive engagements are focused in areas of high crime, which are determined through an historical data analysis. See **Attachment 7** for the volume of proactive effort that were recorded in 2020, 2021, and YTD 2022. There were over 586,000 such engagements in 2020, over 639,000 in 2021, and just over 305,000 this year so far. This is all part of the "MicroZone" strategy that was outlined in the BPD's Crime Reduction and Departmental Improvement plan released in July 2019 and we have demonstrated increases each year in these measures.

Consistent presence in these higher-risk geographies is one way that BPD will contribute to crime reduction. At a minimum there must be three proactive engagements in each MicroZone during each shift. These engagements should last for at least 10-15 minutes to ensure the presence is effective. Each engagement must be radioed in by the officer to ensure it is recorded by the Computer Aided Dispatch system. Fidelity to this model is assured through our weekly COMSTAT meetings where each District's proactivity levels are monitored and questions are directed to Commanders regarding strategy and performance.

However, to ensure that our patrol officers have sufficient time to achieve these proactive engagement goals, we must free them up from handling non-emergency and low-priority calls that can be managed with an alternative response. The Mayor and I, on May 18, announced the launch of our SMART policing strategy (which stands for Strategic Management & Alternative Response Tactics), which is designed to do just that. SMART Policing measures are designed to:

- Provide a more complete and appropriate response for non-priority calls for service
- Allow officers to spend more time for investigating and solving high-level crimes
- Improve officer response time to high-priority crimes and ensure a complete response for high-priority calls
- Allow for more of our patrol officers' time and resources to be spent on community engagement
- Improve our patrol officers' working conditions

I must admit that I was somewhat concerned to hear during your press conference that you believe the SMART Policing plan is somehow in conflict with what you are suggesting. In fact, it is through the implementation of SMART policing that we will be able to have our patrol officers perform more foot patrols, perform more business checks, and conduct more visibility patrol. As the Mayor and I outlined during our press conference on May 18th, as well as staff's private briefing with you on May 16th, SMART Policing consists of four components:

- **Providing Alternatives to the BPD** – Some types of calls, such as behavioral health crises or non-emergencies, do not need to be dispatched to officers. Rather, others such as social workers or third-party vendors, can handle these calls. As these programs come online, the BPD will dispatch to these alternatives directly and discontinue dispatching officers for certain non-emergency call types.
- **Traffic Accident Management** – Rather than dispatching an officer for non-injury or non-DUI-related traffic accidents, the city will engage a third-party vendor to respond to a portion of these calls. This pilot program is anticipated to launch this summer and will focus on accidents that don't require a state police report or a police response. There were over 24,000 such accidents in 2021, with each taking on officer anywhere from 60-120 minutes on average to respond and clear the scene. We project that a fully operational program could divert as much as 25% of such incidents to a vendor, which would save between 6,000-12,000 labor hours that can be repurposed to enhance proactive efforts.
- **Expanded Diversion to TRU/Online Reports** – The Telephone Reporting Unit (TRU) represents a smarter way to provide police services and a better way to serve the public. Certain call types – such as non-emergencies, lost property or larceny – will be fully diverted to TRU instead of providing an in-person police response. These reports may be submitted over the phone or online. For example, there were over 26,000 Larceny and Larceny from Auto calls in 2021, with each taking between 20-30 minutes on average to respond and clear when done in person. We project that a fully operational program could divert as much as 75% of such incidents to TRU or online reporting, which would save between 6,500-9,750 labor hours that can be repurposed to enhance proactive efforts.
- **False Alarm Reduction Program** – Last year, the Mayor submitted to City Council CCB #21-0050 to update a woefully outdated law on burglar alarms. The proposed ordinance would authorize the BPD to discontinue an officer response to locations that have recorded five false alarms in a calendar year. Each false alarm requires a priority

response as though it were a burglary in progress and takes between 15-30 minutes of a patrol officer's time to clear. With over 28,000 false alarms having occurred in 2020 and over 8,000 of such instances occurring beyond the proposed maximum of 5 in a calendar year, we could be saving between 2,000 – 3,500 labor hours per year that can be repurposed to enhance proactive efforts. We are frequently asked by you and your colleagues at all levels of government, what tools we need to better carry out our jobs. **The City Council has a unique opportunity, right now, to contribute. I urge you and your colleagues to pass Council Bill 21-0050 which is currently in the Public Safety and Government Operations committee.**

As you know, we offered briefings to all Council Members on the SMART Policing program prior to the announcement made on May 18th to provide this context to you and your colleagues. Only two members of the Council opted to receive these briefings.

8. *Increasing Clearance Rates - Plans appropriate staff and subsequently increasing the clearance and case closure rate for homicides, shootings and auto thefts.*

As we have reported to the Council previously, our clearance rates in many categories, including homicides and non-fatal shootings have been steadily increasing. Please see the chart below for reference.

Clearance Rates	2019	2020	2021
Homicides	31.6%	38.1%	42.1%
Non-Fatal Shootings	19.3%	21.1%	25.1%
Robberies	29.30%	33.70%	33.40%
Burglaries	6%	7.39%	8.73%

That is why I want to again reiterate our plan that, as we announced on April 13, the Department is moving forward on adding investigative capacity in the FY23 budget with 35 civilian Investigative Specialists. The current plan for deployment of these civilian investigators is as follows:

- 18 FTEs for District Detective Units (2 in each of the 9 patrol districts – to assist with low level crimes)
- 6 FTEs for Cold Case Review (focused on homicide and sex crime cold cases)
- 5 FTEs for Public Integrity Bureau (focused on minor misconduct cases)
- 6 FTEs for Administrative Bureau (focused on background investigations for new hires)

With the addition of these personnel, we can better balance the caseload of our current detective units throughout the agency.

I would respectfully request that you and your colleagues appropriate funds for these positions that are included in the FY2023 budget, as well as assist the BPD in advertising for the job posting for these civilian investigator positions, which have been posted online at https://www.baltimorepolice.org/civilianization

9. *Areas of Demonstrated Ongoing Violence - a plan to immediately reduce violence in neighborhoods with repeat incidents, including in areas where violence is directly associated with open air drug markets in neighborhoods.*

As mentioned previously, the BPD targets its visibility and proactivity efforts in and around areas of high crime, which are determined through data analysis. This is all part of the place-based, "MicroZone" strategy that was outlined in the BPD's Crime Reduction and Departmental Improvement plan released in July 2019. Consistent presence in these higher-risk geographies is one way that BPD will contribute to crime reduction. As previously stated in response to item #7, by supporting SMART policing and passing the False Alarm Reduction ordinance the City Council has an opportunity right now to assist the BPD in achieving this goal together.

BPD is also fully committed to the Group Violence Reduction Strategy, which is currently engaged in the Western District. With 25 officers and 6 sergeants who are dedicated to this person-based strategy, we are beginning to see downward trends in the homicide and shooting rates in the Western District compared to last year.

10. *Utilization / Expansion of License Plate Reader (LPR) Technology - a complete inventory of LPR (stationary and mobile). This section should include a plan to immediately increase procurement of, use and strategic deployment*

of additional LPR resources moving forward. Additionally, this section should highlight any procedural or institutional obstructions to increased and expedited procurement and use of these devices.

The current inventory of LPRs consist of 32 fixed units and 37 mobile units. Please see the chart below, which details some of the more recent purchases of our inventory, including the upcoming tranche of fixed units that are being procured from a Bloomberg grant.

Date	Type/Funded	Source
March 2018	25 Mobile Units	Bloomberg
July 2018	Server & Configuration	Bloomberg
October 2018	5 Fixed Sites	GOCCP TIPS/ MDSS 2018-0036
June 2020	22 Fixed Sites	GOCCP/ BCPD-2021-0001
November 2021	5 Mobiles	FY18 UASI/ FY19 UASI
February 2022	16 Mobiles	FY19 SHSP
July 2022	10-15 Fixed Sites	Bloomberg

The Mayor and I have been extremely aggressive on the expansion of LPR technology with the goal of creating an appropriate "ring" at strategic points around the City of fixed LPRs while also installing mobile LPRs in as many BPD vehicles as possible. To that end, we are expanding this current inventory and utilization of the program through funding from various state, federal and private sources.

In my first few months as Commissioner, BPD successfully lobbied the Governor and General Assembly for funds for technological improvements, part of which we used for 22 fixed site LPRs. Additionally, as referenced above and included in **Attachment 5**, this past February, the Mayor requested funding from the Governor and General Assembly for 100 mobile LPRS. The Mayor made the same request in the form of federal earmark for FY2023 just last month. Anything you or your colleagues on the Council can do to advocate to the City's Congressional delegation in favor of this request would be very much appreciated. Moreover, it should be noted that as part of the FY2023 Local Law Enforcement Block Grant from the State, the BPD has requested over 290 dashboard cameras. These new cameras, if configured properly and approved by the State Police can make any patrol car become LPR-capable.

As far as any institutional obstruction, the dashboard camera units with LPR capabilities are of a different manufacturer from the State's preferred vendor. Because of this, we may have difficulties integrating with State databases. However, we are working through these issues with the State and these cameras will still have use regardless. The only other difficulties come with the fixed site LPRs which require appropriate infrastructure like fiber in order to support the technology. This makes the units themselves more expensive and takes longer to install.

In addition to the items you outlined in your numbered requests, the BPD is providing the following items for your review:

District Level Crime Plans for 2nd Quarter & 3rd Quarter of 2022 (**Attachment 8 & 9**)

Each quarter, the BPD develops District by District plans that speak to the crime trends that have been observed and the deployment objectives that are expected to be achieved to address these trends. BPD has already developed its 3rd Quarter (July – Sept) plan and is in the process of implementing it. Each week my executive team ensures that fidelity to the plans are upheld through our COMSTAT 360 process (**Attachment 10**). Last year, you attended a session of our updated COMSTAT process on December 2nd and two of your colleagues on the Council were able to observe COMSTAT on December 9th, where you saw, first-hand, the level of detail and scrutiny that we place on accountability to these plans. For those on the Council that have not yet availed themselves of this invitation, I would encourage them to reach out to our Director of Government Affairs to schedule their attendance.

In addition, our Commanders have been hosting monthly District level meetings for the past year and a half to go over these Crime plans with local residents who attend. These were held virtually in 2021, but are now being held in person in the Districts. These meetings are open for you and your colleagues to attend and provide feedback.

In addition to the District plans, BPD develops targeted plans on a regular basis when a particular area, neighborhood of concern, or special event requires a coordinated response.

Contact Information for Commanders:

As requested, we will provide a full listing of contact information for all Commanders in a separate communication. You and your colleagues are also always welcome to reach out to my Director of Government Affairs if you need any of these contact numbers for current or future Command Staff members.

Summary Document – Short Term Deployment Strategy

In an effort to place several components outlined in this letter into one summary document, please see the attached Short Term Deployment Strategy (June 2022) **(Attachment 11)** that can be used a reference for the BPD strategies and district level plans that are in place to address public safety over the summer months.

I hope that this letter has been informative and has addressed your requests and inquiries. I and the members of my team are prepared to further discuss this and any other topic with you prior to, during and after the budget hearings. We look forward to discussing these items and any other public safety topics in our upcoming budget hearing on June 7th.

Sincerely,

Michael S. Harrison
Police Commissioner
Baltimore Police Department

Attachments:

1.) Update to Long Term Staffing Plan (2022) (Draft for Consent Decree Monitoring Team Review)
2.) BPD Staffing Allocations (as of 2022-04-30)
3.) Recruitment Campaign Materials (as of Jan 2022)
4.) Police Commissioner Memorandum 19-02 & 19-02 (Overtime Policies)
5.) Request for State Funding - Letter from Mayor Scott to Governor Hogan (February 2022)
6.) Request to Board of Estimates – Warrant Apprehension Grant FY22
7.) BPD Proactivity Measures (2020, 2021, YTD 2022)
8.) District Level Crime Plans for 2nd Quarter of 2022
9.) District Level Crime Plans for 3rd Quarter of 2022
10.) Description of COMSTAT 360 with Equity
11.) Short Term Deployment Strategy (June 2022)

Cc:

- Honorable City Council President Nick Mosby
- Honorable City Council Vice President Sharon Green Middleton, 6th District
- Honorable City Council Members
- Honorable Mayor Brandon M. Scott
- Christopher J. Shorter, Chief Administrative Officer
- Shantay Jackson, Director of Mayor's Office of Neighborhood and Safety Engagement
- Michael Huber, Chief of Staff to Mayor
- Bob Cenname, Director of BBMR

- Lawrence Anderson, Chief of Staff to Council President
- Matt Stegman, Director of Fiscal and Legislative Services to Council President

BALTIMORE POLICE DEPARTMENT

2022 Staffing Plan Update

August 2022 *(Draft as of April 28th)*

In 2019, the Baltimore Police Department (BPD) hired Dr. Alexander Weiss and his research team to develop a staffing plan to guide the department in establishing sufficient personnel requirements to properly cover the Department's operational and administrative needs including, but not limited to, community policing, misconduct investigations, and supervision.

The BPD Staffing Plan was filed with the court on February 27, 2020. As part of the filing, BPD drafted a response to the Plan. The response covered two areas: Workload Analysis, and Responses to Key Findings and Recommendations.

Per Consent Decree Monitoring Plans, BPD is required to file annual updates. The 2021 update was filed with the court August 16, 2021. The following is the 2022 update and assumptions are based on a review of operational priorities as of April 2022.

Workload Analysis

Dr. Weiss' team used calls for service (CFS) data from 2018 and BPD used 2019 data to conduct their workload analyses reflected in the 2020 Staffing Plan and BPD Response. Aspects of CFS such as the response time, time to close out calls, and call type were used to determine the time and number of officers needed to handle all call for service in Baltimore City that require a police response. This information factored with the shift relief factor (SRF), minimum level of service needed per district, and the 40/60 split for proactive/reactive policing vs. managing calls for service that produced the total number of officers needed for patrol activity. Sizes of non-patrol units are based on best practices for caseload management, appropriate supervision levels, span of control, and proper unity of command.

For BPD's 2021 Staffing Plan Update, it continued to use 2019 data. Due to the COVID-19 pandemic, the 2020 data was not a representative CFS volume suitable for long-term staffing projections. The 2022 Update now uses 2021 calendar year data for CFS volume, and as a result saw an increase in the volume of call data by approximately 30,000 CFS. This impacts the number of required officers in patrol, resulting in a net increase of 31 patrol officers and 5 patrol sergeants in the 2022 plan. Data specific to each district is provided in the Appendix.

Reducing Calls for Service Volume

In the 2021 Staffing Plan Update, a number of specific initiatives were introduced to reduce calls for service volume. These include a reduction in the following categories, all of which require long-term project implementation strategies to achieve:

- False Alarm Reduction (25% reduction target)
- Diversion of Traffic Accident Management to 3rd Party Vendor (25% diversion target)
- Reduction of "Other" CFS types (25% reduction target)
- Diversion of Larceny CFS to Online or Telephone Reporting (50% diversion target)
- Diversion of Disorderly Persons CFS (25% diversion target)

The diversion percent targets are based on what BPD views as feasible based on the structure of alternatives to police response availability and structure of policy changes that impact these call types. These and other initiatives are part of the Mayor's Office plan for Reimagining Policing Services in Baltimore by using SMART policing strategies. These goals for call volume reduction are carried over from the 2021 plan when they were first introduced and continue to be part of the overall strategy going forward.

Re-evaluation of District Action Team Resource Needs

BPD has reviewed the previous iterations of the Staffing Plan to determine if, in the long term, the creation of 3 District Action Teams (DATs) is the appropriate goal in each district. In 2022, there are currently 4 districts (Central, Eastern, Western, Southern) that have 2 DATs, while the other 5 districts (Northeastern, Northern, Northwestern, Southwestern, Southeastern) each only have 1 DAT. Overall, an assessment of the types of objectives and performance measure that typically apply to DAT members can be achieved by other parts of the agency, for example, the Warrant Apprehension Task Force provides warrant service across all 9 districts for the execution of warrants. BPD has adjusted its expectations on the growth strategy for DATs so that each district will have 2 DATs in the future, instead of the 3 DAT model. The result of this adaptation is a reduction of 52 sworn officers and 8 sworn Sergeants from the Plan. Data specific to each district is provided in the Appendix B: *2022 Staffing Plan Assumptions Staffing Charts*.

Creation of Civilian Investigative Specialist Classification

BPD has reviewed the job duties of all detective and investigative units across the agency. Given the ongoing, nationwide challenges surrounding police recruitment and retention, the BPD is moving forward on an effort to civilianize many positions. BPD will begin building capacity on a parallel path to sworn recruitment, creating blended units where sworn police detectives work alongside civilian investigative specialists. Many job duties, such as investigative research, database review, social media review, report writing, and the administrative aspects of case management do not require law enforcement powers to complete. The Department is on a path to create new job classifications on the civilian side to augment and support most detective units throughout the agency. As a result of this, BPD has identified 120 sworn positions that can be replaced with 163 civilian investigator positions, with will provide a net increase of 43 full time positions to better manage case load requirements in our detective and investigator units. The 2022 Staffing Plan Assumption Staffing Charts, found in Appendix B, now includes a column for Civilian Investigators.

Consolidation of Specific Command Structures and Spans of Control

BPD is also consolidating the command structure of several sections:

- The Recruitment Section and the Administrative Duties Section will consolidate under one Major position, and be reorganized as the Recruitment and Administrative Duties Division, eliminating one Major position
- The Special Services Section will fall under the command of the Special Operations Section Major, eliminating one Major position
- The HQ and Building Security unit will move out of Asset Management and fall under the command of the Criminal Intel Major
- The Records Management Section will move out of the Administrative Bureau and the Communication Section will move out of the Operations Bureau. Both Sections will move under the command of a new Major Position located within the Compliance Bureau. The Records Management Section will become led by a Civilian Director, eliminating one Captain position.

Each of these organizational changes are designed to better align operational responsibilities and policy coordination within the BPD.

Attachment 1: Update to Long Term Staffing Plan (2022)

An overview of the differences between the 2020, 2021, and 2022 versions of the staffing plan are presented in Table 1 below and the new totals for the 2022 Plan Update are in the Appendix C: *Summary of Staffing Plan Chart and Changes from 2021 to 2022*.

Table 1: 2020, 2021, & 2022 Plan Summaries

Staff	2020 Plan	2021 Plan	2022 Plan
CFS for which BPD sent a police officer	441,000 CFS (2019 data)	388,000 CFS (2019 data) (adjusted for call diversion)	435,000 CFS (2021 data) (adjusted for call diversion)
# Patrol Officers	956	908	939
# Sergeants Supervising Patrol Officers	133	128	133
Total # Sworn Staff (including trainees)	2,785	2,785	2,605
Total # Civilians	675	750	915
Total # BPD Personnel	3,460	3,535	3,520

There are several factors influencing BPD's ability to meet its long-term staffing goals. A few are:

- Budget Authorization: The Department recognizes that achieving this goal will take time and resources. BPD was/is budgeted for:
    - FY 2020 authorized 586 civilian, 62 contractor/civilian positions, and 2648 sworn positions
    - FY 2021 authorized 553 civilian, 62 contractor/civilian positions, and 2640 sworn positions (reduction in positions due to budget cuts associated with COVID-19 revenue shortfalls, Kirwan Commission budgetary impact, and additional cuts made by City Council during budget development for FY2021)
    - FY 2022 authorized 553 civilian, 62 contractor/civilian positions, and 2640 sworn positions
    - FY 2023 authorized 588 civilian, 62 contractor/civilian positions, and 2605 sworn positions (with the alignment of the 2022 staffing plan the number of required sworn now matches the budget – now the budgetary growth strategy will focus only on civilians going forward).
- Attrition:
    - From 2002 – 2021 the rate of attrition has varied between 175-250 sworn members who separate per year.
    - Based on this attrition rate, BPD needs to budget for at least 230 trainees per year to be on track to becoming full-time officers to overcome attrition.
    - BPD's trainee goal in 2020 was 240-300 trainees. There were 224 trainee actual hires that year.
    - BPD's trainee goal in 2021 was 220-250 trainees. There were 184 trainee actual hires that year.
    - BPD's trainee goal in 2022 is 220-250 trainees.
- Ability to Hire Civilians:
    - Although the City lifted its spending freeze in FY22 on filling vacant civilian positions, BPD experienced a net decrease of 13 civilian employees between July 2021 and December 2021.
    - Recent legislation at the State-level will soon allow BPD to hire civilians who are retired law-enforcement personnel as investigators at the Public Integrity Bureau. Previously, only current BPD sworn members were permitted to perform misconduct investigations.
    - Hiring civilians to perform investigatory/research tasks to assist detective units and background investigators as mentioned above. FY23 will authorize 35 such positions, but additional budget authority for 130+ civilian investigators will be needed to achieve the staffing plan goals.

A summary of the total numbers of actual and budgeted staff in the department since 2017 are provided in Tables 2 and 3:

Tables 2 & 3: Staff Totals Since 2017 through April 2021 and Budgeted Staff Totals from FY18 to FY22

	Sworn		Civilian/Contractor		BPD Total	
BPD Actual Staff Totals	Total	% Change	Total	% Change	Total	% Change
As of Dec 31, 2017	2,525		447		2,972	
As of Dec 31, 2018	2,477	-1.90%	480	7.38%	2,957	-0.51%
As of Dec 31, 2019	2,438	-1.57%	513	6.88%	2,951	-0.20%
As of Dec 31, 2020	2,439	0.04%	550	7.21%	2,989	1.29%
As of Dec 31, 2021	2,326	-3.00%	524	-4.73%	2,850	-3.32%

	Sworn		Civilian/Contractor		BPD Total	
BPD Budgeted Staff Totals	Total	% Change	Total	% Change	Total	% Change
As of July 1, 2017 (FY18)	2,622		551		3,173	
As of July 1, 2018 (FY19)	2,725	3.93%	580	5.26%	3,305	4.16%
As of July 1, 2019 (FY20)	2,655	-2.57%	649	11.90%	3,305	0.00%
As of July 1, 2020 (FY21)	2,640	-0.56%	615	-5.24%	3,255	-1.51%
As of July 1, 2021 (FY22)	2,640	0.00%	615	0.00%	3,255	0.00%
As of July 1, 2022 (FY23)	2,605	-1.33%	680	10.50%	3,285	0.92%

BPD Reponses to Key Findings and Recommendations:

Using the analysis provided in the 2020 Staffing Plan, which was submitted to the Federal Court, the BPD developed responses to the all the key findings and recommendations provided by Dr. Weiss and his team. The 2021 and 2022 Staffing Plan Updates are also provided where applicable.

Patrol	
1	The present patrol deployment and work schedule is based on the "constant." The constant defines the number of officers that must be on duty at all times. That number is based on the number of posts (beats) and sectors in each district. So, for example, if a district has 14 posts that means that 14 police officers must be in duty (one in each post). In addition, each shift must deploy a desk officer and an officer to staff the wagon. It requires 987 police officers to meet these staffing demands. This staffing scheme is nominally the same on all three shifts, and as a general rule if the number of personnel falls below that number those positions are filled through overtime. Because the number of officers currently available for duty to patrol is not enough (688 as of December 2019) to regularly meet the constant level, the agency must spend significant amounts on overtime.
BPD 2020	BPD is willing to move to a workload- based allocation to determine staffing levels that vary on each shift, however we are currently bound to contractual obligations on work schedules. The current contract will expire on June 30, 2021, though the Department will start the collective bargaining negations later this year.
BPD 2021	BPD is planning a move to a permanent, non-rotating shift format, such that personnel for each shift can be assigned in the most optimal way, based on calls for service volume in each shift. Patrol constants for nighttime shifts have already been updated to more optimal levels, which has resulted in savings on overtime spending. The Department is currently engaged in contract negotiations to finalize notification of schedule changes that can further optimize staff allocations and reduce overtime.
BPD 2022	BPD Management was successful in the creating of fixed patrol shifts through its contract negotiations which concluded in October 2021. As a result Patrol constants were updated for Jan 2022 that properly align workload with the staff requirements in each shift. ***Recommendation has been fully implemented.***
1.1	BPD should strive to increase officer availability through closer management of benefit time off, light duty, and long-term absence from duty.
BPD 2020	BPD agrees with this recommendation. In fact, new measures to ensure that limited/light duty personnel are being actively managed back to full health through the creation of the Administrative Duties Division has already resulted in over 100 officers returning to full duty.
BPD 2022	23% of retirements and resignations in 2021 were due to medical ineligibility to continue in a sworn capacity. In comparison, only 7 such separations took place in 2020. This significant level of separations is due to the diligent work of the Administrative Duties Division and represents the department's successful efforts in closely managing its light duty and extended medical status members.
1.2	BPD should adopt a work schedule that does not require that equal numbers of officers be assigned to the day and afternoon shifts.

BPD 2020	BPD agrees with this recommendation in concept, however we are currently bound to contractual obligations on work schedules.
BPD 2022	BPD Management was successful in the creation of fixed patrol shifts through its contract negotiations, which concluded in October 2021. As a result, Patrol constants were updated for January 2022 that properly align workload with the staff requirements in each shift. ***Recommendation has been fully implemented.***
1.3	Replace sworn officers at front desk with nonsworn staff, and add required security and architectural improvements.
BPD 2021	Efforts to hire private security to replace officers for these functions have been delayed due to contractual issues. Infrastructure improvements as recommended are also delayed due to funding restrictions and budgetary shortfalls.
BPD 2022	BPD is reviewing the desk officer duties to determine which civilian classifications may be eligible for consideration to replace sworn members from this role. BPD continues to work with the Department of General Services to determine how it can outsource the functions of HQ Security to a private vendor. Contractual issues continue to delay implementation of this recommendation.
1.4	Reassign district operations officers to sector policing.
BPD 2020	BPD agrees with this recommendation in concept, provided the duties of district operations officers can be sufficiently covered.
BPD 2021	BPD has reassigned several administrative officers (to include some of these "operations officers") in the district back to sector policing as a result of budget reductions made in FY2021. ***Recommendation has been fully implemented.***
1.5	BPD should examine realigning or consolidating police districts.
BPD 2020	BPD is required by state legislation to review district boundaries by the year 2022. BPD will not only consider population changes in this process to determine district boundaries but also calls for service data to determine workload requirements for each district are equitable. BPD does not agree with consolidating police districts.
BPD 2021	No change from previous responses. BPD is awaiting receipt of 2020 census data at the neighborhood level to be able to proceed.
BPD 2022	BPD has received the 2020 census data and is on track for a major redistricting effort to conclude at the end of the 2022 calendar year; however, BPD will continue to operate with 9 districts with the goal of better aligning the 9 districts to create more equitable workloads among each district.
1.6	We concluded based on our workload analysis that in order to provide adequate officer time to spend 60% of their time on community generated calls for service and 40% of their time on community outreach, proactive enforcement and problem-solving it will require 805 police officers, 115 sergeants, and 27 lieutenants.

BPD 2020	BPD has completed a comprehensive review of 2019 calls for service data that can be leveraged for staffing analysis. Under the 60% / 40% split described above, BPD will require 956 officers, 133 sergeants, and 27 lieutenants to handle approximately 441,000 calls per service throughout the city per year. Data provided by BPD to the consultants in the draft staffing plan erroneously omitted calls for service data with no "end time" or "start time," resulting in approximately 150,000 calls for service being inadvertently omitted from the original analysis.
BPD 2022	BPD has updated the Plan to use 2021 calls for service data as a basis of analysis. After applying several initiatives designed to reduce call volume that officers must handle, the updated totals for patrol are 939 officers, 133 Sergeants, and 27 lieutenants.

Calls for Service	
2	Our review of calls for service suggests: *a)* The second largest category of calls is "other," providing very little information about the nature of the call. *b)* BPD responded to many calls, including alarms, minor traffic crashes, and parking complaints, that may be better handled through methods other than dispatching a police officer. *c)* A substantial fraction of calls involves disturbances or other forms of public disorder BPD should adopt policy to better manage demand for calls for service such as alarms, property damage crashes, and larceny from auto.
BPD 2020	BPD has already begun a comprehensive review of 2019 calls for service data to make determinations on how calls can be better managed. BPD fully supports the use of online reporting, telephone reporting, and alternative 311 responses for non-emergency calls. BPD will also conduct a review of the types of calls that are being categorizes as "other" to determine alternative response measures.
BPD 2021	In consultation with the Mayor's Office, BPD has identified 5 categories for all reduction or diversion: 1) Change in false alarm ordinance to allow only 5 false alarm activations per year instead of 15 currently allowed before placed into no response status. 2) Hire a third party vendor to handle traffic accident management for non-injury, non-DWI incidents. 3) Full review of CFS that have the designation of "other." 4) Diversion of Larceny CFS to telephone reporting/online reporting. *5)* Diversion of Disorderly Persons CFS to an alternative to police response (which will need to be created outside BPD first).
BPD 2022	The same categories for diversion and call reduction remain for the 2022 plan. BPD continues to work on implementation of these items.
3	BPD officers enter their arrival time on calls in fewer than one half of all dispatched calls. Thus, we are unable to measure travel time. BPD should ensure that officers notify dispatch when they arrive on the scene of a call
BPD 2020	BPD agrees that better training must be implemented and better technology must be deployed to ensure officers are able to notify dispatch of arrival and closure of calls for service.
BPD 2021	BPD can achieve greater compliance with this requirement with fully capable and fully connected computers in cars - installation of connectivity devices is scheduled for completion by the end of 2022.

BPD 2022	***Completed*.** With the implementation of a new Records Management System and the deployment of computers in every car, we have enhanced training on the equipment that has reduced the frequency of this issue.
4	Sworn Shift Supervisors at the 911 call center should be returned to field duty.
BPD 2020	BPD will review the duties assigned to these supervisors to determine if civilian supervisors can augment or replace some of these positions, however, having some amount of sworn supervisors in the call center can be a valuable asset in ensuring supervisors in the field are closing cases and releasing officers to service.
BPD 2021	Due to COVID related budgetary constraints and civilian hiring freezes - BPD cannot implement this recommendation without quality trained civilian supervisors.
BPD 2022	BPD cannot implement this recommendation without quality trained civilian supervisors, and will explore the development of additional job classifications to be added to the organizational structure; however, limited funding may prohibit the creation of such positions. Also, since the original recommendations were made, BPD is now planning on an expansion of the Telephone Reporting Unit which requires sworn supervisors to approve reports.

Supervision	
5	In the current patrol work schedule, there are three day-off groups. On each squad, the sergeant and one-third of the sergeant's subordinates are assigned to one day-off group, while the remaining officers are split between the other two. This means that a sergeant has limited contact with a substantial fraction of subordinates. This is a serious deviation from unity of command. (Report page 53).
5.1	The three sergeants on a patrol shift should be assigned to the same day off group as their subordinates
BPD 2020	BPD agrees with this recommendation and will implement by the end of 2020. Staffing plan incorporates recommendation.
BPD 2021	***Completed*** by adding additional Sergeant personnel to each district.
5.2	BPD should assign an additional sergeant to each shift principally as the shift administrative sergeant and to serve as a backup when shift sergeants use benefit time off.
BPD 2020	BPD agrees with having an administrative sergeant for the patrol district, but not for each shift. There is not sufficient workload to warrant full time positions for administrative sergeants on evening and night shifts.
BPD 2021	No change to previous response.
BPD 2022	No change to previous response.

5.3	BPD should consider work schedules that facilitate both span of control and unity of command and that ensure adequate field supervision.
BPD 2020	BPD agrees with this recommendation and will ensure alignment of leave groups with direct supervisors (unity of command) and to provide that no more than 8 subordinate officers are under the command of a patrol sergeant (span of control).
BPD 2021	This status is ongoing, staffing numbers in patrol continue to fluctuate, but the goal of 8:1 ratio continues to guide how new patrol officers are assigned to districts and shifts once their field training is completed.
BPD 2022	No change to previous response.

Patrol Support Services and Criminal Investigations	
6	BPD maintains a wide array of support and investigative units. Some of these units are quite small and their mission highly particularized. This approach has many effects on performance: a) There is a high risk of redundancy b) Many units have a very small span of supervisory control (e.g. one sergeant for two or three officers.) c) Most units could not provide empirical evidence of their contribution to BPD d) Communication is difficult, particularly when units are in different chains of command *e)* When a unit has a highly specialized set of tools and qualifications it makes it more difficult to use them in different settings.
BPD 2020	BPD agrees that all units that provide a specialized skill set or function for the department must have sufficient workload to justify a full-time position. Units that are entirely redundant with other specialized units should be consolidated so that span of control is sufficient to warrant a full-time supervisory position.
BPD 2021	BPD completed a review of several specialized units and moved over 60+ officers back to patrol assignments in July 2020.
BPD 2022	***Completed*.** The BPD is creating a new classification of Investigative Specialist which can offset the need for sworn resources in many of the units described above.
6.1	**SWAT:** The BPD may wish to consider reducing the amount of daily and weekly training time to advance service availability of SWAT team members.
BPD 2020	BPD agrees with this recommendation and has already begun implementation.
BPD 2021	***Completed*.** Staffing Plan includes recommendation.

6.1.1	As discussed below, it may wish to consider assigning all warrant service-related duties to this unit. This is the approach used by the New Orleans Police Department, and the Nashville Police Department. Doing so would ensure predictable, accountable, and reliable warrant service strategies, techniques, equipment, etc. This would allow SWAT unit officers to further refine their skills in dynamic entry, as well as to serve as the single point of command to prioritize warrant service. From our interviews, we learned the SWAT unit is used frequently to support warrant service efforts, all the more reason to have these activities under one command.
BPD 2020	BPD does not agree with this recommendation at this time. The Warrant Apprehension Task Force (WATF) provides specialized support to the Homicide/Robbery Section and to the Chief of Detective's Office to clear warrants for individuals suspected of committing murders, shootings, and armed robberies. While SWAT provides support on executing high risk warrants, consolidating WATF into the same command structure as SWAT would detract from WATF's focus area on clearing these important cases.
BPD 2022	No change to previous response.
6.2	**Marine:** The city should consider combining BPD and BFD marine unit services to streamline service delivery and achieve cost efficiencies.
BPD 2020	BPD has reviewed this possibility, however, there are several tasks related to port security that do not fall under the purview of the Fire Department. In addition to providing life/safety services around Baltimore's waterways, the Marine Unit also provides security support to the Department of Homeland Security in protecting Baltimore's critical infrastructures, harbors and ports. The Marine Unit provides police services to the eight marinas in the Harbor. This includes a community of nearly 2,800 live-aboard boats, additional this number can increase exponentially during peak times in the summer. There are certain functions related to boat/vessel recovery that will be shifted to State level departments when needed so that the Marine Unit's focus can remain on security and safety.
BPD 2021	***Completed*.** Due to budgetary cuts, the Marine Unit's function has been consolidated with the Mobile Metro Unit and functions only on an on-call/as-needed basis for harbor related emergencies. Harbor patrol functions previously performed by the Marine Unit have been significantly reduced or moved to other agencies. Staffing Plan includes recommendation.
6.3	**Property Officers:** All BPD officer positions with property duties should be civilianized and officers holding these positions assigned to other department needs.
BPD 2020	BPD agrees with this recommendation. Staffing Plan includes recommendation. Additional civilian hires and the deployment of technology will be needed to enact this recommendation.
BPD 2021	***Completed*.** Given cuts to budget [in FY2021] directed by City Council, we have redeployed administrative officers back to patrol - some of these property officer positions are included in that move while those that remain have picked up additional duties that were being managed by previous administrative officers.
6.4	**Citiwatch:** Given the growing importance of real-time analysis centers in monitoring crime, the BPD may wish to consider adding civilian and, where appropriate, limited numbers of sworn personnel to CitiWatch operations.
BPD 2020	BPD agrees with this recommendation and it is seeking to implement a strategy that allows for deployment of additional civilian analyst resources at every patrol district to create what will be known as Baltimore Community Intelligence Centers (BCICs) that provide real time analytical capabilities to support enforcement and deployment strategies. BPD is also exploring a long-term plan to create a Real Time Crime Center to support patrol operations that would be staffed with civilian capacity.

BPD 2021	BPD has currently stood up BCIC capabilities in 4 police districts: Western, Eastern, Southwestern, and Central Districts. BPD continues to look to the future to staff these capabilities in the remaining 5 police districts as outlined in the staffing plan. (See *Operations Bureau* in the Staffing Charts in Appendix B. At the bottom of each districts' section, there is a row for *BCIC* with projections for 3 officers and 1 civilian).
BPD 2022	No change from previous recommendation.
6.5	**Motors:** Considering the few resources dedicated to the Motors unit, and the duties it must assume in support of the professional franchise sports, the BPD may wish to consider reassigning its Motors Unit personnel to other needs.
BPD 2020	BPD agrees with this recommendation and will ensure that this unit is provided for traffic enforcement and investigation functions as well as supporting the efforts of the Mobile Metro Unit that assists with stabilizing neighborhoods and controlling traffic.
BPD 2021	***Recommendation implemented***. Staffing Plan includes recommendation.
6.6	**Towing/Fleet Safety:** The Towing function appears to be purely regulatory and therefore should be converted to a civilian unit, with sworn personnel reassigned to other BPD needs. The Fleet Safety unit appears to be primarily a disciplinary accountability function and should be realigned to either the Chief of Patrol, Internal Affairs, or Academy offices, supported by either one sergeant to evaluate findings or a sufficiently trained civilian.
BPD 2020	BPD agrees with this recommendation and will determine if a civilianization strategy can be implemented to cover these functions.
BPD 2021	***Recommendation implemented***, functions have been assumed by the Accident Investigation Unit. Staffing Plan includes recommendation.
6.7	**Dirt Bike:** Assign Dirt Bike unit personnel to Mobile Metro Division.
BPD 2020	BPD agrees with this recommendation. These personnel will move to the Mobile Metro Unit but continue play a lead role in Dirt Bike related investigations as needed.
BPD 2021	***Recommendation implemented***. Staffing Plan includes recommendation.
6.8	**Mobile Metro:** Expand the use of Mobile Metro Unit (MMU) into a METRO Division. We propose a strategy to significantly improve BPD capacity to deploy rapidly, and strategically, and to be much more responsive to district and neighborhood problems. This plan consists of creation of the Metro Division, commanded by a major. The key attribute of this unit would be flexibility and capacity to address a myriad of issues. The new division will be constructed by combining several existing units. There are two critical elements. First, although members would be specialists (e.g. K-9 or Motors) they would not be limited to those skills. Their tasks will be defined by the mission. Some tasks will require uniformed responses, while others may not. Second, all members of the division must agree, as condition of joining the division, that they will work whenever and wherever the department needs them, subject, of course to standard HR procedures.

BPD 2020	BPD agrees with this recommendation, in part. The size of the Mobile Metro Unit will be increased to allow for greater capacity and support to patrol districts, however, the recommendations in the report related to consolidating Special Operations Section (SOS) and WATF into Mobile Metro do not represent, in our view, and appropriate reporting structure.
BPD 2021	***Completed.*** Based on an operational review, BPD has determined that the staff resources dedicated to the Bomb Unit should be consolidated with the MMU to achieve greater efficiency and productivity. (See under *Special Operation Section* under the *Patrol Support Services* in Appendix B: Staffing Charts and in Appendix C: *Summary of Staffing Plan Chart and Changes from 2020 to 2021)*
6.9	**Special events/OT unit**: The BPD should consider having sufficiently trained civilian staff, supervised by one lieutenant or sergeant, assume all these duties, thereby freeing other sworn personnel for other needs.
BPD 2020	BPD agrees with this recommendation, in part. "Overtime" unit in this context refers to the management of secondary employment details that are filled by sworn officers from across the agency. Sworn supervisory personnel are currently needed to approve secondary OT requests. Special events management requires sworn perspective on safety plan/resource allocation for the hundreds of special event permits that BPD processes each year. Other administrative functions for the OT/Secondary Employment/Special events unit can be fulfilled by civilian personnel.
BPD 2021	BPD is exploring whether and how it can outsource these functions to a 3rd party vendor.
BPD 2022	BPD continues to explore outsourcing these functions to a 3rd party vendor. A legal review is ongoing.
6.10	**Arson:** If Fire Department employees can be trained and cross-certified to perform all Arson-related investigations (excluding perhaps Homicide by Arson).
BPD 2020	BPD does not agree with this recommendation. The Fire Department does not have sufficient capacity or jurisdiction to investigate Arsons. Personnel assigned to Arson crimes can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity.
BPD 2021	No change from previous responses.
6.11	**Economic Crimes:** Close the Economic Crimes Unit and decentralize its investigations. Return personnel of these units to other BPD duties.
BPD 2020	BPD does not agree with this recommendation. The skill set required to investigate economic crimes is specialized, and it requires dedicated personnel to fully investigate these properly. Personnel assigned to economic crimes can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity.
BPD 2021	No change from previous responses.
6.12	**Animal Abuse:** Close the animal abuse function and reassign the detective to other BPD needs.
BPD 2020	BPD does not agree with this recommendation. The skill set required to investigate animal abuse crimes is specialized, and it requires dedicated personnel to fully investigate these properly. Personnel assigned to animal abuse can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity.

BPD 2021	No change from previous responses.
6.13	**Witness Services:** Close this function, transfer its duties to the Homicide unit, and reassign its detective to other BPD needs.
BPD 2020	BPD does not agree with this recommendation. This function plays a key role in coordination with the State's Attorney's Office to ensure witnesses are available for court.
BPD 2021	No change from previous responses.
6.14	**Bridge:** Given the pressing demands for BPD patrol services, and the high likelihood that other government or private advocacy groups can perform the duties of this section, we recommend the BPD close this section or limit its staffing to one (civilian, sufficiently trained) liaison, freeing sworn staff here to serve other BPD needs.
BPD 2020	BPD plans to cross- train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. Staffing Plan includes recommendation.
BPD 2021	***Recommendation implemented.***
6.15	**Auxiliary and Chaplaincy**: Given the pressing demands for BPD patrol services, and the high likelihood that other government or private advocacy groups can perform the duties of this section, we recommend the BPD close this section or limit its staffing to one (civilian, sufficiently trained) liaison, freeing sworn staff here to serve other BPD needs.
BPD 2020	BPD plans to cross-train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. Staffing Plan includes recommendation.
BPD 2021	***Recommendation implemented***.
6.16	**Homeless Outreach Team**: The BPD may wish to consider decentralizing work of the team to the most affected districts.
BPD 2020	BPD plans to cross-train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. Staffing Plan includes recommendation.
BPD 2021	***Recommendation implemented***.
6.17	**Community & Youth Services Administration:** The BPD should have a properly trained civilian perform these duties, freeing one officer and one detective for other BPD needs.
BPD 2020	BPD plans to cross- train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. BPD agrees that civilians should be performing these administrative functions where possible. Staffing Plan includes recommendation.
BPD 2021	***Recommendation implemented***.

6.18	**Internet Crimes against Children (ICAC) / Sex Trafficking:** Considering the type of work that ICAC performs and the need for highly specialized computer skills, the BPD should consider consolidating this unit with the Special Activities Unit. This would help ensure requisite knowledge, skills, abilities, and equipment are standardized and accountable.
BPD 2020	BPD agrees with this recommendation. Personnel assigned to ICAC can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity. Staffing Plan includes recommendation.
BPD 2021	***Recommendation implemented***.
6.19	**Special Activities (aka Special Investigation Section):** The specialized knowledge, skills, abilities, and equipment of this new and emerging police investigative strategy are best centralized so as to maintain standards and accountability. We recommend maintaining this unit and investing in it as necessary. This unit may require more BPD capital and personnel expenditures in coming years. The BPD may wish to consider re-hiring well-vetted retirees who could be trained as needed in these critical fields
BPD 2020	BPD agrees with this recommendation and incorporates additional staff to support SIS functions in the staffing plan.
BPD 2021	Recommendation implemented. Additional investigative personnel were added to SIS in 2020. Further expansion is dependent on availability of personnel resources and growth of the sworn personnel in the department. BPD currently has 14 detectives in the Sex Offense Unit with a goal to increase to 24 as outlined in the staffing plan. (See *Special Investigation Section* under the *Criminal Investigation Division* in Appendix B, Staffing Charts.)
BPD 2022	***Recommendation implemented***.
6.20	**Criminal Intelligence**: Consider a more strategic approach to the use of this unit.
BPD 2020	BPD agrees with this recommendation. Personnel assigned to Criminal Intelligence can be cross trained to handle other types of Special Investigations functions so that BPD can fully utilize their capacity.
BPD 2021	Criminal Intel will be placed under the span of control of the Data Driven Strategies Division. Staffing plan includes recommendation.
BPD 2022	BPD has reviewed this function and placed it under the span of control of the Major in charge of Citiwatch and Homeland Security, which was formerly part of Data Driven Strategies.
6.21	**HIDTA and ATF:** The BPD should consider the partnerships that are valuable from these assignments. At the same time, in reassessing this work and reviewing it with federal partners, it should assert that the primary mission of BPD members must be the needs of the BPD in its service to Baltimore.
BPD 2020	BPD agrees with this recommendation. We have strong partnerships with our Federal law enforcement counterparts in Baltimore. Our goal is to have the correct balance of personnel resources dedicated for these partnerships while ensuring their missions are fully aligned with a coordinated enforcement strategy.
BPD 2021	***Recommendation implemented***. Staffing plan includes recommendation.
6.22	**Warrant Apprehension Task Force (WATF):** Given the specific techniques of this unit as well as the equipment partnerships it requires with other agencies, the BPD should consider placing this unit within the SWAT command so as to provide better continuity in mission, accountability, techniques, and strategies.

BPD 2020	BPD does not agree with this recommendation at this time. The Warrant Apprehension Task Force (WATF) provides specialized support to the Homicide/Robbery Section and to the Chief of Detective's Office to clear warrants for individuals suspected of committing murders, shootings, and armed robberies. While SWAT provides support on executing high-risk warrants, consolidating WATF into the same command structure as SWAT would detract from WATF's focus area on clearing these important cases.
BPD 2021	No change from previous responses.
6.23	**Gangs Unit:** Given the low commitment of personnel to this unit, the BPD should consider disbanding it.
BPD 2020	BPD does not agree with this recommendation, due to the fact that we will be pursuing a renewed strategy of focused deterrence and gang/group violence interventions (GVI). BPD will consolidate the current function of this unit to the GVI effort.
BPD 2021	The updated Staffing Plan now considers a new component for the Group Violence Intervention / Group Violence Reduction Strategies (GVRS) as approved by the Mayor's Office of Neighborhood Safety & Engagement. This unit has been folded into the larger GVRS strategy.
BPD 2022	No change from previous responses.
6.24	**Gun Violence Enforcement Division (GVED):** The BPD should consider disbanding this unit and training District and detective-unit supervisors to oversee these investigations. This would allow reassignment of 1 sergeant and 2 detectives to other needs.
BPD 2020	BPD does not agree with this recommendation, due to the fact that we will be pursuing a renewed strategy of focused deterrence and gang/group violence interventions (GVI). This function plays a key role in coordination with the State's Attorney's Office. BPD will consolidate the current function of this unit to the GVI effort so that BPD can fully utilize their capacity.
BPD 2021	The updated Staffing Plan now considers a new component for the Group Violence Intervention / Group Violence Reduction Strategies (GVRS) as approved by the Mayor's Office of Neighborhood Safety & Engagement. This unit has been folded into the larger GVRS strategy.
BPD 2022	No change from previous responses.
6.25	**Undercover Squad:** The BPD should consider a more strategic use of these resources. This would free 1 sergeant and 11 detectives to BPD needs.
BPD 2020	BPD agrees with this recommendation, in part. We are currently reviewing the roles and functions that undercover squads currently play to ensure that BPD can fully utilize their capacity.
BPD 2021	The updated Staffing Plan now considers some of these resources to be dedicated for Sex Trafficking Investigations, while other remaining undercover units are contributing to the larger GVRS strategy.
BPD 2022	No change from previous responses.
6.26	**Homicide Operations:** The BPD may wish to consider consolidating this unit with the SWAT unit, which may be better equipped, staffed, and supported for serving subpoenas.

BPD 2020	BPD does not agree with the recommendation to consolidate with SWAT, however, we do agree that the functions served by this unit need to be reviewed to ensure that BPD can fully utilize their capacity.
BPD 2021	BPD has reversed its decision on its position regarding this unit, and has disbanded it.
6.27	**Homicide:** We suggest that homicide detectives only work homicide cases, with other death cases shifted to District detectives after sufficient training, and with homicide detectives available to consult on cases as needed. This would permit 50 homicide detectives to adopt six new cases yearly, or a total of 300.
BPD 2020	BPD does not agree with this recommendation at this time, due to a lack of trained capacity in the districts to be able to handle these cases. BPD does agree that staffing allocations of the Homicide unit should be increased to ensure that there are sufficient detectives so that no more than 6 new cases per year are assigned to a detective. BPD has already allocated additional staff to Homicide to achieve this goal.
BPD 2021	Staffing Plan includes sufficient detectives to maintain a ratio of 6 new cases per detective.
BPD 2022	No change from previous responses.

Public Integrity	
7	BPD Is experiencing a significant backlog in the investigation of complaints lodged against employees. Moreover, the consent decree will require greater resources to ensure that complaints are handled according to best practices. • In order to address its backlog and anticipated workload the Public Integrity Bureau will have to add 46 investigators.
BPD 2020	BPD agrees with the recommendation to increase the staffing, however, it will need to add personnel over several years in order to achieve the correct workload balance per detective. BPD has already begun this effort by assigning 7 additional staff to Public Integrity to increase capacity. The Staffing plan incorporates the full recommendations above.
BPD 2021	No change from previous responses. Continued progress on meeting plan goals are dependent on availability of personnel resources and growth of the sworn personnel in the department, however the goal is to continuously add members to Public Integrity to adhere to the plan.
BPD 2022	No change from previous responses. Continued progress on meeting plan goals are dependent on availability of personnel resources and growth of the sworn personnel in the department, however the goal is to continuously add members to Public Integrity to adhere to the plan. BPD now plans to add civilian investigators in lieu some sworn members to achieve enhanced capacity faster.

Recruitment	
8	BPD, like many other law enforcement agencies, has struggled to recruit high quality individuals to serve as police officers. Moreover, the agency continues to experience the loss of officers through retirement, and other forms of separation at a pace that exceeds its capacity to add new sworn personnel.

8.1	Increase the size of recruit classes. This would have to be examined relative to facility space and the ability to maintain instructional quality (e.g., by incorporating enough facilitators to assist instructors).
BPD 2020	BPD agrees with this recommendation, maximum capacity of classes has already been increased to 50 per class.
BPD 2021	***Recommendation implemented***. In 2020, the average class size ranged between 40-48 for the start of each recruit class.
8.2	Increase the annual number of academy classes. This would also have to be examined relative to facility and instructor availability. One option may be to look for opportunities to reduce the length of BPD training, as it currently is substantially longer than other training programs in the state, thereby making facilities and instructors more available.
BPD 2020	BPD agrees with this recommendation, and we have already shortened the length of BPD training by eliminating unnecessary down-time and creating a master training schedule. In the next few years, the annual number of academy classes should increase to 6 that start per year with up to 4 classes happening simultaneously under the new Academy facilities at the University of Baltimore.
BPD 2021	***Recommendation implemented***. As many as 3-4 classes can be in training simultaneously with the goal of between 5-6 classes beginning each year.
8.3	Reduce the current academy attrition rate of 18%. An analysis of the difficulties recruits have during the academy and the reasons that they drop out or fail can help guide attrition reduction strategies.
BPD 2020	BPD agrees with this recommendation. A review of this data is ongoing.
BPD 2021	Based on a review of academy attrition data, in 2018 there were 28 separations out of 184 recruits hired (15.2%), in 2019 there were 19 separations out of 157 recruits hired (12.1%), and in 2020 there were 21 separations out of 224 recruits hired (9.3%). Of all these separations, 2/3 are due to voluntary separations with the most common response of "personal reasons" given. Other reasons for voluntary separations have included "family reasons," "child care issues," "medical reasons," and a few resigned in lieu of termination because they had failed their courses. The remaining 1/3 of separations were involuntary terminations due to disciplinary infractions or failure to pass their courses. The Bureau of Justice Statistics did an analysis of nationwide police academy data in 2011-2013 that showed 86% of those that started an academy completed it successfully. (14% attrition rate). Based on that, BPD appears to be on par with national standards on separations at the Academy.
BPD 2022	No change from previous responses. The rate of separation from the academy continues to be on par with national standards (23 separated out of 184 hired = 13%)
8.4	Reduce the overall attrition rate of the department. As noted above, there are many strategies the BPD can explore to boost officer retention and develop evidence-based strategies for reducing it.
BPD 2020	BPD agrees with this recommendation and is committed to following through on its Recruitment and Retention plan, which is under development.

BPD 2021	BPD has completed a retention plan through its consent decree monitoring process. Working conditions is among the primary issues identified for the reason for voluntary separations. Significant resources are required to invest in capital improvements and fleet purchases to achieve improvements in this area. 2019 saw the fewest number of separations in ten years, but 2020 separations were on par with the average (between 220-230 per year)
BPD 2022	BPD saw 294 sworn separations in 2021, however more than 60 of that total were due to those medically unable to continue performing the job of an officer and more than 30 were separation due to discipline. These totals represented a backlog of pending separations due to COVID and contractual provisions that prevented their separations in 2020 and 2021. (Totals: 89 Voluntary Resignations; 78 Voluntary Retirements; 63 Medical Separations; 33 Disciplinary-Related Separations; 31 Trainee Separations)

Education and Training	
9	Implementation of the Consent Decree will result in significant demands on the training staff for in-service programs. We anticipate that officers will spend 20 workdays in in-service training each year.
BPD 2020	BPD agrees with this recommendation. This factor has been included in the shift relief constant calculations in the staffing plan.
9.1	More civilian staff to help create, deliver, and facilitate instruction. The city is becoming more flexible in hiring back sworn officers as civilians to facilitate training, considering compensation issues on a case-by-case basis. Nevertheless, some bureaucratic obstacles remain, such as the requirement for staff to wait 90 days between separating and being hired again.
BPD 2020	BPD agrees with this recommendation. Staffing plan includes this recommendation. Our goal is to start with the firing range to civilianize several of these positions and also add additional civilian capacity in E&T to accommodate training needs without additional reliance on sworn resources. The total staff profile of the Education and Training division is provided at the end of this document.
BPD 2021	Staffing plan includes these increased civilian positions, but actual implementation of this recommendation has been delayed due to budgetary hiring freezes for civilian positions.
BPD 2022	Staffing plan includes these increased civilian positions, but actual implementation of this recommendation has been delayed due to budgetary restrictions for civilian positions.
9.2	A civilian staff member to help input and maintain all training records.
BPD 2020	BPD agrees with this recommendation, which has been included in the staffing plan.
BPD 2021	***Recommendation implemented***.

9.3	Assessing with a civilian analyst how to increase training efficiency. For example, staff report that the law course is the most difficult for recruits to successfully complete at the academy. It would be helpful to understand why this is the case and develop strategies (e.g., study groups, primers, group tutors, materials that can be reviewed earlier in the process) to assist the recruits. It would also be helpful to see how education level correlates with success at the academy in general and in the law courses in particular. Similarly, recruits report about four weeks of "down time" during academy training. Process assessments may illustrate ways to streamline operations and reduce the overall length of the academy.
BPD 2020	BPD agrees with this recommendation. Staffing plan includes this recommendation. Our Academic Director has already developed a new master training schedule that eliminates unnecessary down time. We are also envisioning an expansion of training capacity through the addition of civilian instructors.
BPD 2021	**Recommendation implemented**. Law instruction has been fully civilianized; however, further implementation of plan goal of hiring more civilian training personnel is dependent on availability of new budget resources.
9.4	Improving training facilities so as to conduct the necessary training in a more efficient and professional manner.
BPD 2020	BPD agrees with this recommendation. The Department recently signed a five-year lease to use space at the University of Baltimore in order to conduct much of the Department's training needs.
BPD 2021	Recommendation implemented for the Training Academy, the Gun Range facilities still require significant capital improvements to fully achieve this recommendation.
BPD 2022	No change from previous responses.

Communications	
10	As we described earlier in the Response Time Analysis, the time from when a call is received in the 911 center and when it is dispatched is too long, particularly for high priority calls. The causes of this are multifaceted, but there are things that can be addressed in Communications to remedy this:
10.1	BPD should make necessary changes to the system so that they can track the process time (time from receipt of call to entry into the system) separately from the time the call is waiting for an available officer.
BPD 2020	BPD is conducting a review of all technology applications used by the department, including the Computer Aided Dispatch (CAD) system to determine if this can be accomplished with the current system or if a new system is required.
BPD 2021	The CAD technology recently received a new upgrade in March 2021. This capability was not determined to be possible in the previous version of the technology, but BPD will review the new version of CAD to determine if this is possible.
BPD 2022	No change from previous responses.
10.2	BPD should re-think its policy of how it handles low priority calls in the event of a serious incident (G-2, G-3). This policy seems unnecessary given that the queue is dynamic. That is, as the incident unfolds, the effects on capacity will occur normally-it need not be artificially imposed.

BPD 2020	BPD agrees with this recommendation. The use of G-2/G-3 policies has been discontinued.
BPD 2021	***Recommendation implemented***.
10.3	Call screening should be improved to reduce the likelihood of duplicate calls. For example, during observations a call came in about a disturbance at a business. A few minutes later the same complainant called 911 with a slightly altered set of facts, but at the same address. The call taker created a new call.
BPD 2020	BPD agrees with this recommendation and will work with the Fire Department, who employs and trains the entry level call takers, to ensure this can be completed.
BPD 2021	BPD continues to observe duplicate call issues, but with the updates to the CAD system, and additional Q/A procedures being added to 911, further study will need to be conducted to achieve this recommendation.
BPD 2022	No change from previous responses.
10.4	Dispatchers can, at present, only see calls assigned to their district. This limits their capacity to see incidents occurring in other districts, and particularly, incidents occurring on streets that serve as boundaries for the districts.
BPD 2020	BPD is conducting a review of all technology applications used by the department, including the Computer Aided Dispatch (CAD) system to determine if this can be accomplished with the current system or if a new system is required.
BPD 2021	The CAD technology recently received a new upgrade in March 2021. This capability was not determined to be possible in the previous version of the technology, but BPD will review the new version of CAD to determine if this is possible or whether recommendations on a new CAD system can be made for the BCFD.
BPD 2022	No change from previous responses.
10.5	Communications staff should work with field supervisors to ensure that as calls are closed, assigned units are released to return to service.
BPD 2020	BPD agrees with this recommendation, the new RMS system will assist in providing visibility on these cases.
BPD 2021	With the new RMS, officers are released for service when they submit a report. Need an accountability mechanism to follow up.
BPD 2022	No change from previous responses.

Building Security	
11	BPD devotes a substantial number of personnel to building security. First, the front desk at each district station is staffed 24/7. The cost of this is 62 police officers (9 stations X 3 shifts X SRF of 2.3 =62). In addition, there are 9 police sworn staff currently assigned to security at headquarters and City Hall. Aside from the actual cost there is also the opportunity cost. Police officers should not be doing building security-as there are alternatives. Security for headquarters could be provided under contract, or the city could engage security staff for this service. In many police departments the front desk of a police station is staffed by a nonsworn member perhaps a community service officer. This may require some changes to the physical space, but the cost is very modest when compared to the personnel costs.
BPD 2020	BPD agrees with these recommendations, in part. Private security will be used for HQ, but not for City Hall at this time. Desk officers at the district stations are responsible for direct interaction with the public who may need to file a police report. We agree that our building physical space in the front desks of the district stations require renovations to create more secure environments.
BPD 2021	Efforts to hire private security to replace officers for these functions have been delayed due to contractual issues. Infrastructure improvements as recommended are also delayed due to funding restrictions and budgetary shortages.
BPD 2022	Adjustment to the staffing plan has been made to assume outsourcing of BPD HQ security. A review of the desk duties is being conducted to determine if a civilian classification can perform the functions in lieu of officers being used for these tasks.

Appendix A: Key Terms:

The following section provides the long-term staffing levels recommended for the Baltimore Police Department based upon the workload analysis and a summary of the above key findings and recommendations.

To provide clarity, this section defines acronyms, abbreviations, and key terms that are used in the staffing level charts:

Classification	Description
Trainees	Police Recruits in the Academy or in Field Training
P/O	Police Officer (sworn members to also include Flight Officers)
SGT	Sergeant - a front line supervisor
LT	Lieutenant - a mid-level supervisor
Capt	Captain - first level command staff rank - head of a section or executive officer of a district
Maj	Major - second level command staff rank - head of a section or senior commander of a district
LTC	Lieutenant Colonel - first level executive command staff rank - assistant chief of an operational division
Col	Colonel - second level executive command rank - chief of an operational division
DC	Deputy Commissioner - direct report to the Police Commissioner - head of a Bureau
PC	Police Commissioner - head of the entire agency
Civilian MGR	Civilian Manager - positions with titles that include Chief, Managing Director, Director
Civilian Superv.	Civilian Supervisors - positions with titles that include Deputy Director, Coordinator, Supervisor, etc.
Civilian Invest.	Civilian Investigators - contracted positions that perform investigations or administrative functions
Civilian Support	All other Civilian / non-sworn personnel classifications

Academic Section	Section within the Education and Training Division in charge of curriculum development and management
Admin	any portion of a section or division for which administrative assignments requires personnel support
Admin Staff / NCOs	any portion of a section or division for which administrative assignments requires personnel support to include Neighborhood Coordination Unit personnel
Administrative Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to crime lab, evidence management, fiscal services HR management, recruitment and applicant investigation, facilities, fleet, asset management, medical and light duty personnel, officer safety and wellness, records management
Administrative Duties Division	division within the Administrative Bureau responsible for managing the assignments and investigating the medical status of all light duty and long term medical personnel
Adult & Juvenile Booking	responsible for intake of inmates to the jail facility and juvenile detention facility
Adv. Technical & Digital Evidence Team (ATT)	unit within the Anti-Crime Section responsible for collecting digital evidence and supporting investigative efforts of the Criminal Investigation Division and the District Detective Units
Analytical Sciences Branch Comparative Sciences Branch	Branches of the crime lab dedicated to analysis of DNA and forensic evidence, firearms, and latent prints used in court cases
Anti-Crime Section	a section within the Criminal Investigation Division - responsible for coordinating with federal agency task forces on joint enforcement efforts, undercover work, and warrant execution
Asset Management Division	a division within the Administrative Bureau - responsible for maintenance and acquisition of fleet and facilities used by the department
ATF Task Force/CGIC	unit within the Anti-Crime Section that coordinates with the Alcohol Tobacco and Firearms federal agency and the Crime Gun Intelligence Center
Aviation Unit (+Flight Officers)	unit within the Special Operations Section in charge of flight operations / helicopter support
BCIC	Baltimore Community Intelligence Center(s) - formerly designated the Strategic Decision Support Centers - district level intelligence centers and real time analysis capabilities
Body Worn Camera Unit	unit within the Forensic Sciences & Evidence Services Division responsible for reviewing all body worn camera footage and processing footage into evidence packages for case files
Bomb/ESU Unit	unit within the Special Operations Section responsible for coordinating response to emergency situations that involve or could involve explosives
Budget Management Section	section within the Finance Division that is responsible for developing and updating departmental budget requests
Cadets in Training	personnel ages 18-20 that are not yet qualified to serve as academy trainees, but are members of the department who are pre-cleared for hire as trainees once they reach the age of 20.5

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Casino	specialized assignment to patrol the area in and around the casino district within the Southern Police District
Central Booking	unit responsible for intake at the adult jail facility
Central District	one of nine geographical police districts
Chief of Patrol & Dep Comm Offices	support staff for the Chief of Patrol and the Deputy Commissioner of Operations
Chief of Staff's Office	support staff for the Chief of Staff to the Police Commissioner
Child Abuse Unit	unit within the Special Investigations Section responsible for handling all crimes against children
CitiWatch	unit within the Data Driven Strategies Division responsible for monitoring camera feeds and reporting any evidence of crimes that have been captured on video by citiwatch cameras
City Wide Robbery	unit within Homicide/Robbery Section responsible for investigating city-wide patterns of robberies and investigating commercial robberies
Civilian Applicant Investigation	unit within HR Division responsible for investigating the background of all civilian position applications
Communications	section responsible for handling 9-1-1 dispatch and radio transmissions
Community & Youth Services	section responsible for community engagement programs and youth outreach programs that are conducted by sworn members
Compliance Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to education and training, consent decree compliance, performance standards, audits & inspections, and information technology
COMSTAT	a unit with the Data Driven Strategies Division responsible for managing all data provided for regular reporting used in the weekly accountability process known as COMSTAT
Consent Decree Implementation	a division within the Compliance Bureau - responsible for managing all efforts related to demonstrating and monitoring compliance with the federal consent decree
Continuing Education Section	a section within the Education and Training Division responsible for in-service annual training for sworn members to remain certified as law enforcement officers
CRB/ER/Front Desk	Administrative functions of the public integrity bureau: civilian review board, expedited resolutions, and front desk/intake of external complaints
Crime Analytics	a unit with the Data Driven Strategies Division responsible for managing crime data analysis needed to impact criminal intelligence gathering and enforcement efforts
Crime Laboratory	a section within Forensic Sciences & Evidence Services Division responsible for processing all physical evidence collected for criminal investigations
Criminal History	a unit within the records management division that is responsible for running the criminal history of individuals at the request of patrol officers
Criminal Intel	a unit within the Criminal Investigation Division that conducts intelligence gathering to support situational awareness of enforcement operations and criminal investigations
Criminal Investigation Division (CID)	a division within the Operations Bureau that is responsible for central investigations of homicides, city wide robberies, family crimes, sexual assaults, child abuse, warrant enforcement, federal task force coordination, and major case investigations
Critical Response Team (CRT)	a unit within the Community and Youth Services Section that is responsible for providing a secondary response to scenes of violent crime or situations where there a person in mental or medical distress that requires additional resources for de- escalation
Data Driven Strategies Division	a division that reports to the Deputy Commissioner of Operations - responsible for data analytics, camera monitoring, accountability programs, and intelligence gathering
Dispatchers	civilian personnel responsible for handling 9-1-1 dispatch from the call center
District Action Teams	dedicated enforcement and proactive engagement units assigned to each patrol district
District Detective Units	district level detective units responsible for investigating all property crimes, robberies, shootings, and assaults that occur in a district
Economic/Arson/Cyber Crimes	a unit within the Special Investigation Section that is responsible for investigating criminal activity that takes place online or crimes related to fraud and technology also responsible for investigating arson cases
Education and Training Division	a division within the Compliance Bureau - responsible for managing all efforts related to training of new members to the department as well as annual in service of all current members
Employee Affairs	a unit within the HR Division responsible for managing retiree benefits and previous members' death benefits
Employee Benefits	a unit within the HR Division responsible for managing current members insurance coverages, pension information, etc.
Employee Wellness	a section within the HR Division responsible for ensuring the well-being of current officers that experience trauma, mental stress, or financial hardship
Entry Level Section	a section within the Education and Training Division responsible for training recruits to become sworn members of the department
EOD Investigations	a section within the Public Integrity Bureau responsible for investigating cases where employees claim discrimination

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Equal Opportunity	a section with in the HR Division responsible for managing intake and interfacing with employees that claim discrimination based on a status as a protected class
Ethics-FBI	a section within the Public Integrity Bureau - responsible for internal investigations related to officer conduct that could violate ethics or corruption related laws or policies where the FBI is required to assist
Evidence Control Unit	a section within Forensic Sciences & Evidence Services Division responsible for storing physical evidence collected for criminal investigations
Executive Office Functions	Police Commissioner's staff support
Executive Protection Units	BPD personnel assigned as personal security for either the Mayor, State's Attorney, or the Police Commissioner
Facilities Management	a section within the Asset Management Division responsible for coordinating with the Department of General Services to manage all property used by the BPD
Family Crimes	a unit within the Special Investigation Section that is responsible for handling all crimes related to domestic violence
FBI-TFOs	Task force officers assigned to work in coordination with the FBI on cases related to officer misconduct
Finance Division	a division within the Administrative Bureau responsible for managing all budget, fiscal, and grants related functions of the department
Firearms Training Section	a section within the Education and Training Division responsible for ensuring all officers qualify on their service weapons on an annual basis
Fiscal Services Section	a section within the Finance Division responsible for managing all accounting, payroll, procurement, and fiscal transactions carried out by the department
Fleet Management	a section within the Asset Management Division responsible for coordinating with the Department of General Services to manage all vehicles used by the BPD
FOP Personnel	pursuant to the FOP agreement with the BPD, there are dedicated personnel funded by the agency to support FOP lodge business
Forensic Sciences & Evidence Services Division	a division within the Administrative Bureau responsible for managing all crime lab, evidence, and records management functions of the department
General Investigations	a section within the Public Integrity Bureau responsible for investigating all cases of police misconduct or policy violations
Grant Management Section	a section within the Finance Division responsible for managing all grant requests and spending carried out by the department
Group Violence Reduction Strategy	This unit is part of a comprehensive model to provide for a focused deterrence approach to preventing group and gang violence in the city.
HIDTA/DEA Task Force	unit within the Anti Crime Section that coordinates with the Federal Drug Enforcement Agency
Homeless Outreach Team	a unit within the Community and Youth Services Section that is responsible for providing a community engagement response to complaints related to homeless persons
Homicide Detectives	A unit within the Homicide/Robbery Section that is responsible for all death investigations, to include homicides, suicides, and unknown deaths
Homicide/Robbery Section	a section within the Criminal Investigation Division - responsible for investigating all deaths that take place in the city, and robbery patterns that take place in multiple districts, or impact commercial locations
Hot Desk/Chase	a unit within the records management division that is responsible for running the criminal history of individuals at the request of patrol officers
HQ and City Hall Security	a unit within the Asset Management Division that is responsible for securing City Hall and Police HQ for visitors to the building
HRIS/Workday Support	a unit within HR Division to ensure personnel movements that occur across the department are accurately tracked and managed in the payroll system
Human Resources Division	a division within the Administrative bureau responsible for all HR functions of the department
ICAC/Sex Trafficking	Internet Crimes and Against Children and sex trafficking cases are handled by this unit of detectives
Information Technology Division	a division within the Compliance bureau responsible for technology functions of the department
Inner Harbor Patrol	specialized assignment to patrol the area in and around the inner harbor
Intake/Classification	a section within the Public Integrity Bureau responsible for determining the nature of police misconduct or policy violation complaints
Integrity Assurance	a section within the Public Integrity Bureau responsible for conducting integrity checks
Juvenile Booking	responsible for intake at the juvenile detention facility
K9 Unit	a unit within the Special Operations Section responsible for providing canine support for drug and explosive detection
Mail room/Copy Room	a unit within the records management division that is responsible for ensuring interoffice and external mail is properly delivered across the department and to outside recipients

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Major Case / Gang Unit	a unit within the Anti-Crime Section that is responsible for long term investigations of gang activity
Marine Unit	a unit within the Special Operations Section responsible for harbor security, investigations of crimes that occur in the water, etc.
Missing Persons/Animal Abuse	a unit within the Special Investigations Section responsible for leading investigations on animal abuse cases and missing persons cases
Mobile Metro Unit	a unit within the Patrol Division that provides rapid response to stabilize areas that experience violence
Mounted Unit	a unit within the Special Operations Section responsible for providing crowd management support using horses
NCO Staff	Neighborhood Coordination Officers who serve as Community Policing and Problem-Oriented Policing specialists for each district.
Neighborhood Coordination	a unit within the Community and Youth Services Section responsible for overall management of city-wide community engagement efforts
Operations Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to patrol and investigation functions
Patrol Support Services Division	a division within the Operations Bureau that is responsible for providing support to Patrol operations, to include Special Operations Section, Communications, Community and Youth Services, and Adult/Juvenile Booking
Patrol Staffing (Day/Evening/Night)	patrol functions where officers are handling 9-1-1 calls and conducting community engagement, foot patrols, business checks, and visibility efforts – combines all staffing for the district on day, evening and night shifts together
Pawn Shop	responsible for cross referencing stolen property with pawn shop activity
PC's Office	office of the Police Commissioner
Performance Evaluations	a unit with HR that is responsible for ensuring all members complete annual performance evaluations
Performance Standards Section	a section with the Compliance Bureau responsible for audits and inspections of departmental functions and activities to ensure compliance with policy
Public Information Office	a section within the Police Commissioner's Office responsible for interfacing with media and public records requests
Public Integrity Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to internal investigations of police misconduct or policy violations
Quartermaster	a unit within the Asset Management Division that is responsible for providing all members with uniforms and BPD property
Radio Support Personnel	a unit within Communications Section that is responsible for managing all radios
Recon & Anti-Violence Enforcement	RAVEN squad - a dedicated enforcement unit responsible for investigating high risk, multiple offenders that are responsible for armed robberies and shootings
Records Management Division	a division of the Administrative Bureau responsible for securing all police reports and records maintained by the department
Records Management System	a unit within the records management division responsible for inputting police reports into the records management system
Recruitment & Applicant Investigation Division	a division of the Administrative Bureau responsible for recruiting and conducting background investigations on all applicants to become sworn members of the BPD
Recruits in Training	all police academy recruits
Re-entry Support Team	a unit within the Community and Youth Services Section responsible for assisting with re-entry programs
Regional Auto Theft Task Force	also known as RATT - represents BPD's participation in a multi jurisdictional effort to investigate auto thefts and car jackings
Secondary Employment	a unit within the Special Operations Section responsible for approving and filling of off-duty details
Sex Offender Registration	a unit within Special Investigations Section responsible for ensuring compliance with sex offender registry laws
Sex Offense/Cold Case Unit	a unit within Special Investigations Section responsible for investigating sex crimes and cold cases within the Criminal Investigations Division
Sex Trafficking Unit	a unit within Special Investigations Section responsible for investigating patterns and crimes related to sex trafficking
SIRT	Special Incident Response Team - a section within the Public Integrity Bureau responsible for investigating police shootings and critical incidents involving police
Special Events	a unit within the Special Operations Section responsible for approving and filling of special event details
Special Investigation Section	a section within the Criminal Investigations Division responsible for investigating several types of crimes that require specialized training, including sex crimes, domestic violence, child abuse, animal abuse, economic crimes, cyber crimes, and arson

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Special Operations	a section within the Patrol Support Services Division responsible for providing specialized tactical resources, traffic management, and special event planning
Staff Review	a unit within the records management division that is responsible for reviewing reports for completion and accuracy
Strike Force	unit within the Anti-Crime Section that coordinates with several federal and state agencies on enforcement
Summons/Subpoenas	a unit within the records management division that is responsible for ensuring all officers who are subpoenaed or summoned to court receive notification
SWAT/Tactical	a unit within the Special Operations Section that provides specialized support for high risk enforcement actions
Sworn Applicant Investigations	a unit within Recruitment Division that is responsible for processing all background investigation of police applicants
Sworn Recruitment Unit	a unit within Recruitment Division that is responsible for actively recruiting new officers into the BPD
Traffic Enforcement	a unit within the Special Operations Section that provides traffic enforcement of speeding, red lights, and improper vehicle usage laws
Traffic Investigation (AIU)	a unit within the Special Operations Section that investigates vehicle accidents
Vice/Undercover	a unit within the Anti-Crime Section that is responsible for undercover investigations
Victim-Witness Asst	a unit within the Homicide/Robbery Section that is responsible for ensuring all victims and/or witnesses of cases are debriefed and ensure they are protected prior to court appearances
Warrant Apprehension Task Force	a unit within the Anti-Crime Section that is responsible for executing homicide, shooting, robbery, and various other types of warrants in support of activity from the Criminal Investigations Division
Warrants/Identification	a unit within the records management division that is responsible for running the criminal history of individuals at the request of patrol officers
Watch Center	a unit responsible for data analytics, camera monitoring, accountability programs, and intelligence gathering
Youth Services	a unit responsible for youth engagement programs conducted by BPD

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Appendix B: 2022 Staffing Plan Assumption Staffing Charts:

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Operations Bureau	**2207**	**1688**	**331**	**79**	**16**	**15**	**3**	**2**	**1**	**72**	**3**	**21**	**148**	**227**	**399**
Operations Bureau Admin	**1786**	**1370**	**255**	**61**	**13**	**11**	**2**	**1**	**1**	**72**					**0**
DC OPS Staff	5	1	2		1				1		1			1	**2**
Patrol Division	**1781**	**1369**	**253**	**61**	**12**	**11**	**2**	**1**	**0**	**72**	1	13	71	158	**243**
Chief of Patrol Staff	7	2	2	2				1						1	**1**
Neighborhood Districts	**1581**	**1231**	**211**	**47**	**9**	**10**	**1**	**0**	**0**	**72**	0	0	63	37	**100**
Deputy Chief of Patrol Staff	3	1	1				1							1	**1**
Night Commanders	1					1									**0**
Central District	**198**	**156**	**26**	**6**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
CD Management (LTs/CAPT/MAJ)	8			6	1	1									**0**
CD Admin Staff / NCOs	5	3	2											3	**3**
CD Day Watch (B Shift)	42	37	5												**0**
CD Evening Watch (C Shift)	50	44	6												**0**
CD Night Watch (A Shift)	32	28	4												**0**
CD DDU/DAT Supervisors	6		6												**0**
CD District Detectives	12	12											6		**6**
CD District Action Team	12	12													**0**
CD BCIC	2	2											1	1	**2**
CD Inner Harbor Patrol	21	18	3												**0**
CD Police Officer Trainees	8									8					**0**
Southeastern	**176**	**137**	**24**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
SED Management (LTs/CAPT/MAJ)	7			5	1	1									**0**
SED Admin Staff / NCOs	5	3	2											3	**3**
SED Day Watch (B Shift)	38	33	5												**0**
SED Evening Watch (C Shift)	48	42	6												**0**
SED Night Watch (A Shift)	38	33	5												**0**
SED DDU/DAT Supervisors	6		6												**0**
SED District Detectives	12	12											6		**6**
SED District Action Team	12	12													**0**
SED BCIC	2	2											1	1	**2**
SED Police Officer Trainees	8									8					**0**
Eastern	**154**	**118**	**21**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
ED Management (LTs/CAPT/MAJ)	7			5	1	1									**0**
ED Admin Staff / NCOs	5	3	2											3	**3**
ED Day Watch (B Shift)	32	28	4												**0**
ED Evening Watch (C Shift)	38	33	5												**0**
ED Night Watch (A Shift)	32	28	4												**0**
ED DDU/DAT Supervisors	6		6												**0**
ED District Detectives	12	12											6		**6**
ED District Action Team	12	12													**0**
ED BCIC	2	2											1	1	**2**
ED Police Officer Trainees	8									8					**0**
Northeastern	**188**	**148**	**25**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
NED Management (LTs/CAPT/MAJ)	7			5	1	1									**0**
NED Admin Staff / NCOs	5	3	2											3	**3**
NED Day Watch (B Shift)	42	37	5												**0**
NED Evening Watch (C Shift)	56	49	7												**0**
NED Night Watch (A Shift)	38	33	5												**0**
NED DDU/DAT Supervisors	6		6												**0**
NED District Detectives	12	12											6		**6**
NED District Action Team	12	12													**0**
NED BCIC	2	2											1	1	**2**
NED Police Officer Trainees	8									8					**0**

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Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Northern	**169**	**132**	**22**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
ND Management (LTs/CAPT/MAJ)	7			5	1	1									**0**
ND Admin Staff / NCOs	5	3	2											3	**3**
ND Day Watch (B Shift)	40	35	5												**0**
ND Evening Watch (C Shift)	45	40	5												**0**
ND Night Watch (A Shift)	32	28	4												**0**
ND DDU/DAT Supervisors	6		6												**0**
ND District Detectives	12	12											6		**6**
ND District Action Team	12	12													**0**
ND BCIC	2	2											1	1	**2**
ND Police Officer Trainees	8									8					**0**
Northwestern	**170**	**132**	**23**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
NWD Management (LTs/CAPT/MAJ)	7			5	1	1									**0**
NWD Admin Staff / NCOs	5	3	2											3	**3**
NWD Day Watch (B Shift)	38	33	5												**0**
NWD Evening Watch (C Shift)	48	42	6												**0**
NWD Night Watch (A Shift)	32	28	4												**0**
NWD DDU/DAT Supervisors	6		6												**0**
NWD District Detectives	12	12											6		**6**
NWD District Action Team	12	12													**0**
NWD BCIC	2	2											1	1	**2**
NWD Police Officer Trainees	8									8					**0**
Western	**160**	**124**	**21**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
WD Management (LTs/CAPT/MAJ)	7			5	1	1									**0**
WD Admin Staff / NCOs	5	3	2											3	**3**
WD Day Watch (B Shift)	34	30	4												**0**
WD Evening Watch (C Shift)	42	37	5												**0**
WD Night Watch (A Shift)	32	28	4												**0**
WD DDU/DAT Supervisors	6		6												**0**
WD District Detectives	12	12											6		**6**
WD District Action Team	12	12													**0**
WD BCIC	2	2											1	1	**2**
WD Police Officer Trainees	8									8					**0**
Southwestern	**167**	**130**	**22**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
SWD Management (LTs/CAPT/MAJ)	7			5	1	1									**0**
SWD Admin Staff / NCOs	5	3	2											3	**3**
SWD Day Watch (B Shift)	38	33	5												**0**
SWD Evening Watch (C Shift)	45	40	5												**0**
SWD Night Watch (A Shift)	32	28	4												**0**
SWD DDU/DAT Supervisors	6		6												**0**
SWD District Detectives	12	12											6		**6**
SWD District Action Team	12	12													**0**
SWD BCIC	2	2											1	1	**2**
SWD Police Officer Trainees	8									8					**0**
Southern	**195**	**153**	**26**	**6**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	7	4	**11**
SD Management (LTs/CAPT/MAJ)	8			6	1	1									**0**
SD Admin Staff / NCOs	5	3	2											3	**3**
SD Day Watch (B Shift)	42	37	5												**0**
SD Evening Watch (C Shift)	48	42	6												**0**
SD Night Watch (A Shift)	38	33	5												**0**
SD DDU/DAT Supervisors	8		8												**0**
SD District Detectives	12	12											6		**6**
SD District Action Team	12	12													**0**
SD BCIC	2	2											1	1	**2**
Casino	12	12													**0**
SD Police Officer Trainees	8									8					**0**

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Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Patrol Support Services	**144**	**103**	**25**	**11**	**2**	**2**	**1**	**0**	**0**	**0**	0	**2**	**2**	**8**	**12**
Deputy Chief of Patrol Support Staff	3	1	1				1							1	**1**
Special Operations Section	**126**	**100**	**18**	**6**	**1**	**1**	**0**	**0**	**0**	**0**	0	1	0	7	**8**
SOS Management & Admin Staff	9		1	6	1	1								3	**3**
SWAT/Tactical Units	35	30	5												**0**
SWAT/Training Unit	5	4	1												**0**
Aviation Unit (+Flight Officers)	18	16	2									1		4	**5**
Mobile Metro Unit	35	30	5												**0**
K9 Unit	24	20	4												**0**
Special Services Management & Admin Staff	6			5	1									3	**3**
Traffic Section Supervisors	3		3												**0**
Traffic Enforcement	6	6													**0**
Traffic Investigation (AIU)	6	6											4		**4**
Special Events and Secondary OT (Supervisors)	4		4												**0**
Special Event / Secondary Employment	0												2	4	**6**
Community and Youth Services	15	12	3											7	**7**
Pawn Shop	0											1	2	2	**5**
Mounted Unit	0														**0**
Adult & Juvenile Booking	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	0	0	2	**2**
A&J Booking Section Management & Admin Staff	0													2	**2**
A&J Booking Night Shift (A Shift)	0														**0**
A&J Booking Day Shift (B Shift)	0														**0**
A&J Booking Evening Shift (C Shift)	0														**0**
Data Driven Strategies Division	**7**	**3**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	1	6	16	19	**42**
DDSD Management & Admin Staff	0										1	1		2	**4**
Crime Analytics/COMSTAT	1		1									2		12	**14**
Watch Center	6	3	3									3	16	5	**24**

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Criminal Investigation Division	**414**	**315**	**72**	**18**	**3**	**4**	**1**	**1**	**0**	**0**	0	2	61	49	**112**
Chief of Detectives Staff	4	1	1	1				1						1	**1**
Deputy Chief of CID Staff	3	1	1				1								**0**
Robbery/Homicide Section	**110**	**87**	**16**	**5**	**1**	**1**	**0**	**0**	**0**	**0**	0	2	22	16	**40**
RHS Management & Admin Staff	11	3	1	5	1	1								4	**4**
Homicide Squads (Supervisors)	7		7												**0**
Homicide Detectives	56	56											8		**8**
Cold Case / Homicide Unit (Supervisors)	3		3												**0**
Cold Case Homicide Detectives	4	4											8		**8**
ATF Group/CGIC	4	4													**0**
Victim Advocates	0											2		12	**14**
City Wide Robbery Squads (Supervisors)	5		5												**0**
City Wide Robbery Detectives	12	12											6		**6**
Regional Auto Theft Team (RATT)	6	6													**0**
City Yard	2	2													**0**

Attachment 1: Update to Long Term Staffing Plan (2022)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Special Investigation Section	**117**	**89**	**21**	**5**	**1**	**1**	**0**	**0**	**0**	**0**	0	0	28	10	**38**
SIS Management & Admin Staff	7			5	1	1								3	**3**
Sex Crimes Unit (Supervisors)	6		6												**0**
Sex Offense Detectives	21	21											4		**4**
Cold Case SIS Detectives	4	4											2		**2**
Registry Unit	0												2	2	**4**
Child Abuse Unit (Supervisors)	6		6												**0**
Child Abuse Detectives	18	18											4	2	**6**
ICAC/Sex Trafficking Detectives	12	12													**0**
Missing Persons Detectives	2	2											4		**4**
Fam Crim/An. Abuse/Witness Svcs Unit (Supervisors)	4		4												**0**
Family Crimes Detectives	14	14											4	2	**6**
Witness Services/Animal Abuse	2	2											2	1	**3**
Special Activities Unit (Supervisors)	3		3												**0**
Advanced Technical Team (ATT)	6	6													**0**
Cyber Crimes Detectives	2	2											2		**2**
Covert Detectives	4	4													**0**
Arson/Econ Crimes Unit (Supervisors)	2		2												**0**
Economic Crime Detectives	2	2											2		**2**
Arson Detectives	2	2											2		**2**
Anti-Crime Section	**158**	**123**	**27**	**6**	**1**	**1**	**0**	**0**	**0**	**0**	0	0	2	15	**17**
ACS Management & Admin Staff	8			6	1	1								3	**3**
Warrant Apprehension Task Force (Supervisors)	5		5												**0**
WATF Squads	18	18													**0**
Fugitive Squad	6	6													**0**
Witness Response Team	4	4													**0**
WATF Admin	2	1	1												**0**
Vice/Undercover/HSI Unit (Supervisors)	7		7												**0**
Vice/UC Squad Detectives	12	12													**0**
FBI Safe Streets	4	4													**0**
Asset Forfeiture	2	2													**0**
HSI Strike Force	4	4													**0**
Homeland Security Task Force	4	4													**0**
IRS/SAR Task Force	2	2													**0**
ATF Task Forces (Supervisors)	2		2												**0**
ATF Groups	8	8													**0**
HIDTA Groups (Supervisors)	4		4												**0**
HIDTA Groups	16	16													**0**
Strike Force (Supervisors)	1		1												**0**
Strike Force Groups	6	6													**0**
Group Violence Reduction Strategy (Supervisors)	7		7												**0**
Major Case Units	16	16												12	**12**
Firearms Intelligence Unit	2	2											2		**2**
GVRS Pro-active Units	12	12													**0**
GVED/Gun Registry/GORA	6	6													**0**
Criminal Intel and Homeland Security	**22**	**14**	**6**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	0	0	9	7	**16**
Criminal Intel Management & Admin Staff	2			1		1								1	**1**
CitiWatch	1	0	1										8	2	**10**
Criminal Intel Supervisors	4		4												**0**
Task Force Units	6	6													**0**
Operations Unit	2	2													**0**
Shield/Crit. Infrastructure	2	2													**0**
Intel Analysts	0												1	4	**5**
HQ and City Hall Security	5	4	1												**0**

Attachment 1: Update to Long Term Staffing Plan (2022)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Total
Administrative Bureau	**50**	**22**	**19**	**6**	**1**	**1**	**0**	**0**	**1**	0	15	24	24	199	**262**
DC Admin Staff	3			1	1				1		1			1	**2**
FOP Personnel	3	1	2												**0**
Finance Division	**4**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	3	3	0	20	**26**
Finance Division Management & Admin	1	1								-	1	-	-	-	**1**
Fiscal Services Section	0										1	1		10	**12**
Grant Management Section	0											1		5	**6**
Budget Management Section	0										1	1		5	**7**
Asset Management Section	1			1							1			1	**2**
Fleet Management	1		1									1		5	**6**
Quartermaster	1		1									1		3	**4**
Facilities Management	0											1		5	**6**
Forensic Sciences & Evidence Services Division	**4**	**0**	**3**	**1**	**0**	**0**	**0**	**0**	**0**	0	7	15	0	139	**161**
FSED Management & Admin	1			1							3			6	**9**
Crime Scene and Evidence Control Mgmt	0										2				**2**
Crime Scene Sciences (Supervisors)	0											6			**6**
Crime Scene Technicians	0													48	**48**
Evidence Control Unit (Supervisors)	3		3									3			**3**
Evidence Counter/Warehouse/Vault Staff	0													25	**25**
Forensic Laboratory Section Mgmt	0										2				**2**
Comparative Sciences (Supervisors)	0											4			**4**
Comparative Sciences Lab Staff	0													30	**30**
Analytical Sciences (Supervisors)	0											2			**2**
Analytical Sciences Lab Staff	0													30	**30**
Human Resources Division	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	0	1	2	6	15	**24**
HR Management & Admin	0										1	2		3	**6**
HR Business Functions	0													6	**6**
HRIS/Workday Support	0													6	**6**
Civilian Applicant Investigations	1		1										6		**6**
Officer Wellness & Safety Section	**5**	**2**	**2**	**1**	**0**	**0**	**0**	**0**	**0**	0	1	1	0	7	**9**
OWS Management & Admin	1			1							1			1	**2**
Early Intervention System	1		1											2	**2**
Employee Affairs	1	1												2	**2**
Employee Wellness	2	1	1									1		2	**3**
Recruitment & Admin Duties Division	**30**	**18**	**9**	**2**	**0**	**1**	**0**	**0**	**0**	0	1	0	18	3	**22**
Recruitment Management & Admin	3	1		1		1					1			1	**2**
Sworn Recruitment Unit	3	2	1										2		**2**
Sworn Applicant Investigations	19	15	4										10		**10**
ADD Management & Admin	1			1									6	2	**8**
Light Duty and Medical Supervision	4		4												**0**

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest.	Civilian Support	Civilian Total
Public Integrity Bureau	**91**	**63**	**17**	**7**	**2**	**1**	**0**	**0**	**1**	**0**	**1**	**0**	**32**	**4**	**37**
DC PIB Staff	2	1							1					3	**3**
PIB Management/Admin Staff	10			7	2	1									**0**
CRB/ER/Front Desk	2		2										6	1	**7**
OAH/DRC and Training	4	2	2										4		**4**
Investigations Section (Supervisors)	8		8												**0**
PIB Investigators	40	40											18		**18**
Ethics Section (Supervisors)	3		3												**0**
Ethics Investigators	6	6													**0**
FBI TFOs	2	2													**0**
Integrity Assurance	2	2													**0**
Special Incident Response Team (SIRT)	5	4	1												**0**
Equal Opp. & Discrimination Investigations	7	6	1								1		4		**5**

Attachment 1: Update to Long Term Staffing Plan (2022)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest.	Civilian Support	Civilian Total
Compliance Bureau	**230**	**46**	**29**	**9**	**3**	**2**	**0**	**0**	**1**	**140**	**8**	**17**	**31**	**72**	**128**
DC Comp Staff	2				1				1		1			1	**2**
Information Technology Division	**2**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	0	5	2	0	15	**22**
IT Division Management & Admin	0										1			1	**2**
IT Services Section	2	1		1							1	2		4	**7**
Applications Systems Section	0										1			4	**5**
IT Governance Section	0										1			4	**5**
Cybersecurity Section	0										1			2	**3**
Consent Decree Implementation	**2**	**0**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	0	1	2	0	14	**17**
CDIU Management & Admin	1		1								1			2	**3**
Compliance Managers/Policy Development	1		1									2		12	**14**
Performance Standards Section	**26**	**8**	**12**	**4**	**1**	**1**	**0**	**0**	**0**	0	0	2	16	12	**30**
PS Management & Admin	6			4	1	1									**0**
Inspections/Special Engagements (Supervisors)	2		2									2			**2**
Auditors & Inspectors	6	6											12	6	**18**
Body Worn Camera Review	4		4										4		**4**
Use of Force Review (Supervisors)	6		6												**0**
UOF Assessments	2	2													**0**
Court Liaisons	0													6	**6**
Education and Training Division	**198**	**37**	**15**	**4**	**1**	**1**	**0**	**0**	**0**	140	1	11	15	30	**57**
E&T Management & Admin	9	2	1	4	1	1						1		3	**4**
Entry Level Section (Supervisors)	5		5									2			**2**
Entry Level Instructors	16	16												9	**9**
Recruits in Training	125									125					**0**
Cadets in Training	15									15		1		3	**4**
Continuing Education Section (Supervisors)	3		3									2			**2**
Continuing Education Instructors	12	12												5	**5**
Crisis Response Team (Supervisors)	1		1												**0**
CRT Unit	6	6													**0**
Academic Section (Supervisors)	1		1								1			4	**5**
Academics Unit	0											2		1	**3**
Legal Education Unit	0											3		3	**6**
Training Records / Cert. Unit	0													2	**2**
Firearms Training Section (Supervisors)	4		4												**0**
Firearms Instructors	0												15	0	**15**
Armory Unit	1	1													**0**
Records Management Section	**7**	**4**	**1**	**1**	**0**	**1**	**0**	**0**	**0**	0	1	12	0	56	**69**
RMS Management & Admin	2			1		1					1			2	**3**
Central Records (Supervisors)	1		1									8			**8**
Hot Desk/Chase	1	1												14	**14**
Warrants/Identification	1	1												12	**12**
Mail room/Copy Room	0													4	**4**
Criminal History	1	1												12	**12**
Staff Review (Supervisors)	0											4			**4**
Staff Review/Report Review	0													6	**6**
Report Data Entry/Online Reporting	1	1												6	**6**
Communications	**24**	**11**	**11**	**1**	**1**	**0**	**0**	**0**	**0**	**0**	1	11	0	94	**106**
KGA Section Management & Admin Staff	3	1		1	1						1			3	**4**
Sworn Comm Liaisons (TRU/911)	6		6												**0**
Telephone Reporting Unit (TRU)	15	10	5									2		12	**14**
Radio Support Personnel	0											1		4	**5**
Dispatcher Supervisors	0											8			**8**
Dispatchers	0													75	**75**

Attachment 1: Update to Long Term Staffing Plan (2022)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Total
Police Commissioner Office	**21**	**15**	**4**	**1**	**0**	**0**	**0**	**0**	**1**	0	5	3	0	13	**21**
Executive Office Functions	**2**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**1**		3	0	0	5	**8**
PC's Office	2		1						1		1			2	**3**
Chief of Staff's Office	0										1			1	**2**
Governmental Relations	0										1			2	**3**
Executive Protection Units	**15**	**12**	**3**	**1**	**0**	**0**	**0**	**0**	**0**	0	0	0	0	1	**1**
EPU Management & Admin				1										1	**1**
PC Detail	3	2	1												**0**
Mayor's Detail	7	6	1												**0**
SAO Detail	5	4	1												**0**
Public Information Office	**3**	**3**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	2	3	0	7	**12**
PIO Management & Admin	0										1	3			**4**
Media Affairs	3	3												5	**5**
Internal/Dept Communications	0										1				**1**
Community Outreach	0													2	**2**

Appendix C: Summary of Staffing Plan Chart and Changes from 2021 to 2022:

Staffing Plan Summary	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest.	Civilian Support	Civilian Total
Operations Bureau	**2183**	1677	320	78	15	15	3	2	1	72	2	10	148	133	**293**
Administrative Bureau	**50**	22	19	6	1	1	0	0	1	0	15	24	24	199	**262**
Public Integrity Bureau	**91**	63	17	7	2	1	0	0	1	0	1	0	32	4	**37**
Compliance Bureau	**260**	61	40	11	4	3	0	0	1	140	10	40	31	222	**303**
Police Commissioner Office	**21**	15	4	1	0	0	0	0	1	0	5	4	6	15	**30**
Totals	**2605**	**1838**	**400**	**103**	**22**	**20**	**3**	**2**	**5**	**212**	**33**	**78**	**241**	**573**	**925**

Patrol Officers (Updated for 2021 CFS data)	2022 Plan (Officers)	2022 Plan (SGTs)		2021 Plan (Officers)	2021 Plan (SGTs)		Diff (Officers)	Diff (SGTs)
Central District								
CD Day Watch (B Shift)	37	5		37	5		0	0
CD Evening Watch (C Shift)	44	6		37	5		7	1
CD Night Watch (A Shift)	28	4		28	4		0	0
Southeastern								
SED Day Watch (B Shift)	33	5		35	5		-2	0
SED Evening Watch (C Shift)	42	6		37	5		5	1
SED Night Watch (A Shift)	33	5		33	5		0	0
Eastern								
ED Day Watch (B Shift)	28	4		30	4		-2	0
ED Evening Watch (C Shift)	33	5		33	5		0	0
ED Night Watch (A Shift)	28	4		28	4		0	0
Northeastern								
NED Day Watch (B Shift)	37	5		42	6		-5	-1
NED Evening Watch (C Shift)	49	7		46	6		3	1
NED Night Watch (A Shift)	33	5		33	5		0	0
Northern								
ND Day Watch (B Shift)	35	5		35	5		0	0
ND Evening Watch (C Shift)	40	5		35	5		5	0
ND Night Watch (A Shift)	28	4		28	4		0	0
Northwestern								
NWD Day Watch (B Shift)	33	5		35	5		-2	0
NWD Evening Watch (C Shift)	42	6		37	5		5	1
NWD Night Watch (A Shift)	28	4		28	4		0	0
Western								
WD Day Watch (B Shift)	30	4		30	4		0	0
WD Evening Watch (C Shift)	37	5		30	4		7	1
WD Night Watch (A Shift)	28	4		28	4		0	0
Southwestern								
SWD Day Watch (B Shift)	33	5		33	5		0	0
SWD Evening Watch (C Shift)	40	5		35	5		5	0
SWD Night Watch (A Shift)	28	4		28	4		0	0
Southern								
SD Day Watch (B Shift)	37	5		37	5		0	0
SD Evening Watch (C Shift)	42	6		37	5		5	1
SD Night Watch (A Shift)	33	5		33	5		0	0
Impacted Patrol Officer Allocation	**939**	**133**		**908**	**128**		**31**	**5**

Attachment 1: Update to Long Term Staffing Plan (2022)

Patrol Division (DATs)	2022 Plan (Officers)	2022 Plan (SGTs)		2021 Plan (Officers)	2021 Plan (SGTs)		Difference (Officers)	Difference (SGTs)
Central District	-	-		-	-		-	-
CD District Action Team	12	2		18	3		-6	-1
Southeastern								
SED District Action Team	12	2		18	3		-6	-1
Eastern								
ED District Action Team	12	2		18	3		-6	-1
Northeastern								
NED District Action Team	12	2		18	3		-6	-1
Northern								
ND District Action Team	12	2		16	2		-4	0
Northwestern								
NWD District Action Team	12	2		18	3		-6	-1
Western								
WD District Action Team	12	2		18	3		-6	-1
Southwestern								
SWD District Action Team	12	2		18	3		-6	-1
Southern								
SD District Action Team	12	2		18	3		-6	-1
Impacted Patrol DAT Allocation	**108**	**18**		**160**	**26**		**-52**	**-8**

Operations Bureau	2022 Plan (Detectives)	Civilian Invest		2021 Plan (Detectives)	Civilian Invest		Difference (Detectives)	Difference (Civilians)
Central District								
CD District Detectives	12	6		18	0		-6	6
CD BCIC	2	1		3	0		-1	1
Southeastern								
SED District Detectives	12	6		18	0		-6	6
SED BCIC	2	1		3	0		-1	1
Eastern								
ED District Detectives	12	6		18	0		-6	6
ED BCIC	2	1		3	0		-1	1
Northeastern								
NED District Detectives	12	6		18	0		-6	6
NED BCIC	2	1		3	0		-1	1
Northern								
ND District Detectives	12	6		15	0		-3	6
ND BCIC	2	1		3	0		-1	1
Northwestern								
NWD District Detectives	12	6		18	0		-6	6
NWD BCIC	2	1		3	0		-1	1
Western								
WD District Detectives	12	6		18	0		-6	6
WD BCIC	2	1		3	0		-1	1
Southwestern								
SWD District Detectives	12	6		18	0		-6	6
SWD BCIC	2	1		3	0		-1	1
Southern								
SD District Detectives	12	6		18	0		-6	6
SD BCIC	2	1		3	0		-1	1

Attachment 1: Update to Long Term Staffing Plan (2022)

Special Services Section								
Traffic Investigation (AIU)	6	4		10	0		-4	4
Pawn Shop	0	2		2	0		-2	2
Communications								
Telephone Reporting Unit (TRU)	10	10		14	4		-4	6
Criminal Intel								
Watch Center	3	16		15	5		-12	11
CitiWatch	0	8		6	0		-6	8
Robbery/Homicide Section								
Homicide Detectives	56	8		56	0		0	8
Cold Case Homicide Detectives	4	8		10	0		-6	8
City Wide Robbery Detectives	12	6		18	0		-6	6
Special Investigation Section								
Sex Offense Detectives	21	6		24	0		-3	6
Cold Case SIS Detectives	4	2		4	0		0	2
Registry Unit	0	2		3	0		-3	2
Child Abuse Detectives	18	3		18	0		0	3
Missing Persons Detectives	2	4		4	0		-2	4
Family Crimes Detectives	14	4		18	0		-4	4
Witness Services/Animal Abuse	2	2		4	0		-2	2
Cyber Crimes Detectives	2	2		4	0		-2	2
Economic Crime Detectives	2	2		2	0		0	2
Arson Detectives	2	2		4	0		-2	2
Firearms Intelligence Unit	2	2		2	0		0	2
Impacted OPS Allocation	**286**	**156**		**404**	**9**		**-118**	**147**
Administrative Bureau	**2022 Plan (Detectives)**	**Civilian Invest**		**2021 Plan (Detectives)**	**Civilian Invest**		**Difference**	**Diff**
Administrative Duties Division	0	6		0	2		0	4
Impacted ADMIN Allocation	**0**	**6**		**0**	**2**		**0**	**4**
Public Integrity Bureau	**2022 Plan (Detectives)**	**Civilian Invest**		**2021 Plan (Detectives)**	**Civilian Invest**		**Difference**	**Diff**
PIB Investigators	40	18		48	8		-8	10
Impacted PIB Allocation	**40**	**18**		**48**	**8**		**-8**	**10**
Compliance Bureau	**2022 Plan (Detectives)**	**Civilian Invest**		**2021 Plan (Detectives)**	**Civilian Invest**		**Difference**	**Diff**
Auditors & Inspectors	6	6		8	4		-2	2
Impacted COMP Allocation	**6**	**6**		**8**	**4**		**-2**	**2**

The staffing plan for 2022 also accounts for the following minor adjustments which when combined with the above results in reducing the required sworn total from 2785 to 2610:

1. The 2020 & 2021 plan versions overstated the number of required positions in Field Training in every police district – this was revised from 10 to 8, resulting in a reduction of 18 sworn positions without any service impacts.
2. The 2022 version reduces the number of executive protection members in the Mayor's Detail from 8 to 6
3. The 2022 version civilianizes two lieutenant positions (one in Asset Management and one in Data Driven Strategies) to create Civilian Deputy Director Positions. It replaces one Captain position with a Civilian Manager Position in the Records Management Section.
4. the 2022 version reduces the number of building security positions from 10 to 5 sworn positions to account for the outsourcing of BPD HQ security functions.

Attachment 2 - BPD Staffing Allocation (2022-04-30)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Operations Bureau	**1754**	**1314**	**258**	**77**	**14**	**16**	**4**	**2**	**1**	**68**	**2**	**16**	**6**	**60**	**84**
Operations Bureau Admin	**3**	**0**	**1**	**0**	**1**	**0**	**0**	**0**	**1**	**0**	0	**1**	0	0	**1**
DC OPS Staff	3	0	1	0	1	0	0	0	1	0	0	1	0	0	**1**
Victim Services Unit	0	0	0	0	0	0	0	0	0	0	0	1	0	8	**9**
Patrol Division	**1413**	**1061**	**199**	**58**	**11**	**12**	**3**	**1**	**0**	**68**		**9**	**2**	**23**	**34**
Chief of Patrol Staff	10	4	4	0	0	0	1	1	0	0	0	0	0	2	**2**
Neighborhood Districts	**1262**	**956**	**172**	**48**	**9**	**8**	**1**	**0**	**0**	**68**		**7**		**14**	**21**
Deputy Chief of Patrol Staff	3	0	0	2	0	0	1	0	0	0	0	0	0	0	0
Night Commanders	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Central District	**160**	**121**	**25**	**6**	**1**	**1**	**0**	**0**	**0**	**6**	0	**1**	0	**2**	**3**
CD Management (LTs/CAPT/MAJ)	8	0	0	6	1	1	0	0	0	0	0	0	0	0	0
CD Admin Staff / NCOs	12	5	4	0	0	0	0	0	0	3	0	1	0	2	**3**
CD Day Watch (B Shift)	29	25	4	0	0	0	0	0	0	0	0	0	0	0	0
CD Evening Watch (C Shift)	34	28	4	0	0	0	0	0	0	2	0	0	0	0	0
CD Night Watch (A Shift)	27	22	4	0	0	0	0	0	0	1	0	0	0	0	0
CD DDU/DAT Supervisors	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0
CD District Detectives	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0
CD District Action Team Members	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0
CD BCIC	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
CD Inner Harbor Patrol	18	14	4	0	0	0	0	0	0	0	0	0	0	0	0
Southeastern	**141**	**111**	**15**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	0	0	**1**	**1**
SED Management (LTs/CAPT/MAJ)	7	0	0	5	1	1	0	0	0	0	0	0	0	0	0
SED Admin Staff / NCOs	15	6	2	0	0	0	0	0	0	7	0	0	0	1	**1**
SED Day Watch (B Shift)	29	27	2	0	0	0	0	0	0	0	0	0	0	0	0
SED Evening Watch (C Shift)	34	32	2	0	0	0	0	0	0	0	0	0	0	0	0
SED Night Watch (A Shift)	31	24	6	0	0	0	0	0	0	1	0	0	0	0	0
SED DDU/DAT Supervisors	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
SED District Detectives	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0
SED District Action Team	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
Eastern	**142**	**105**	**19**	**6**	**1**	**1**	**0**	**0**	**0**	**10**	0	**1**	0	**1**	**2**
ED Management (LTs/CAPT/MAJ)	8	0	0	6	1	1	0	0	0	0	0	0	0	0	0
ED Admin Staff / NCOs	7	5	2	0	0	0	0	0	0	0	0	1	0	1	**2**
ED Day Watch (B Shift)	40	28	4	0	0	0	0	0	0	8	0	0	0	0	0
ED Evening Watch (C Shift)	21	16	4	0	0	0	0	0	0	1	0	0	0	0	0
ED Night Watch (A Shift)	39	34	4	0	0	0	0	0	0	1	0	0	0	0	0
ED DDU/DAT Supervisors	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0
ED District Detectives	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0
ED District Action Team	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0
ED BCIC	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
Northeastern	**159**	**128**	**20**	**4**	**1**	**1**	**0**	**0**	**0**	**5**	0	**1**	0	**2**	**3**
NED Management (LTs/CAPT/MAJ)	6	0	0	4	1	1	0	0	0	0	0	0	0	0	0
NED Admin Staff / NCOs	20	12	3	0	0	0	0	0	0	5	0	1	0	2	**3**
NED Day Watch (B Shift)	39	35	4	0	0	0	0	0	0	0	0	0	0	0	0
NED Evening Watch (C Shift)	39	34	5	0	0	0	0	0	0	0	0	0	0	0	0
NED Night Watch (A Shift)	34	29	5	0	0	0	0	0	0	0	0	0	0	0	0
NED DDU/DAT Supervisors	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
NED District Detectives	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0
NED District Action Team	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Northern	**133**	**102**	**17**	**5**	**1**	**1**	**0**	**0**	**0**	**7**	0	**1**	0	**2**	**3**
ND Management (LTs/CAPT/MAJ)	7	0	0	5	1	1	0	0	0	0	0	0	0	0	0
ND Admin Staff / NCOs	10	6	3	0	0	0	0	0	0	1	0	1	0	2	**3**
ND Day Watch (B Shift)	30	26	4	0	0	0	0	0	0	0	0	0	0	0	0
ND Evening Watch (C Shift)	32	24	4	0	0	0	0	0	0	4	0	0	0	0	0
ND Night Watch (A Shift)	28	23	3	0	0	0	0	0	0	2	0	0	0	0	0
ND DDU/DAT Supervisors	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
ND District Detectives	11	11	0	0	0	0	0	0	0	0	0	0	0	0	0
ND District Action Team	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0
Northwestern	**135**	**104**	**18**	**5**	**1**	**1**	**0**	**0**	**0**	**6**	0	**1**	0	0	**1**
NWD Management (LTs/CAPT/MAJ)	7	0	0	5	1	1	0	0	0	0	0	0	0	0	0
NWD Admin Staff / NCOs	19	9	4	0	0	0	0	0	0	6	0	1	0	0	**1**
NWD Day Watch (B Shift)	33	30	3	0	0	0	0	0	0	0	0	0	0	0	0
NWD Evening Watch (C Shift)	31	25	6	0	0	0	0	0	0	0	0	0	0	0	0
NWD Night Watch (A Shift)	24	22	2	0	0	0	0	0	0	0	0	0	0	0	0
NWD DDU/DAT Supervisors	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
NWD District Detectives	11	11	0	0	0	0	0	0	0	0	0	0	0	0	0
NWD District Action Team	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
Western	**125**	**93**	**17**	**5**	**1**	**1**	**0**	**0**	**0**	**8**	0	**1**	0	**2**	**3**
WD Management (LTs/CAPT/MAJ)	7	0	0	5	1	1	0	0	0	0	0	0	0	0	0
WD Admin Staff / NCOs	13	4	2	0	0	0	0	0	0	7	0	1	0	2	**3**
WD Day Watch (B Shift)	26	22	4	0	0	0	0	0	0	0	0	0	0	0	0
WD Evening Watch (C Shift)	32	28	4	0	0	0	0	0	0	0	0	0	0	0	0
WD Night Watch (A Shift)	24	20	3	0	0	0	0	0	0	1	0	0	0	0	0
WD DDU/DAT Supervisors	5	1	4	0	0	0	0	0	0	0	0	0	0	0	0
WD District Detectives	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
WD District Action Team	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
WD BCIC	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0

Attachment 2 - BPD Staffing Allocation (2022-04-30)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Southwestern	**122**	**90**	**18**	**5**	**1**	0	0	0	0	**8**	0	**1**	0	**2**	**3**
SWD Management (LTs/CAPT/MAJ)	6	0	0	5	1	0	0	0	0	0	0	0	0	0	0
SWD Admin Staff / NCOs	11	5	2	0	0	0	0	0	0	4	0	1	0	2	**3**
SWD Day Watch (B Shift)	23	19	3	0	0	0	0	0	0	1	0	0	0	0	0
SWD Evening Watch (C Shift)	27	21	4	0	0	0	0	0	0	2	0	0	0	0	0
SWD Night Watch (A Shift)	26	22	4	0	0	0	0	0	0	0	0	0	0	0	0
SWD DDU/DAT Supervisors	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0
SWD District Detectives	11	10	0	0	0	0	0	0	0	1	0	0	0	0	0
SWD District Action Team	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0
SWD BCIC	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Southern	**141**	**102**	**23**	**5**	**1**	0	0	0	0	**10**	0	0	0	**2**	**2**
SD Management (LTs/CAPT/MAJ)	6	0	0	5	1	0	0	0	0	0	0	0	0	0	0
SD Admin Staff / NCOs	16	6	1	0	0	0	0	0	0	9	0	0	0	2	**2**
SD Day Watch (B Shift)	33	26	6	0	0	0	0	0	0	1	0	0	0	0	0
SD Evening Watch (C Shift)	33	27	6	0	0	0	0	0	0	0	0	0	0	0	0
SD Night Watch (A Shift)	26	20	6	0	0	0	0	0	0	0	0	0	0	0	0
SD DDU/DAT Supervisors	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0
SD District Detectives	11	11	0	0	0	0	0	0	0	0	0	0	0	0	0
SD District Action Team	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Casino	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
													0		
Patrol Support Services	**141**	**101**	**23**	**10**	**2**	**4**	**1**	**0**	**0**	**0**		**2**	**2**	**7**	**11**
Deputy Chief of Patrol Support Staff	4	0	0	1	0	2	1	0	0	0	0	0	0	0	0
Special Operations Section	**84**	**66**	**13**	**3**	**1**	**1**	0	0	0	**0**	0	0	0	**2**	**2**
SOS Management & Admin Staff	5	0	0	3	1	1	0	0	0	0	0	0	0	0	0
SWAT/Tactical Units	30	25	5	0	0	0	0	0	0	0	0	0	0	0	0
SWAT/Training Unit	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Aviation Unit (+Flight Officers)	14	11	3	0	0	0	0	0	0	0	0	0	0	2	**2**
Mobile Metro Unit	16	14	2	0	0	0	0	0	0	0	0	0	0	0	0
K9 Unit	17	14	3	0	0	0	0	0	0	0	0	0	0	0	0
Special Services Management & Admin Staff	7	4	0	1	1	1	0	0	0	0	0	1	0	1	**2**
Special Events and Secondary OT (Supervisors)	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Special Event / Secondary Employment	3	3	0	0	0	0	0	0	0	0	0	0	2	0	**2**
Traffic Section Supervisors	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Enforcement	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Investigation (AIU)	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0
Community and Youth Services	7	6	1	0	0	0	0	0	0	0	0	1	0	0	**1**
Mounted Unit	4	4	0	0	0	0	0	0	0	0	0	0	0	3	**3**
Adult & Juvenile Booking	**18**	**10**	**4**	**4**	0	0	0	0	0	**0**	0	0	0	**1**	**1**
A&J Booking Section Management & Admin Staff	5	0	1	4	0	0	0	0	0	0	0	0	0	0	0
Pawn Shop	1	1	0	0	0	0	0	0	0	0	0	0	0	1	**1**
A&J Booking Night Shift (A Shift)	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0
A&J Booking Day Shift (B Shift)	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
A&J Booking Evening Shift (C Shift)	6	5	1	0	0	0	0	0	0	0	0	0	0	0	0
													0		
Data Driven Strategies Division	**327**	**244**	**56**	**19**	**2**	**4**	**1**	**1**	**0**	**0**	**2**	**5**	**4**	**28**	**39**
DDSD Management & Admin Staff	2	0	0	2	0	0	0	0	0	0	1	0	0	0	**1**
Crime Analytics/COMSTAT	0	0	0	0	0	0	0	0	0	0	0	1	0	12	**13**
Watch Center	14	10	4	0	0	0	0	0	0	0	0	1	0	3	**4**
													0		0

Attachment 2 - BPD Staffing Allocation (2022-04-30)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Criminal Investigation Division	**322**	**243**	**54**	**17**	**2**	**4**	**1**	**1**	**0**	**0**	**1**	**3**	**4**	**14**	**22**
Chief of Detectives Staff	5	1	2	0	0	0	1	1	0	0	1	1	0	0	**2**
Deputy Chief of CID Staff	4	2	1	1	0	0	0	0	0	0	0	0	0	0	0
Robbery/Homicide Section	**94**	**75**	**12**	**5**	**1**	**1**	0	0	0	**0**	0	**1**	0	**2**	**3**
RHS Management & Admin Staff	8	0	1	5	1	1	0	0	0	0	0	0	0	0	0
Homicide Squads (Supervisors)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Homicide Detectives	56	48	8	0	0	0	0	0	0	0	0	0	0	0	0
Cold Case / Homicide Unit (Supervisors)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cold Case Homicide Detectives	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
ATF Group/CGIC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Victim Advocates	7	7	0	0	0	0	0	0	0	0	0	1	0	1	**2**
City Wide Robbery Squads (Supervisors)	1	0	1	0	0	0	0	0	0	0	0	0	0	1	**1**
City Wide Robbery Detectives	13	13	0	0	0	0	0	0	0	0	0	0	0	0	0
Regional Auto Theft Team (RATT)	7	5	2	0	0	0	0	0	0	0	0	0	0	0	0
City Yard	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Special Investigation Section	**74**	**58**	**11**	**4**	0	**1**	0	0	0	**0**	0	**1**	**3**	**5**	**9**
SIS Management & Admin Staff	6	0	1	4	0	1	0	0	0	0	0	0	0	0	0
Sex Crimes Unit (Supervisors)	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Sex Offense Detectives	14	14	0	0	0	0	0	0	0	0	0	0	0	0	0
Cold Case SIS Detectives	5	5	0	0	0	0	0	0	0	0	0	0	1	1	**2**
Child Abuse Unit (Supervisors)	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0
Child Abuse Detectives	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0
ICAC/Sex Trafficking Detectives	6	6	0	0	0	0	0	0	0	0	0	0	0	1	**1**
Missing Persons Detectives	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Fam Crim/An. Abuse/Witness Svcs Unit (Supervisors)	1	0	1	0	0	0	0	0	0	0	0	1	0	0	**1**
Family Crimes Detectives	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0
Witness Services/Animal Abuse	0	0	0	0	0	0	0	0	0	0	0	0	2	3	**5**
Special Activities Unit (Supervisors)	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Advanced Technical Team (ATT)	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Cyber Crimes Detectives	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Arson/Econ Crimes Unit (Supervisors)	5	4	1	0	0	0	0	0	0	0	0	0	0	0	0
Anti-Crime Section	**126**	**93**	**25**	**6**	**1**	**1**	0	0	0	**0**	0	0	**1**	**5**	**6**
ACS Management & Admin Staff	13	3	2	6	1	1	0	0	0	0	0	0	0	1	**1**
Warrant Apprehension Task Force (Supervisors)	8	0	8	0	0	0	0	0	0	0	0	0	0	0	0
WATF Squads	16	16	0	0	0	0	0	0	0	0	0	0	0	0	0
Fugitive Squad	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Witness Response Team	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
WATF Admin	0	0	0	0	0	0	0	0	0	0	0	0	0	1	**1**
Vice/Undercover/HSI Unit (Supervisors)	8	3	5	0	0	0	0	0	0	0	0	0	0	0	0
Vice/UC Squad Detectives	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0
FBI Safe Streets	3	3	0	0	0	0	0	0	0	0	0	0	0	1	**1**
Asset Forfeiture	2	2	0	0	0	0	0	0	0	0	0	0	0	1	**1**
ATF Groups	4	1	3	0	0	0	0	0	0	0	0	0	0	0	0
HIDTA Groups	14	11	3	0	0	0	0	0	0	0	0	0	0	0	0
Strike Force Groups	9	8	1	0	0	0	0	0	0	0	0	0	0	1	**1**
Group Violence Reduction Strategy (Supervisors)	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
GVRS Pro-active Units	25	25	0	0	0	0	0	0	0	0	0	0	0	0	0
GVED/Gun Registry/GORA	6	6	0	0	0	0	0	0	0	0	0	0	1	0	**1**
Criminal Intel	**19**	**14**	**3**	**1**	0	**1**	0	0	0	**0**	0	0	0	**2**	**2**
Criminal Intel Management & Admin Staff	2	0	0	1	0	1	0	0	0	0	0	0	0	0	0
HQ and City Hall Security	4	4	0	0	0	0	0	0	0	0	0	0	0	1	**1**
CitiWatch	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Criminal Intel Supervisors	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Task Force Units	3	3	0	0	0	0	0	0	0	0	0	0	0	1	**1**
Operations Unit	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Shield/Crit. Infrastructure	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0
													0		

Attachment 2 - BPD Staffing Allocation (2022-04-30)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Administrative Bureau	**210**	**151**	**33**	**12**	**1**	**1**	**0**	**0**	**1**	**11**	**9**	**22**	**21**	**154**	**206**
DC Admin Staff	3	0	0	1	1	0	0	0	1	0	0	0	0	1	**1**
FOP Personnel	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Finance Division	**1**	**1**	0	0	0	0	0	0	0	**0**	**2**	**5**	**1**	**14**	**22**
Finance Division Management & Admin	0	0	0	0	0	0	0	0	0	0	1	0	0	0	**1**
Fiscal Services Section	1	1	0	0	0	0	0	0	0	0	1	3	0	11	**15**
Grant Management Section	0	0	0	0	0	0	0	0	0	0	0	0	1	2	**3**
Budget Management Section	0	0	0	0	0	0	0	0	0	0	0	2	0	1	**3**
Forensic Sciences & Evidence Services Division	**7**	**5**	**1**	**1**	0	0	0	0	0	**0**	**5**	**15**	**10**	**118**	**148**
FSED Management & Admin	1	0	0	1	0	0	0	0	0	0	1	0	0	1	**2**
Crime Scene and Evidence Control Mgmt	0	0	0	0	0	0	0	0	0	0	1	1	0	0	**2**
Crime Scene Sciences (Supervisors)	0	0	0	0	0	0	0	0	0	0	0	6	0	1	**7**
Crime Scene Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	42	**42**
Evidence Control Unit (Supervisors)	1	0	1	0	0	0	0	0	0	0	0	2	0	0	**2**
Evidence Counter/Warehouse/Vault Staff	5	5	0	0	0	0	0	0	0	0	0	2	8	10	**20**
Forensic Laboratory Section Mgmt	0	0	0	0	0	0	0	0	0	0	3	0	0	5	**8**
Comparative Sciences (Supervisors)	0	0	0	0	0	0	0	0	0	0	0	1	0	2	**3**
Comparative Sciences Lab Staff	0	0	0	0	0	0	0	0	0	0	0	0	2	19	**21**
Analytical Sciences (Supervisors)	0	0	0	0	0	0	0	0	0	0	0	3	0	0	**3**
Analytical Sciences Lab Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	38	**38**
Human Resources Division	**1**	0	**1**	0	0	0	0	0	0	**0**	**1**	0	**4**	**12**	**17**
HR Management & Admin	1	0	1	0	0	0	0	0	0	0	1	0	0	3	**4**
HR Business Functions	0	0	0	0	0	0	0	0	0	0	0	0	2	5	**7**
HRIS/Workday Support	0	0	0	0	0	0	0	0	0	0	0	0	0	4	**4**
Civilian Applicant Investigations	0	0	0	0	0	0	0	0	0	0	0	0	2	0	**2**
Officer Wellness & Safety Section	**4**	**2**	**1**	**1**	0	0	0	0	0	**0**	**1**	0	**1**	0	**2**
OWS Management & Admin	1	0	0	1	0	0	0	0	0	0	1	0	1	0	**2**
Employee Wellness	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0
Recruitment & Applicant Investigation Section	**23**	**18**	**4**	**1**	0	0	0	0	0	**0**	0	0	**3**	**1**	**4**
Recruitment Management & Admin	5	0	4	1	0	0	0	0	0	0	0	0	0	1	**1**
Sworn Recruitment Unit	3	3	0	0	0	0	0	0	0	0	0	0	3	0	**3**
Sworn Applicant Investigations	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management Section	**4**	0	**3**	**1**	0	0	0	0	0	**0**	0	**2**	**1**	**5**	**8**
AMS Management & Admin	4	0	3	1	0	0	0	0	0	0	0	1	0	2	**3**
Fleet Management	0	0	0	0	0	0	0	0	0	0	0	0	0	2	**2**
Quartermaster	0	0	0	0	0	0	0	0	0	0	0	1	0	1	**2**
Facilities Management	0	0	0	0	0	0	0	0	0	0	0	0	1	0	**1**
Administrative Duties Division	**164**	**125**	**20**	**7**	0	**1**	0	0	0	**11**	0	0	**1**	**3**	**4**
ADD Management & Admin	13	4	0	1	0	1	0	0	0	7	0	0	0	3	**3**
Light Duty and Medical Supervision	6	3	3	0	0	0	0	0	0	0	0	0	0	0	0
Light Duty (407)	78	62	10	3	0	0	0	0	0	3	0	0	0	0	0
Medical Status (408)	60	50	6	3	0	0	0	0	0	1	0	0	1	0	**1**
No Pay Status Members	7	6	1	0	0	0	0	0	0	0	0	0	0	0	0

Current Status	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian CTR	Civilian Support	Civilian Total
Public Integrity Bureau	**78**	**56**	**11**	**7**	**2**	**1**	**0**	**0**	**1**	**0**	**0**	**1**	**4**	**2**	**7**
DC PIB Staff	1	0	0	0	0	0	0	0	1	0	0	0	0	1	**1**
PIB Management/Admin Staff	9	2	3	3	0	1	0	0	0	0	0	1	0	1	**2**
CRB/ER/Front Desk	0	0	0	0	0	0	0	0	0	0	0	0	4	0	**4**
OAH/DRC and Training	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Investigations Section (Supervisors)	9	0	4	4	1	0	0	0	0	0	0	0	0	0	0
PIB Investigators	38	38	0	0	0	0	0	0	0	0	0	0	0	0	0
Ethics Section (Supervisors)	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Ethics Investigators	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0
FBI TFOs	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Special Incident Response Team (SIRT)	5	3	1	0	1	0	0	0	0	0	0	0	0	0	0
Equal Opp. & Discrimination Investigations	5	4	1	0	0	0	0	0	0	0	0	0	0	0	0

Attachment 2 - BPD Staffing Allocation (2022-04-30)

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest	Civilian Support	Civilian Totals
Compliance Bureau	**199**	**65**	**36**	**10**	**4**	**2**	**0**	**0**	**1**	**81**	**5**	**21**	**16**	**151**	**193**
DC Comp Staff	2	0	0	0	1	0	0	0	1	0	1	1	0	0	**2**
Information Technology Division	**3**	**3**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**12**	**14**
IT Division Management & Admin	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IT Services Section	3	3	0	0	0	0	0	0	0	0	0	1	1	12	**14**
Consent Decree Implementation	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**1**	**8**	**11**
CDIU Management & Admin	0	0	0	0	0	0	0	0	0	0	1	1	0	2	**4**
Compliance Managers/Policy Development	0	0	0	0	0	0	0	0	0	0	0	0	1	6	**7**
Performance Standards Section	**22**	**7**	**8**	**5**	**1**	**1**	**0**	**0**	**0**	**0**	**1**	**0**	**3**	**4**	**8**
PS Management & Admin	7	0	0	5	1	1	0	0	0	0	0	0	0	0	0
Inspections/Special Engagements (Supervisors)	0	0	0	0	0	0	0	0	0	0	1	0	0	1	**2**
Auditors & Inspectors	5	4	1	0	0	0	0	0	0	0	0	0	0	2	**2**
Body Worn Camera Review	3	0	3	0	0	0	0	0	0	0	0	0	1	1	**2**
Use of Force Review (Supervisors)	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0
Court Liaisons	3	3	0	0	0	0	0	0	0	0	0	0	2	0	**2**
Education and Training Division	**146**	**44**	**16**	**3**	**1**	**1**	**0**	**0**	**0**	**81**	**2**	**4**	**0**	**5**	**11**
E&T Management & Admin	8	0	1	3	1	1	0	0	0	2	1	1	0	1	**3**
Entry Level Section (Supervisors)	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0
Entry Level Instructors	49	6	0	0	0	0	0	0	0	43	0	0	0	0	0
Recruits in Training	39	4	0	0	0	0	0	0	0	35	0	0	0	0	0
Continuing Education Section (Supervisors)	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Continuing Education Instructors	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0
Crisis Response Team (Supervisors)	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
CRT Unit	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0
Academic Section (Supervisors)	1	0	1	0	0	0	0	0	0	0	1	0	0	1	**2**
Academics Unit	1	1	0	0	0	0	0	0	0	0	0	0	0	2	**2**
Legal Education Unit	0	0	0	0	0	0	0	0	0	0	0	3	0	1	**4**
Training Records / Cert. Unit	3	2	0	0	0	0	0	0	0	1	0	0	0	0	0
Firearms Training Section (Supervisors)	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0
Firearms Instructors	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0
Armory Unit	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Records Management Section	**8**	**3**	**3**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**4**	**11**	**56**	**71**
RMS Management & Admin	3	0	1	2	0	0	0	0	0	0	0	0	0	0	0
Central Records (Supervisors)	2	2	0	0	0	0	0	0	0	0	0	4	0	6	**10**
Hot Desk/Chase	0	0	0	0	0	0	0	0	0	0	0	0	0	10	**10**
Warrants/Identification	0	0	0	0	0	0	0	0	0	0	0	0	7	7	**14**
Criminal History	1	0	1	0	0	0	0	0	0	0	0	0	0	8	**8**
Staff Review (Supervisors)	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Staff Review/Report Review	1	1	0	0	0	0	0	0	0	0	0	0	3	16	**19**
Report Data Entry/Online Reporting	0	0	0	0	0	0	0	0	0	0	0	0	1	9	**10**
Communications	**18**	**8**	**9**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**10**	**0**	**66**	**76**
KGA Section Management & Admin Staff	17	7	9	0	1	0	0	0	0	0	0	3	0	3	**6**
Sworn Comm Liaisons (TRU/911)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Telephone Reporting Unit (TRU)	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Dispatcher Supervisors	0	0	0	0	0	0	0	0	0	0	0	7	0	0	**7**
Dispatchers	0	0	0	0	0	0	0	0	0	0	0	0	0	63	**63**
Police Commissioner Office	**21**	**16**	**4**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**5**	**1**	**1**	**7**	**14**
Executive Office Functions	**3**	**1**	**1**	**0**	**0**	**0**	**0**	**0**	**1**	0	4	0	1	4	**9**
PC's Office	3	1	1	0	0	0	0	0	1	0	2	0	0	2	**4**
Chief of Staff's Office	0	0	0	0	0	0	0	0	0	0	1	0	0	0	**1**
Document Compliance Unit	0	0	0	0	0	0	0	0	0	0	0	0	1	1	**2**
Governmental Relations	0	0	0	0	0	0	0	0	0	0	1	0	0	1	**2**
Executive Protection Units	**14**	**11**	**3**	**0**	**0**	**0**	**0**	**0**	**0**	0	0	0	0	0	**0**
PC Detail	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0
Mayor's Detail	7	6	1	0	0	0	0	0	0	0	0	0	0	0	0
SAO Detail	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0
Public Information Office	**4**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	1	1	0	3	**5**
PIO Management & Admin	0	0	0	0	0	0	0	0	0	0	1	0	0	0	**1**
Media Affairs	4	4	0	0	0	0	0	0	0	0	0	1	0	3	**4**

The New Approach

Recruitment and Brand Campaign

For Good

This concept combines an overarching brand campaign with the Join For Good recruitment campaign, enabling an umbrella strategy that aligns brand positioning with recruitment, retention, and other communication initiatives.

With bold text treatments, a recognizable yet refreshed BPD color palette, and select photography that shows the diversity of the department *and* of police work, the For Good Brand Campaign invites all of Baltimore—prospective recruits, current officers, and city residents—to unite for the common good.

With an iconic logo that references the BPD badge, For Good forms the foundation of the department's visual identity. Combined with the recruitment message, For Good will become synonymous with the Baltimore Police Department—a statement of purpose and a rallying cry.

The strength of For Good/Join For Good lies both in its simplicity and its multiple meanings:

- Join to do good work.
- A career in the BPD offers security.
- The BPD strives for good.
- **When the department and Baltimoreans come together, good things happen.**

Attachment 3: Recruitment Campaign Materials

/ Mark Logo

Attachment 3: Recruitment Campaign Materials

/Magazine (Mockup)

Attachment 3: Recruitment Campaign Materials

Attachment 3: Recruitment Campaign Materials

/ Streaming Audio & Radio

Streaming Audio: 30 Seconds

Streaming Audio: 15 Seconds

92Q

VO: When Baltimore calls for help...
We answer.

When others run away...
We're by your side.

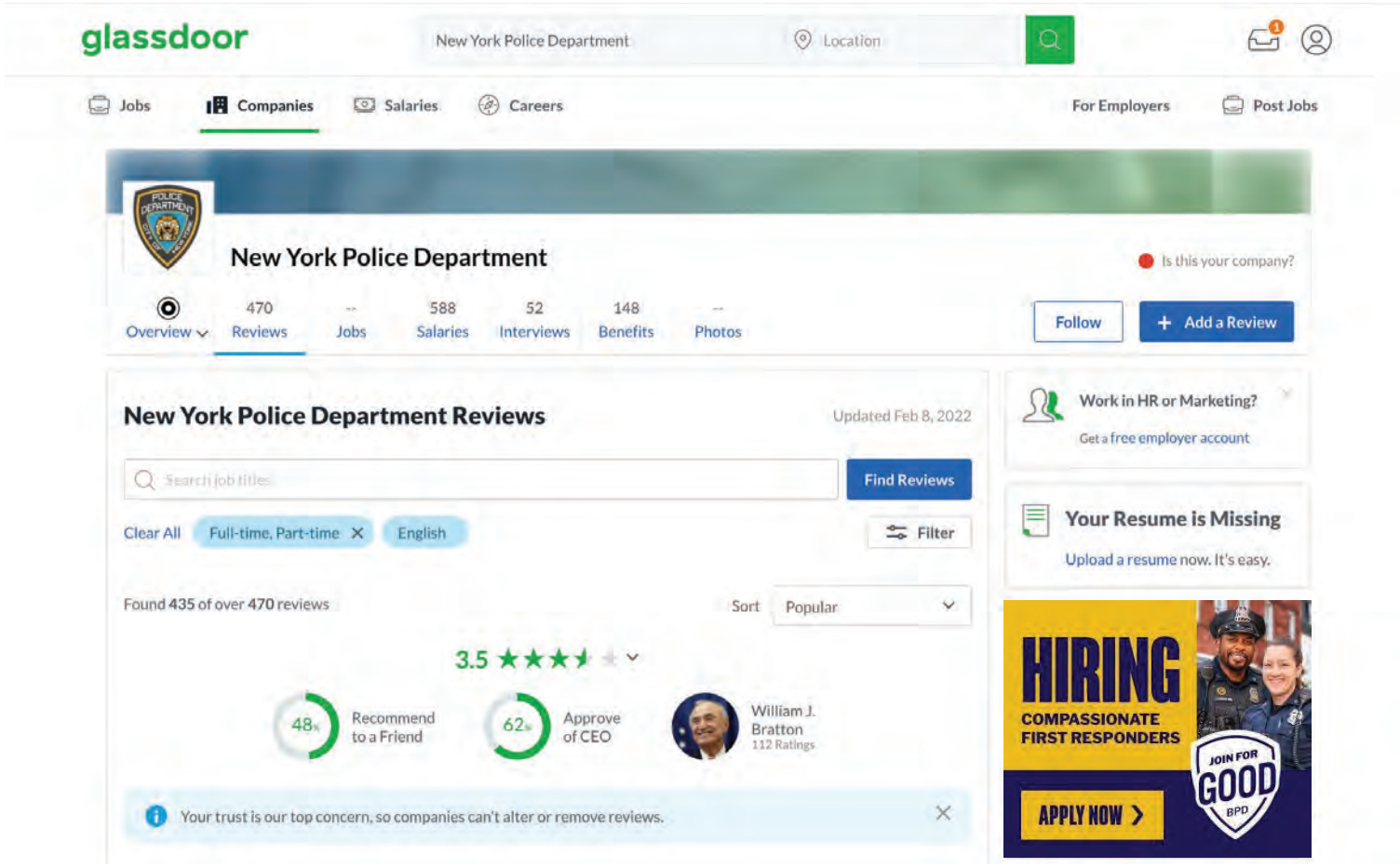
Because we're here for good. Working together toward one shared vision for a thriving city. But we need more good people—people like you. Join a proud new generation of Baltimore Police and make an active difference in your community. Earn competitive wages and enjoy excellent benefits from day one.

Join for good at bpdrecruit.org/ForGood

Attachment 3: Recruitment Campaign Materials

/ Digital Display

Attachment 3: Recruitment Campaign Materials



/ Glassdoor & Indeed 300x250 Ad

/ Facebook/Instagram:

POST COPY, 125 CHARACTERS

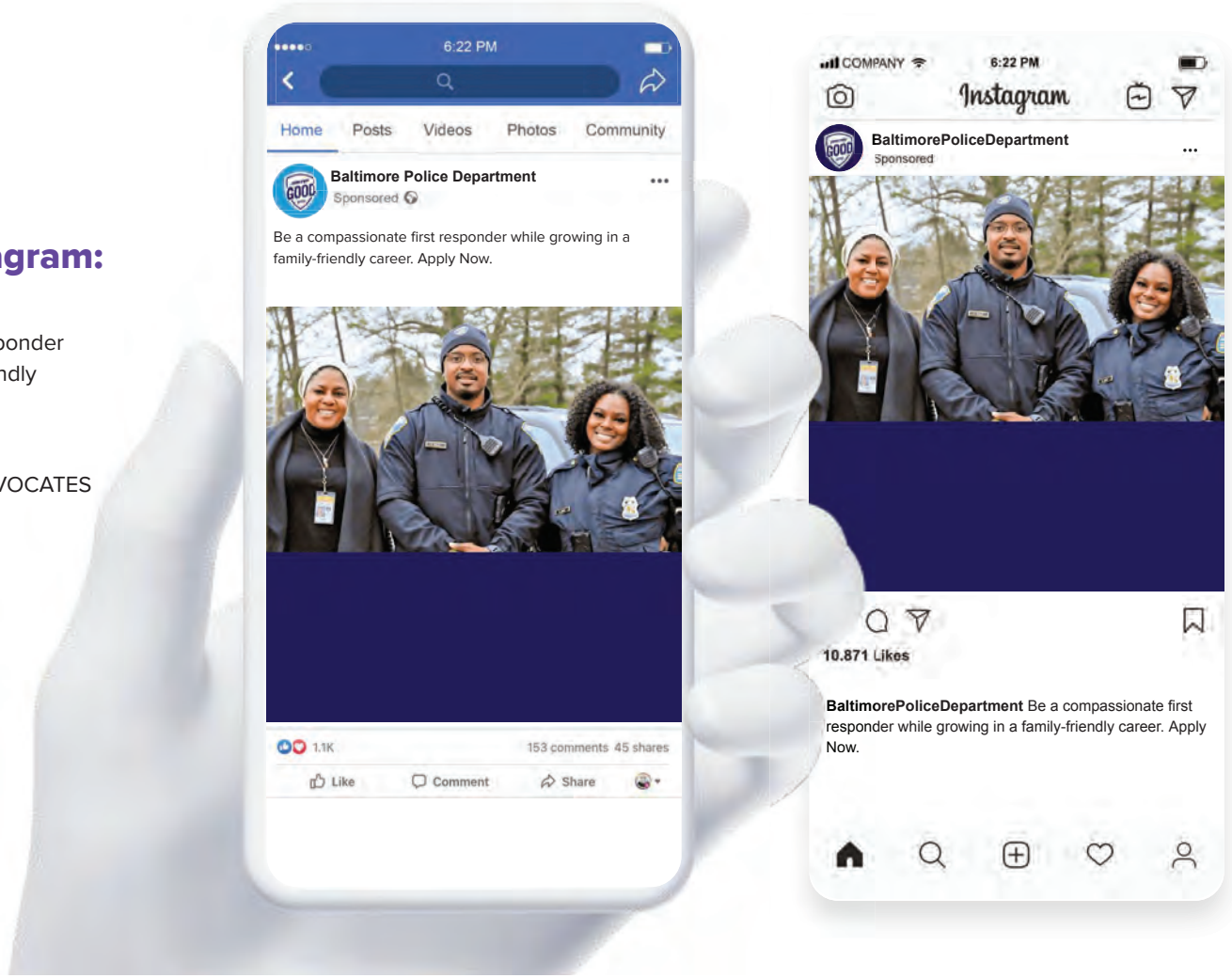
Be a compassionate first responder while growing in a family-friendly career. Apply Now.

IN-IMAGE TEXT:

HIRING LISTENERS AND ADVOCATES

DESTINATION URL

https://bpdrecruit.org/ForGood



Attachment 3: Recruitment Campaign Materials

/ Facebook/Instagram

POST COPY, 125 CHARACTERS

Join to move Baltimore forward, and start with six months of paid training.

HEADLINE, 40 CHARACTERS

Join For Good

DESCRIPTION, 30 CHARACTERS

Hiring Listeners and Advocates

CTA

Learn More

DESTINATION URL

https://bpdrecruit.org/ForGood

BALTIMORE POLICE DEPARTMENT

Police Commissioners Memorandum 19-01
May 19, 2019
Subject: Overtime Rules Clarification

In order to ensure that all commanders and employees understand the limit on the number of hours an employee may work in any capacity and the required time-off, please see the rules listed below and disseminate to everyone:

1. No member shall work in excess of 75 hours per week, which is inclusive of your regular tour of duty, all overtime and secondary employment.

2. No member shall work in excess of 32 cumulative hours of overtime and/or secondary employment in a week.

3. Absent emergency operations or supervisory approval, members shall have 7 consecutive hours of time-off within a 24-hour period.

*** Overtime includes daily overtime, crime suppression, shift shortage and any other work performed beyond your regular tour of duty.

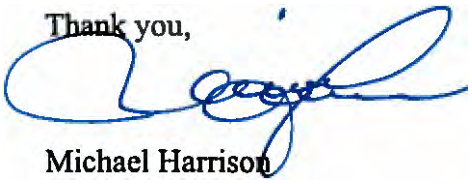
*** Secondary employment includes uniform secondary employment administered by the overtime unit and any and all other uniformed or non-uniform secondary employment.

**"' A week is defined as a seven day period beginning on Sunday and ending on Saturday.

*** Time-off means the member is not working in any capacity.

Commanders will be responsible for strict compliance with these rules.

Thank you,



Michael Harrison
Police Commissioner

BALTIMORE POLICE DEPARTMENT

Police Commissioner's Memorandum 19-02
July 30, 2019
Subject: Overtime Rules Clarification II

Purpose

The BPD's mission of crime reduction and neighborhood stability depends primarily on the health and wellness of its members. A healthy workforce performs at the level needed to achieve these overarching agency goals, and fosters trust with the community.

Working too many hours without a necessary rest period has been shown to have a detrimental effect on employee health and performance. To ensure that supervisors understand the amount of hours employees under their command are working and that they are receiving the necessary time off, the below directives are effective immediately:

Directives

1. All voluntary overtime, BPD secondary employment, and uniformed secondary employment must be pre-authorized.

2. All signatures on the Overtime Pre-Authorization Form 1116 (see Appendix A) must be accompanied by a legibly printed name and sequence number.

3. Members who work voluntary overtime, BPD secondary employment, or uniformed secondary employment must submit Form 1116 (see Appendix A) with all required signatures to the member's payroll clerk by the next regularly scheduled tour of duty.

4. Pre-Authorization means the member is approved by their parent command to work the voluntary overtime, BPD secondary employment, or uniformed secondary employment before the overtime hours are worked. This shall be completed by the member's parent command.

5. Authorization means the voluntary overtime, BPD secondary employment, or uniformed secondary employment work has been requested and approved by the command where the work is being performed. This shall be completed by the command in which the voluntary overtime, BPD secondary employment, or uniformed secondary employment is performed.

6. Certification means the member actually worked the voluntary overtime, BPD secondary employment, or uniformed secondary employment hours. This shall be completed by the command in which the voluntary overtime, BPD secondary employment, or uniformed secondary employment is performed.

7. All pre-authorization must be completed by a supervisor within the member's parent chain of command.

8. All authorization and certification must be completed by a supervisor within the chain of command where the voluntary overtime, BPD secondary employment, or uniformed secondary employment was performed.

9. The same supervisor can pre-authorize, authorize, and certify an overtime Form 1116 if the criteria above in items 4, 5, and 6 are satisfied.

BALTIMORE POLICE DEPARTMENT

Police Commissioner's Memorandum 19-02
July 30, 2019
Subject: Overtime Rules Clarification II

Prohibitions

1. No member shall be authorized to work voluntary overtime, BPD secondary employment, or uniformed secondary employment unless written pre-authorization is granted by the member's immediate supervisor or a supervisor in their chain of command if their immediate supervisor is not available.

2. No supervisor shall pre-authorize, authorize, or certify voluntary overtime, BPD secondary employment, or uniformed secondary employment, if as a result of working the overtime requested, the requesting member will exceed the 32 hour overtime cap or 75 hour working cap, unless such request is absolutely necessary and has been approved by the member's command. Such a request shall be made in writing and must be approved in writing by the member's parent command, and noted in the Log (see Appendix B).

Required Action

Member Requesting Voluntary Overtime, BPD Secondary Employment, or Uniformed Secondary Employment

1. All voluntary overtime, BPD secondary employment, and uniformed secondary employment must be pre-authorized and submitted on the Overtime Pre-Authorization Form 1116 (see Appendix A).

EXCEPTION: In emergency circumstances, **one hour** of overtime is deemed pre-authorized for immediate response to emergency incidents. Thereafter, additional overtime must be pre-authorized.

2. The Overtime Report, Form 1115 may no longer be utilized for overtime.

3. The number of pre-authorized hours must be indicated on the Overtime Pre-Authorization Form 1116.

4. A detailed description of the work to be performed must be listed.

NOTE: The Overtime Pre-Authorization Form 1116 (see Appendix A) **must still** be completed if the member is drafted or directed to work mandatory overtime.

5. If an immediate supervisor is not available to pre-authorize voluntary overtime, BPD secondary employment, or uniformed secondary employment, members must seek pre-authorization from a supervisor ascending their chain of command.

Supervisor Pre-Authorizing Voluntary Overtime, BPD Secondary Employment, or Uniformed Secondary Employment

1. Only review requests from a member of a lower permanent-rank within your command.

2. Review requests and approve or disapprove based on the health and wellness of the requesting member and operational needs.

NOTE: Signs that a member is not receiving a necessary rest period include, but are not limited to: excessive hours worked, signs of fatigue such as failures to appear, punctuality, appearance, etc.

3. Prioritize emergency requests and facilitate the response to ensure proper documentation.

4. Maintain a Log (see Appendix B) for all requests for voluntary overtime, BPD secondary employment, or uniformed secondary employment to document all requests reviewed, the members making the request, the date of the request, the number of hours pre-authorized, and notes related to the decision to approve or disapprove the request. Logs are to be maintained and accessible indefinitely.

Supervisor Authorizing Voluntary Overtime, BPD Secondary Employment, or Uniformed Secondary Employment

1. Review requests and approve or disapprove based on the health and wellness of the requesting member and operational needs.

2. Prioritize emergency requests and facilitate the response to ensure proper documentation.

3. Maintain a Log (see Appendix B) for all requests for voluntary overtime, BPD secondary employment, or uniformed secondary employment to document all requests reviewed, the members making the request, the date of the request, the number of hours pre-authorized, and notes related to the decision to approve or disapprove the request. Logs are to be maintained and accessible indefinitely.

Supervisor Certifying Voluntary Overtime, BPD Secondary Employment, or Uniformed Secondary Employment

1. Only review requests from a member of a lower permanent-rank.

2. Ensure verification tasks are properly completed.

3. Maintain a Log (see Appendix B) for all requests for voluntary overtime, BPD secondary employment, or uniformed secondary employment to document all requests reviewed, the members making the request, the date of the request, the number of hours pre-authorized, and notes related to the decision to approve or disapprove the request. Logs are to be maintained and accessible indefinitely.

Commander

1. Manage the health and wellness of subordinates by reviewing requests for voluntary overtime, BPD secondary employment, and uniformed secondary employment, and maintaining proper scheduling.

2. Ensure personal compliance with this PCM as well as compliance among subordinates. All of the herein directives, prohibitions, required actions, and penalties apply to commanders.

3. Monitor overtime, BPD secondary employment, and uniformed secondary employment earnings within your command by maintaining a Log (see Appendix B). Logs are to be maintained and accessible indefinitely.

4. Review and initial all overtime slips within your command.

5. Commanders may implement stricter standards than those listed in this PCM for tracking voluntary overtime, BPD secondary employment, and uniformed secondary employment provided they do not violate any of the directives in this PCM.

Payroll Clerk

Only accept and enter completed Forms 1116 with all required signatures for all voluntary overtime, BPD secondary employment, and uniformed secondary employment submissions.

Penalties

1. Members found to have violated this PCM may be subject to discipline up to two days loss of leave per violation or suspension without pay per violation. This applies to both the requestor and approver.

NOTE: Each request to work voluntary overtime, BPD secondary employment, or uniformed secondary employment is treated separately.

2. Overtime audits will be conducted. Fraud and/or theft may result in termination from employment and criminal charges. Failure to follow all mandates in this PCM can result in discipline up to and including termination.

This PCM rescinds PCM 18-01 and is supplemental to any other active PCMs/Policies.

Thank you,

Michael Harrison
Police Commissioner

Appendices

A. Overtime Pre-Authorization Report, Form 1116
B. Overtime Pre-Authorization and Certification Log
C. Sub-Activity List for Overtime

BALTIMORE POLICE DEPARTMENT

Police Commissioner's Memorandum 19-02
July 30, 2019
Subject: Overtime Rules Clarification II

Appendix A
Overtime Pre-Authorization Report, Form 1116

Form 1116-19
Overtime Pre-Authorization Report

Police Department
Baltimore, Maryland

OVERTIME PRE-AUTHORIZATION REPORT

To be Completed by Pre-Authorizing Supervisor	Commander Initials
Projected # of Hours Pre-Approved	

Date(s) Worked	Starting Time – Ending Time	Total (Hours : Minutes)	☐ Shift Hours: _____ ☐ Leave Day *(H-day, V-day, P-day, etc.)*	☐ E.I.D. ☐ Out-of-Title: As:_____ ☐ Vehicle Used
Rank, Name, Sequence #	Signature of Member Working Overtime		Date	

Permanent Assignment	Locator Number	E.O.D.	Completed Years of Service	*OT UNIT USE ONLY* Hourly Rate:	Pay This Amount:

Select one primary reason for overtime and describe activities below (for Secondary, only indicate assignment). Provide account # if known.

- ☐ Arrest (11)
- ☐ Commissioner Days (12)
- ☐ Investigations (13)
- ☐ Special Event (14)
- ☐ Holiday Deployment (15)
- ☐ Honor Guard (16)
- ☐ Staff Shortages - Voluntary (18)
- ☐ Administrative - Post Shift (19)
- ☐ Special Projects - Fiscal Authorized (20)
- ☐ Crime Suppression (21)
- ☐ Staff Shortages - Involuntary (24)
- ☐ Transcriptions (30)
- ☐ Building Security (31)
- ☐ Elections (34)
- ☐ Command Crime Initiative (67)
- ☐ Protest (76)

Specific Work Performed	
Account #	

Pre-Authorizing Supervisor (Signature/Seq. #) Date

Authorizing Supervisor (Signature/Seq. #) Date

Certifying Supervisor (Signature/Seq. #) Date

All signatures are certification that the overtime hours reported herein are authorized, were in fact worked, and are correct.

Print Pre-Authorizing Supervisor

Print Authorizing Supervisor

Print Certifying Supervisor

Directions (See PCM# 19-02):

1. **Pre-Authorizing Supervisor**: A member's immediate supervisor, or - if not available - a higher ranking supervisor within the member's chain of command.
2. **Authorizing Supervisor**: The supervisor who is requesting and has authorized the overtime work.
3. **Certifying Supervisor:** The supervisor who is overseeing **or** can verify the member performed the overtime.
4. Pre-Authorization means your command states you *can* work the overtime. All requests must be pre-authorized in advance of the overtime work.
5. Certification means that you *did* the overtime work.
6. All members must provide this form signed by the Pre-Authorizing Supervisor to the Authorizing Supervisor at the beginning of the overtime assignment.
7. The Certifying Supervisor must sign when the overtime work is completed.

Fraud and/or theft may result in termination from employment and criminal charges.

Failure to follow all mandates on this form can result in discipline up to and including termination.

BALTIMORE POLICE DEPARTMENT

Police Commissioner's Memorandum 19-02
July 30, 2019
Subject: Overtime Rules Clarification II

Appendix B
Overtime Pre-Authorization and Certification Log

OT Pre-Authorization, Authorization, Certification, and Command Review Log									
Pre-Auth	Auth	Cert	Initial	Date Signed / Initialed	Member	Date of OT	Hours	Total Worked	Specific Work Performed / Notes

BALTIMORE POLICE DEPARTMENT

Police Commissioner's Memorandum 19-02
July 30, 2019
Subject: Overtime Rules Clarification II

Appendix C
Sub-Activity List for Overtime

Sub-Activity	Overtime	
Number	**Category**	**Descriptions**
11	**Arrest**	**Arrests that extend outside of normal shifts**
12	**Commissioner Days**	**5 cancelled leave days as selected by Commissioner**
13	**Investigations**	**Additional examination or research required in order to complete cases**
14	**Special Event**	**Parades, Festivals, Community Events, etc.**
15	**Holiday Deployment**	**Details for holidays that are not one of the Commissioner Days**
16	**Honor Guard**	**Funeral and Special Ceremonies**
18	**Staff Shortages (voluntary OT)**	**Officers freely work shifts when there are not enough officers for adequate and efficient post coverage.**
19	**Administrative (Post Shift)**	**Any work related to support or completion of paperwork or administrative duties outside of normal shift**
20	**Special Project (Fiscal Authorized)**	**Projects (to meet a specified deadline) that involve subject matter expertise (project implementation, auditing, special investigations etc.)**
21	**Crime Suppression**	**Short term operations related to preventing crime and/or securing communities (normally district targeted)**
24	**Staff Shortages (involuntary OT)**	**Drafting when there are not enough officers (to include those who have volunteered) for adequate and efficient post coverage**
30	**Transcriptions**	**For transcription of interview tapes to written record**
31	**Building Security**	**Additional shift work to protect HQ and other City Agencies**
34	**Elections**	**Mayor, Governor and Presidential details surrounding voting events**
67	**Command Crime Initiative**	**Special/short or long term objectives (only authorized by Lt. Colonel and above)**
76	**Protest**	**Major disturbance of the peace (Fiscal Section will direct when to use this code)**

Attachment 5 - Request for State Support - Letter from Mayor Scott to Gov Hogan

BRANDON M. SCOTT
MAYOR
100 Holliday Street, Room 250
Baltimore, Maryland 21202

February 4, 2022

The Honorable Lawrence J. Hogan, Jr.
Governor
State of Maryland
100 State Circle
Annapolis, Maryland 21401

Dear Governor Hogan,

Thank you for joining me yesterday to discuss violent crime in Baltimore.

The City is involved in a number of efforts aimed at reducing violence. Specifically, BPD and I are finishing another warrant roundup or "blitz" with our state and federal partners to clear high-priority warrants. We have recently expanded our Baltimore City Intelligence Centers (BCIC) to the Eastern, Western, Southwestern, and Central Districts, and have already made 111 gun arrests this year. My administration is expanding the City's network of evidence-based community violence intervention programming. Finally, I have started the Group Violence Reduction Strategy (GVRS), targeted in the Western District, that will allow us to focus our resources, both social services and criminal enforcement, on violent offenders.

My administration is working with the General Assembly to introduce a series of legislative changes that align with my public safety priorities, including the banning of "ghost" guns, better notification procedures for probation and parole, behavioral health incident reviews, and enhanced accountability for police officers who commit misconduct.

The City has submitted a list of capital project priorities, focused on upgrading the Baltimore Police Department district and training facilities. As you know, a number of the police district stations are in critical states of disrepair. This is having a serious effect on morale, performance, and retention of qualified officers, and strategic capital investments can have a significant impact on reducing attrition among our police force. Your openness to supporting these capital investments, as expressed in our meeting, is greatly appreciated.

We also discussed a number of enhancements where State funding could aid in other efforts to reduce crime and improve public safety in the immediate future. Below is a summary of those options:

Enhanced Warrant Initiatives: Targeted funding for BPD's Warrant Apprehension Task Force (WATF). In 2021, WATF cleared 1,766 warrants, including 986 felony warrants. This was even after two WATF detectives were shot in the line of duty in August 2021, leaving the unit critically understaffed. The warrants served by WATF represent the highest priority and most man-power-intensive warrants. Additional manpower will help us execute even more of these mission critical warrants. The personnel in this effort would be funded on an overtime basis, and funds would also be available to our regional partners such as Baltimore County & Anne Arundel Police and Sheriff's Departments, and State agencies such as the MSP, MDTA Police, MTA Police, etc. to assist BPD in prioritizing warrants for known offenders of violent crime.

I am pleased that you recognize the importance of clearing more warrants and getting violent offenders off the streets. My team will follow up on how best to expand our coordination.

Enhanced Visibility Initiative: Targeted funding for enhanced traffic enforcement and visibility around

BRANDON M. SCOTT
MAYOR
100 Holliday Street, Room 250
Baltimore, Maryland 21202

designated areas throughout the City, including some of the most traversed market areas and tourism centers. This funding would be accessible to State partners from MSP, MDTA, and MTA to allow for greater presence in targeted areas of the City. I look forward to continuing this conversation.

DPSCS and DJS Notifications and Enforcement/Sheriff's Enforcement: Combined with improved notification requirements, this enhancement would add capacity to hold accountable those on parole and probation or who violate the conditions of their release. BPD would request a cooperative agreement with DPSCS, DJS, and any other state agencies or county agencies, to aid in the enforcement of such violations. Violent offenders that are identified as potential risk of recidivism would be the primary focus. Additionally, BPD and I propose expanding funds for the usage of overtime for the Baltimore City Sheriff for the service of Domestic Violence and Peace Orders.

It is in all of our best interests to enhance coordination around parole and probation violations. We will continue to work to ensure that law enforcement is notified as soon as possible when someone is found to be in violation of parole and I look forward to following up with you on this item.

Mobile License Plate Readers: Install LPR capability on 100 vehicles in BPD's patrol fleet. This technology would allow our patrol cars the ability to capture data from the license plates of the vehicles they encounter around the city throughout their shifts. These additional mobile LPRs combined with the fixed ones would greatly increase investigative capabilities.

Expand Baltimore City Intelligence Centers (BCICs): Our goal has been to expand the BCICs, to the other five remaining districts. These are district-level intelligence-gathering operations that have been very successful in providing direct aid to our district detectives and district action teams.

These efforts are part of my administration's comprehensive approach to address all levels of the criminal justice and social services systems. I have put forward these proposals in advancement of our shared goal, crime reduction and violence prevention in our City — especially when it comes to getting the worst offenders out of our communities.

Partnering on these proposals is where I believe we can establish common ground and strengthen our coordinated efforts, despite any ideological and philosophical differences.

I look forward to hearing from you and continuing to be productive as well as collaborative in these efforts.

In partnership,

Brandon M. Scott

Brandon M. Scott
Mayor
Baltimore City

BALTIMORE POLICE DEPARTMENT

Brandon Scott
Mayor

Michael S. Harrison
Police Commissioner

To: The Honorable President and Members of the Board of Estimates
From: Michael S. Harrison – Police Commissioner
Date: May 15, 2022
Subject: Approve and authorize acceptance of a grant award from GOCCP

Dear Honorable President and Members:

ACTION REQUEST OF BOARD OF ESTIMATES:

The Board of Estimates is requested to approve and authorize the acceptance of the Baltimore Police City Police Department-Warrant Apprehension Funding Program Award from the Governor's Office of Crime Control and Prevention for the FY22 Baltimore Police Warrant Apprehension Program, Award # BPWA-2022-0001. The period of this agreement is from April 1 2022 through June 30, 2022.

AMOUNT OF MONEY AND SOURCE OF FUNDS:

$3,250,000.00 (Grant Funds) Account Number: 5000-XXX
(No Cash Match)
$3,250,000.00 Total

BACKGROUND/EXPLANATION:

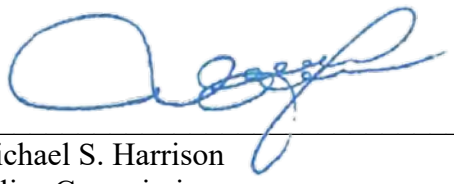
The Baltimore Police Warrant Apprehension Program helps reduce existing gaps in services and foster collaboration and cooperation among partner agencies and stakeholders. The program strategy focuses on maximizing all available information and intelligence in order to identify and pursue the most violent offenders within Baltimore City in an effort to reduce violent crime. Specifically, program funds will be used to support overtime for warrant surges and sweeps, and initiatives with allied law enforcement partners to remove violent offenders from the communities. Additionally, the funds will used for the acquisition of equipment necessary to provide added safety measures and protection to arrest teams.

This is late due to late receipt of the award documents and the administrative process.

Contact: Stephen Derkosh 443-920-0575

Respectfully,

Agency: Baltimore Police Department



Michael S. Harrison
Police Commissioner

MBE/WBE PARTICIPATION:
N/A

EMPLOY BALTIMORE:
Not Applicable.

LIVING WAGE:
Not Applicable

Attachment:

APPROVED BY BOARD OF ESTIMATES

DATE	CLERK	ESS:WG/KS
	#0170	

CHANGING Maryland FOR THE BETTER

GOVERNOR'S COORDINATING OFFICES

Community Initiatives · Service & Volunteerism · Performance Improvement
Crime Prevention, Youth, & Victim Services · Small, Minority, & Women Business Affairs
Banneker-Douglass Museum · Volunteer Maryland · Deaf & Hard of Hearing

May 14, 2022

Commissioner Michael Harrison
Police Commissioner
Baltimore Police Department
242 W 29th St
Baltimore, MD 21211

RE: BPWA-2022-0001

Dear Commissioner Harrison:

I am pleased to inform you that your grant application submitted by **Baltimore Police Department**, entitled **"FY22 Baltimore Police Warrant Apprehension Program,"** in the amount of $3,250,000.00 has received approval under the Baltimore Police Warrant Apprehension Program program. Enclosed is the grant award packet containing information and forms necessary to initiate the project.

The grant will fund the program described below:

> The Baltimore Police Warrant Apprehension Program helps reduce existing gaps in services and foster collaboration and cooperation among partner agencies and stakeholders. The program strategy focuses on maximizing all available information and intelligence in order to identify and pursue the most violent offenders within Baltimore City in an effort to reduce violent crime. Specifically, program funds will be used to support overtime for warrant surges and sweeps, and initiatives with allied law enforcement partners to remove violent offenders from the communities. Additionally, the funds will used for the acquisition of equipment necessary to provide added safety measures and protection to arrest teams.

Please pay particular attention to the instructions included on the grant award. It is important that you **carefully review all Special Conditions** attached to this award. Additionally, the General Conditions for all grant awards issued by our office are also located online, at www.goccp.maryland.gov. The chief elected official, or another legally authorized official of the jurisdiction, state agency, or 501(c)(3) receiving the grant award, must sign the original Grant Award & Acceptance Form, initial each page of the Special Conditions document, and upload them in the Grants Management System within **twenty-one (21) calendar days**. Should the acceptance form not be received, requests for reimbursement will not be honored.

A copy of the grant award, Notification of Project Commencement, and individual project reports has also been sent to the project director. The project director is responsible for completing these and other required forms now and at the end of each reporting period. If the project director changes, we must be notified immediately to avoid potential reporting problems.

Projects may commence as soon as the grant award is signed and you have reviewed and accepted all of the General and Special Conditions. No funds may be encumbered or expended prior to this time without the specific written approval of the Governor's Office of Crime Control and Prevention.

If you have any questions or need any clarification regarding this grant award, please contact **Quentin Jones**, your program manager, or **Courtney Thomas**, fiscal specialist. We look forward to working with you on this project and anticipate its success in helping to address criminal justice problems in our state.

Sincerely,

Kunle Adeyemo, Esq.
Executive Director

cc: Agent Stephen Derkosh

5/14/2022

Control Number: 42816
Regional Monitor: Jones, Quentin
Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award & Acceptance Form

Grant Award Number: BPWA-2022-0001
Sub-recipient: Baltimore Police Department
Project Title: FY22 Baltimore Police Warrant Apprehension Program
Implementing Agency: Baltimore Police Department
Award Period: **04/01/2022 - 06/30/2022**

CFDA: State General Funds

Funding Summary			
	Grant Funds	100.0 %	**$3,250,000.00**
	Cash Match	0.0 %	**$0.00**
	In-Kind Match	0.0 %	**$0.00**
	Total Project Funds		**$3,250,000.00**

This Grant Award is hereby made for financial assistance by the Governor's Office of Crime Control and Prevention in accordance with the

Baltimore City Police Department-Warrant Apprehension Funding Program

This Grant Award is subject to the General Conditions and any Special Conditions attached to this award, as well as all statutes and requirements of the State of Maryland.

This Grant Award incorporates all the information, conditions, representations and Certified Assurances contained in the grantee's application.

The Grant Award shall become effective as of the start date of the award, unless otherwise specified, and upon submission to the Grants Management System, within twenty-one (21) calendar days, of a fully executed original of this document signed by the duly authorized official of the sub-recipient unit of government or sub-recipient agency receiving this Grant Award. Copies and faxes are not acceptable.

FOR THE STATE OF MARYLAND:

Executive Director

Governor's Office of Crime Control and Prevention

SUB-RECIPIENT ACCEPTANCE:

Signature of Authorized Official

Michael Harrison, Police Commissioner
Typed Name And Title

5/16/2022
Date

To submit, sign in blue ink and scan and upload the document to the grant award Documents section in the Grants Management System.

D21A01.05 STATE

APPROVED FOR LEGAL FORM AND SUFFICIENCY:

APPROVED BY THE BOARD OF ESTIMATES:

Governor's Office of Crime Control and Prevention

Control Number: 42816
Regional Monitor: Jones, Quentin
Fiscal Specialist: Thomas, Courtney

Notification of Project Commencement

Grant Award Number: BPWA-2022-0001
Sub-recipient: Baltimore Police Department
Project Title: FY22 Baltimore Police Warrant Apprehension Program
Implementing Agency: Baltimore Police Department
Award Period: **04/01/2022 - 06/30/2022**
CFDA: State General Funds

The verification section of this form must be completed. Additionally, this form must be signed by the project director and submitted through the Grants Management System within thirty (30) calendar days after receiving your grant award packet.

No Requests for Funds will be processed until this Notification of Project Commencement has been signed and received.

Authorized Official:	Harrison, Michael Michael.harrison@baltimorepolice.org Baltimore Police Department 242 W. 29th Street Baltimore , MD 21211- 410-396-2020	Police Commissioner FAX: 410-396-2145
Project Director:	Derkosh, Stephen Stephen.Derkosh@baltimorepolice.org Baltimore Police Department 242 W 29th St Baltimore, MD 21211-2908 410-396-2607	Technical Services Division FAX: 410-396-2145
Fiscal Officer:	You, John John.You@baltimorepolice.org Baltimore Police Department 601 E. Fayette St. Baltimore, MD 21202- 410-396-2607	Operations Officer III / Fiscal Administrator FAX: 410-396-2145

Award Information Verification - Please initial appropriate selection(s):

BPWA-2022-0001

_____X_____ All information on this form is correct and project will commence on time. **Project Director signs below.**

_____ The contact information for all the staff on this form is **not** correct. **You must submit a Grant Modification** that provides a justification and indicates all changes/revisions**.**

_____ The project will not commence within forty-five (45) days of the beginning of the award period 04/01/2022. **You must submit a Grant Modification.** Grant Modification must provide justification and indicate all changes.

Signed: _____Stephen Derkosh_____ **Date:** _____5/15/2022_____

Project Director - Derkosh, Stephen (Project Director is Preferred, FIscal Contact or Authorized Official if Project Director is unavailable)

Printed Name: Stephen Derkosh _____ **Phone:** 443-829-0575

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

1 Award Period of Performance

Approved by the Governor's Office of Crime Prevention, Youth, and Victim Services (Office) of the submitted application, and the subaward that it has generated, is for the time period stated in this Subaward Package and constitutes no commitment for funding prior to the time period nor the continuation of funding beyond that time period. The subaward may be terminated by one or both parties with written notice. If the subaward is terminated before the end of the funding period, an accounting of the current quarterly and year to date expenses must be provided within 60 calendar days. Also see the General Condition related to Termination of the Subaward.

2 Statutes and Requirements of State and Federal Funds

This sub-award is subject to all State of Maryland and Federal statutes and requirements that apply to the relative funding source.

3 General and Special Conditions (POST AWARD INSTRUCTIONS)

This subaward is subject to the Special Conditions contained in your award packet and General Conditions (Post Award Instructions) referenced on the Office website, as accepted by the Authorized Official on the official Award Acceptance document. The Office retains the right to add Special Conditions, if and when needed, during the award period of performance. General Conditions (http://www.goccp.maryland.gov/grants/general-conditions.php) are the Post Award policies, procedures, guidelines, and business rules from the Office for grant funds, irrelevant of the funding source.

4 Sub-award Acceptance Document

The original Award Acceptance document containing the original signature of the Executive Director of the Office must be signed (electronic signature is acceptable) by the Authorized Official noted on the submitted application. This signed document must be uploaded in the Grants Management System (GMS) WITHIN 21 CALENDAR DAYS of receipt of the award package. Late submission will be accepted on a case by case basis and may result in an increased risk/monitoring level of the subaward, a delay in the project activity and related reimbursement, and/or termination of the subaward. Acceptance of this subaward constitutes a commitment. The Authorized Official on the submitted application is the County Executive, Duly Authorized Official of the local unit of Government, Mayor, Commissioner, Town Administrator (if confirmed), President (if confirmed), or if agencies are permitted to apply directly, the head of the agency receiving the subaward.

5 Notification of Project Commencement Form

The Notice of Project Commencement/Delay form must be initialed in the Award Information Verification Section, AND signed at the bottom (electronic signature is acceptable) preferably by the Project Director. Alternatively, if the Project Director is unavailable, the Fiscal Contact or Authorized Official may sign. The signed document must be uploaded in the Grants Management System (GMS) within 30 calendar days of the receipt of the award package. Late submission will be accepted on a case by case basis and may result in an increased risk/monitoring level of the subaward, a delay in the project activity and related reimbursement, and/or termination of the subaward. Please be advised online reporting is not accessible until the signed Award Acceptance and Project Commencement documents have been received by the Office. NOTE: If the project will not commence within 45 calendar days of the start date of the period of performance, you may submit Grant Adjustment Notice (GAN) within the GMS for review and approval. Any delay to the start date of this project does not warrant, or necessarily allow, an extension to the end date.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

6 Special Conditions

It is important that you review all conditions attached to this subaward including general and special conditions. Each Special Condition page must be initialed by the Authorized Official* on the bottom right hand corner (electronic signature is acceptable). The initialed Special Condition pages must be uploaded in the Grants Management System (GMS) within 21 calendar days of receipt of the award package. Late submission will be accepted on a case by case basis and may result in an increased risk/monitoring level of the subaward, a delay in the project activity and related reimbursement, and/or termination of the subaward. *See General Conditions below related to the Authorized Official.

7 Subrecipient Organizational Capacity Questionnaire

This questionnaire (http://goccp.maryland.gov/subrecipient-organizational-capacity-questionnaire/) is used as an assessment tool post award for the purpose of determining the appropriate subrecipient monitoring and technical assistance level. Please note, this document assessment is not part of the criteria used in making award decisions. This completed questionnaire is required post-award and must be submitted with your Award Acceptance Document and Notification of Project Commencement. Please note, this questionnaire must be completed by the Applicant Agency. For government agencies, it may be necessary to coordinate with the State or County directly and the agency, unit or division implementing the project.

8 Civil Rights Federal Reporting Requirements

Recipients as well as subrecipients of Federal Financial Assistance through the Office of Justice Programs are subject to various Federal Civil Rights Laws such as those related to discrimination on the basis of race, color, national origin, sex, religion or disability.

The U.S. Department of Justice, Office of Justice Programs (OJP), Office for Civil Rights (OCR) developed the Equal Employment Opportunity Reporting tool to help recipients receiving funding (Safe Streets Act which authorizes VAWA, VOCA or JJDPA) comply with the Equal Employment Opportunity Plan (EEOP). The EEOP Reporting Tool is accessed online at https://ojp.gov/about/ocr/eeop.htm

New users will need to register for an account. Prior to registering for a new account and/or completing your report, please know the source of grant and from which year your award has been funded. Your grant number can be found on your award documents (for example: VOCA-17-XXXX would indicate VOCA 2017 funding).

Once you are registered, the EEOP Utilization Report tool will give you step-by-step guidance for preparing and submitting your EEO Utilization Report and/or certification form.

Upon submission/completion of your report, forward the confirmation email to your funding manager and include a cc: dlcivilrightscompliance_goccp@maryland.gov In your forwarded email, include in the subject line: Civil Rights/EEOP reporting and your award number so the Office can update your organization's information. If you have any questions, please email your funding manager and cc: dcivilrightscompliance_goccp@maryland.gov.

9 Sub-award Budget Notice and New Personnel

The approved Budget Notice is included in your subaward packet. This Budget Notice may have been modified from the project budget submitted in the original application and represents approved expenses for the project. Any delays in hiring must be reported to your Program Fund Manager in writing within 30 calendar days of receipt of the subaward package. If project personnel are not hired within 45 calendar days, project personnel allocations may be deobligated at the discretion of the Office. Also see General Condition related to Key Personnel.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

10 Personnel Costs

Support of Salaries, Wages, and Fringe Benefits: Charges made to awards for salaries, wages, and fringe benefits must be based on records that accurately reflect the work performed and comply with the established policies and practices of the organization. 2 CFR §200.430 (Compensation - personnel services) and 2 CFR §200.431 (Compensation - fringe benefits)

The use of percentages is not allowable to claim personnel costs. Records to support claimed costs in this category need to include timesheets or time and effort reports that record actual time charged to allowable grant program activities and signed by a supervisor. When necessary and as an alternative, payroll records may reflect certified after the fact work distribution of an employee's actual work activities. The certification statement must reflect the dates and number of hours charged to the award and the specific activities that were completed. The certification statement must be dated and signed by the supervisor, and the grant number must also be included in the statement.

11 Consultant Rates

The threshold for consultant rates is $650 per day. Rates above this threshold will be considered on a case by case basis, with sufficient budget justification. Advanced approval is required.

12 Supplanting

Supplanting is the use of grant funds to replace state or local funds which were previously appropriated/budgeted for, or otherwise would have been spent on, the specific purpose(s) for which this subaward has been awarded. Any line item paid for with Office grant funds must be used to supplement your organization's existing budget, and may not replace any funds that were already included in your entity's existing or projected budget.

13 Budgeted Match Above Standard Requirements

The subrecipient's acceptance of this subaward constitutes a commitment that the budgeted match (if applicable), as stated on the Award Acceptance Form, may be above the standard requirements and will remain so throughout the life of the award. The subrecipient agrees that the required match (if applicable) will be allotted and relative expenditures reported, for each quarterly reporting period in which they are expended. It is further agreed that the full amount of the budgeted match (if applicable and over match if submitted) will be reported regardless of any subsequent adjustments to the grant funds budgeted and/or any financial modifications to this subaward. Any requested change to this match (if applicable) must be submitted electronically in the GMS through a GAN request and is subject to prior approval by the Office.

14 Expended Grant Funds During Award Period

All grant funds related to the subaward project, as well as any required match funds (if and where applicable) must be encumbered, obligated (requisitions, purchase orders, or contracts, which are negotiated purchases) or expended (payment of an invoice) by the end of the subaward period or any pre-authorized extension thereof. Failure to expend encumbered funds within 30 calendar days following the End Date of the award period may jeopardize reimbursement and/or result in the deobligation of funds. In that event, remaining obligations will be the sole responsibility of the subrecipient.

15 Property Inventory Report Form

The submission of the Property Inventory Report Form (PIRF) is a requirement for each financial reimbursement request that includes equipment with acquisition costs of $5,000 or more per unit, that is approved under this subaward. The form is included in the Project Director's award package. Body Armor subawards (BARM and BPVP) are additionally referred to their Special Conditions for the required PIRF, all other conditions remain the same.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

16 Procurement

If the subrecipient does not have written procurement guidelines, the subrecipient must refer to the State of Maryland Procurement Policy and Procedures, which includes the consideration of Minority Business Enterprises (MBE). An overview of Maryland Procurement may be accessed here: https://procurement.maryland.gov/ and the manual can be found here: https://procurement.maryland.gov/maryland-procurement-manual-1-introduction-and-general-overview/.

17 Issuance of Request for Proposals, Bids, Procurement Process

When issuing requests for proposals, bid solicitations, or other procurement requests, all subrecipients shall clearly state within said document that the cost of the potential purchase is being funded in part, or in its entirety, with government grant funds.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

18 Modifications to Subaward

You are required to submit a GAN if the budget modification changes the scope of the project, the project award period, and/or changes to Project Director or Fiscal Officer. This would include altering the period of performance, goals, activities and/or outcomes, adding budget line items, authorizing use of a subcontractor or other organization that was not identified in the original approved budget, or contracting for or transferring of grant award efforts; or if a budget modification affects more than one budget category. For example, if you wish to transfer funds between the Equipment and Personnel categories, the Office currently requires the submission of a GAN.

Requests for changes or modifications must be submitted electronically in the GMS at least 30 calendar days prior to the end of the award through a GAN and approved by the Office prior to the occurrence. To be clear, the activity may not take place until the Authorized Official and/or the Project Director receives documented approval from the Office. This approval will come via an automated email from the GMS. These changes may not be requested via telephone, fax, or email.

There are limited subaward adjustments that do not require the submission of a GAN. Subrecipients are not required to submit a GAN if the proposed changes are within both the same budget category and existing line items and if the overall changes do not exceed the total budget category (i.e. you are not requesting additional funding). Additionally, subrecipients are not required to submit a GAN to change the name(s) of approved grant funded personnel as a result of staffing changes. subrecipients should update the Program Fund Manager of staffing changes via email or by including this information on the next quarterly progress reports. See the Grant Management System Help Documents area of the Office website for more information.

The recipient should act as soon as possible to submit an GAN via the GMS. All GANs must be submitted at least 30 days prior to the end of the award period, allowing the Office sufficient time to review the GAN. Exceptions for GANs within 30 days of the end of the award period will be considered on a case by case basis. Requests for an exception must be submitted via email to the Program Fund Manager with sufficient justification for the consideration of completion of the GAN administratively by the Program Fund Manager.

There are two types of GANs as follows:

1. General GAN - must be submitted to make any type of non budgetary change to a grant to include, but not limited to, project scope, changes to the period of performance, and personnel changes.

2. Budget GAN - must be submitted to make any changes to line items within the budget to include, but not limited to, reallocating funding, adding budget line items, deobligating funds, and requesting additional funding.

Depending on the adjustments requested, the subrecipient may need to submit a general and/or a budget GAN; however only one GAN of each type may be active in the GMS at a time.

GANs must be completed by one of the following authorized personnel: authorized official, project director, the fiscal officer, or pre-approved alternative authorized signatory. GANs submitted by anyone else will be returned to the subrecipient.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

19 Authorized Official/Alternate Authorized Official

The Authorized Official must possess the authority to enter into a legal agreement on behalf of the entity and bind it to the award terms and conditions. The Authorized Official on the submitted application is the County Executive, Duly Authorized Official of the local unit of Government, Mayor, Commissioner, Town Administrator (if confirmed), President (if confirmed), or if agencies are permitted to apply directly, the head of the agency receiving the subaward.

If there is a change of the person in the Authorized Official position, a letter, on letterhead, must be submitted to the Office via email at support@goccp.freshdesk.com and contain all of the following:

1. Authorized official's contact information: All of the contact information listed on the new user page (name, title, organization, address, phone, email, etc.) for the new authorized official.

2. Statement of authority: The new authorized official must state that they are the authorized official for the organization and provide their job title and the date on which they assumed the role of authorized official.

3. Signature of the new authorized official.

The Alternate Authorized Signatory is not the same as the Authorized Official. The Alternate Authorized Signatory is a person permitted to sign on behalf of the Authorized Official (county executive, mayor, town administrator, president); Authorized Point of Contact (head of any sub-unit of government, agency, division, department, or bureau); Project Director and/or Fiscal Officer. To authorize an alternate signatory, the person granting authorization for another party to sign on their behalf must follow the three steps documented above. The purpose of the request must be acknowledged in the letter (e.g. sign all award documents at all times, change of personnel, in case of illness, vacation, leave of absence, etc.). If authorization is to sign all award documents at all times please attach a copy, if applicable, of an Executive Order, or the vote from Council minute meetings.

Subrecipients may use the same directions above to make additional updates to the Alternative Authorized Signatory to include, but not limited to, removal of personnel no longer authorized to make grant changes on behalf of the organization.

20 Issuance of Statements, Press Releases, or Other Documents - GOCPYVS role

When issuing public statements, press releases, or other documents relating to this project or when conferences, seminars, workshops, or forums are held in reference to this project, the subrecipient agrees that the source of funding of this project and the role of the Office must and will be clearly acknowledged. The subrecipient will ensure that all publications resulting from this project will have the following language on the publication: "The Governor's Office of Crime Prevention, Youth, and Victim Services funded this project under subaward number BJAG-2009-9000 (your subaward number). All points of view in this document are those of the author and do not necessarily represent the official position of any State or Federal agency."

21 Reproduction and Sharing of Subaward and Project Materials

The Office has the right to reproduce, with attribution, and share any and all materials and documents generated as a result of this subaward and project.

22 Online Reporting and Post-Award Technical Assistance

All subrecipients are required to view the Office's Grants Management System (GMS) Training Videos, which can be accessed at: http://goccp.maryland.gov/grants/gms-help-videos/. These videos provide step-by-step guidance through the online system, from application to reporting. If you require technical assistance relative to the online GMS Reporting software during business hours you may contact the Office IT Staff at support@goccp.freshdesk.com.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

23 Privacy and Confidentiality of Client Records

The subrecipient must comply with federal regulations and state laws concerning the privacy and confidentiality of client records, including statistical information gathered for research purposes.

24 Use of GOCPYVS forms

All Governor's Office of Crime Prevention, Youth, and Victim Services' required forms must be generated electronically through the web-based Grants Management System (GMS). Only applications and/or reports that are in "Submitted" status online will be reviewed and considered.

25 Online Submission of Quarterly Report Forms inline with Project Scope

The subrecipient must implement the project in accordance with the approved narrative and budget set-forth in the subaward.
All Quarterly Report Forms (Progress Reports, Performance Measurements, and Financial Reports) must be submitted via the Office web-based Grants Management System (GMS). In accordance with policy, the Office may freeze the release of funds until a subrecipient is current in the filing of all programmatic and financial reports and said reports have been approved by the Office.
PROGRAM REPORTS: Progress Reports and Performance Measurements must be submitted via the GMS on a quarterly basis. Additionally, federal required reports, as applicable to include the Performance Measurement Tool (PMT), are due no later than 15 calendar days after the end of each quarter. This due date is prior to the submission of relative quarterly financial reports. Financial reports submitted with Programmatic reports cannot be processed for payment until programmatic reports are in "Submitted" status online. Where the start date of any subaward may vary, the quarterly time frames are constant. Those time frames and the relative due dates are:

07/01 - 09/30: reports due 10/15
10/01 - 12/31: reports due 01/15
01/01 - 03/31: reports due 04/15
04/01 - 06/30: reports due 07/15

In addition the Office may require an Annual Progress Report which would be documented in the Special Conditions. This information will be used to monitor and assess the program to determine if it is meeting the stated goals and objectives, supports the State Crime Control and Prevention Strategy Plan and complies with federal requirements. Failure to submit these reports in the prescribed time may prevent the disbursement of funds.

FINANCIAL REPORTS: The Financial Report form must be electronically submitted within 30 calendar days after the end of each quarter. The Award Acceptance, Project Commencement, Progress and Performance Measurement Reports must be submitted prior to processing the quarterly financial report. If the above noted documents and program reports have not been submitted within the required time frame, financial reports may be denied and returned. Where the start date of any subaward may vary, the quarterly time frames are constant. Those time frames and the relative due dates are:

07/01 - 09/30: reports due 10/30
10/01 - 12/31: reports due 01/30
01/01 - 03/31: reports due 04/30
04/01 - 06/30: reports due 07/30

There are two exceptions to the above timeline. The first, is if a subaward does not end at the end of a quarter. The second is for nonprofit agencies that qualify for and have been granted monthly reimbursement for a particular subaward. In these instances, the financial report is due on the 30th of the following month.

Governor's Office of Crime Control and Prevention

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

26 Submission of Revised Financial Report

The Financial Reports must be submitted no later than 30 calendar days from the end of the reporting period. If the initial 30 calendar day submission is not your actual final report for the reporting period, the subrecipient must email the Fiscal Specialist and copy the Program Manager stating that the report is not final at the same time that the financial report is submitted electronically, which is no later than 30 calendar days from the end date of the reporting period. Submission of a "Final/Revised" report must be emailed to the Office staff described above and uploaded into the Grants Management System (GMS) for this particular subaward no later than 60 calendar days after the end of the reporting period. Revisions are a manual process that require the subrecipient to make corrections on a copy of the previously electronically submitted 30 day report, with the words "Final/Revised" labeled across the top. Additionally, the “Final/Revised” submission document must include the dated signatures from the authorized agency representative. The corrections must be actual expenditures, not the variance. At the end of the subaward period, the Office reserves the right to complete an administrative closeout and deobligate remaining funds on any subaward that does not comply with this requirement.

27 Failure to Submit Reports within allotted time frames

Failure to submit any report within the allotted time frame(s) noted in the above conditions, or any pre-authorized extension thereof, may result in the delay or prevention of payment, and/or the deobligation of funds. If late reporting occurs, the expenditure or obligation may become the responsibility of the subrecipient.

28 Holding Funds

In accordance with policy, the Office will hold the release of funds until a subrecipient is current in the filing of all reports, submission of documentation, and have resolved any remaining issues.

29 Monitoring Expenditures

In order to verify the appropriateness of all grant fund related expenditures, the Office staff will monitor the use of grant funds as reported by subrecipients. Back-up documentation must be maintained on-site, be available upon request, correlate with the mandatory quarterly reporting, and be maintained as necessary to provide that obligations under this subaward and other such standards as they apply are being met. The Office, fund source agencies, State Legislative Auditors, or any State or Federal authorized representatives must have access to any documents, papers, or other records of recipients which are pertinent to the award, in order to make audits, examinations, excerpts, and transcripts. Please also see the General Condition on Records Retention.

30 Records Retention

Retain all financial records, supporting documents, statistical records, and all other records pertinent to the award for a period of 3 years from the date of submission of the final programmatic and financial reports. Retention is required for purposes of examination and audit. Records may be retained in an electronic format. Please also see the General Condition on Monitoring Expenditures and 2 C.F.R. 200.333 regarding federal requirements.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

31 Termination of Subaward

The performance of work under this award may be terminated by the Office in accordance with this clause in whole, or in part, whenever the Office determines that such termination is in the best interest of the State. If the subrecipient fails to fulfill obligations under this award properly and on time, or otherwise violates any provisions of the subaward, the Office may terminate the award by written notice to the subrecipient. The notice shall specify the acts or omissions relied upon as cause for termination. All finished or unfinished supplies and services provided by the subrecipient shall become Office property. The Office will pay all reasonable costs associated with this program that the subrecipient has incurred prior to the date of termination, and all reasonable costs associated with the termination of the subaward. When an award is terminated or partially terminated, the awarding agency or pass-through entity and the recipient or subrecipient remain responsible for compliance with the requirements in 2 C.F.R. § 200.343 (Closeout) and 2 C.F.R. § 200.344 (Post-closeout adjustments and continuing responsibilities).

32 Civil Rights Discrimination

The subrecipient affirms that it shall not discriminate in any manner against any employee, applicant for employment, or clients of services, because of race, color, religion, creed, age, sex, marital status, national origin, ancestry, sexual orientation, pregnancy, physical or mental handicap, or limited English proficiency, so as reasonably to preclude the performance of such employment and/or services provided. The subrecipient also agrees to include a provision like that contained in the preceding sentence for any underlying sub-contract, except a sub-contract for standard commercial supplies or raw material. The subrecipient must have a non-discrimination poster, publicly displayed, acknowledging that the entity does not discriminate and provides an avenue for employees, program beneficiaries, and any relative vendors. Formal complaints may be submitted online at Maryland Commission on Civil Rights: https://mccr.maryland.gov/; (410)767-8600; U.S. Department of Justice, Office of Justice Programs, Office for Civil Rights :https://www.ojp.gov/program/civil-rights/filing-civil-rights-complaint; (202) 307-0690, United States Equal Employment Opportunity Commission: https://www.eeoc.gov/;(800) 669-4000. Additionally, a complaint may be reported utilizing the form located on our website at http://goccp.maryland.gov/grants/civil-rights-compliance/. Also see the General Conditions related to Civil Rights Federal Reporting Requirements and Applicable Statutorily-imposed Nondiscrimination Requirements.

33 Proof of Applicable Audit Regulations - On Site

All subrecipients must have proper documentation to present to the Office upon request, to prove compliance with the Audit Regulations that apply. Local and State governments must have proof that they had an annual audit and submitted said audit to the State Legislature in September of the year of their subaward. Non-Profit Organizations must follow guidance located on the Maryland Secretary of State's website under the Charitable Division, located here: https://sos.maryland.gov/Charity/Pages/Instructions.aspx.

34 Single Audit Requirement

If your entity spends $750,000 or more per fiscal year in federal funds, a Single Audit is required in accordance with 2 CFR §200.514. If the audit discloses findings on Office grants, provide a copy of the report so that we may issue a management decision for audit findings pertaining to the Federal award provided to the subrecipient from the pass-through entity as required by §200.521

35 ACORN

The subrecipient agrees and understands that it cannot use any grant funds, either directly or indirectly, in support of any contract or subaward to either the Association of Community Organizations for Reform Now (ACORN) or its subsidiaries.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

36 Reporting Fraud, Waste and Abuse

The subrecipient must promptly report any credible evidence of fraud, waste, abuse and similar misconduct with grant funding.

37 OJP Financial Guide

In addition to the Office's General Conditions (Post Award Instructions) and Special Conditions, the subrecipient agrees to comply with the financial and administrative requirements set forth in the current edition of the Office of Justice Programs (OJP) Financial Guide where applicable, and to abide by any other terms and conditions imposed by the Office. The financial guide may be accessed at the following web URL: http://www.ojp.usdoj.gov/financialguide/PDFs/OCFO_2013Financial_Guide.pdf

38 Food and Conference Costs

On October 21, 2011 the U.S. Department of Justice, Office of Justice Programs, Office of the Assistant Attorney General issued a memorandum to all Office of Justice Programs Grantees and Contractors regarding enacted conference costs and reporting requirements. In order to follow the federal guidelines, the Office will not approve any food and/or beverage costs associated with meetings, training, conferences, and/or other events. All conference costs will be thoroughly examined for compliance with the federal requirements. This restriction does not impact direct payment of per diem amounts to individuals in a travel status under your organization's travel policy. The Office may consider exceptions to this General Condition for non-federal funded grants.

39 Applicable Statutorily-imposed Nondiscrimination Requirements

Subrecipients will comply (and will require any subrecipients or contractors to comply) with any applicable statutorily-imposed nondiscrimination requirements, which may include § Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d; Omnibus Crime Control and Safe Streets Act of 1968, as amended, 34 U.S.C. §§ 10228(c) & 10221(a); Section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. § 794; Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. § 1681; Title II of the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12132; Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102; Juvenile Justice and Delinquency Prevention Act of 1974, as amended, 34 U.S.C. § 11182(b); Victims of Crime Act of 1984, as amended, 34 U.S.C. § 20110(e); Violence Against Women Act of 1994, as amended, 34 U.S.C. § 12291(b)(13); and Partnerships with Faith-Based and Other Neighborhood Organizations, (28 CFR Part 38).

40 DUNS and SAM.Gov Requirements

Throughout the entire period of the grant, the subrecipient must maintain a valid unique identifier (currently DUNS Number) and current registration with SAM.Gov. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and keeping track of entities receiving federal funds. It is provided by the commercial company Dun and Bradstreet. SAM is the repository for certain standard information about federal financial assistance applicants, recipients, and subrecipients.

Access to SAM.GOV: https://sam.gov/SAM/

41 Computer Equipment/Program/Network Procurement

No award funds may be used to maintain or establish a computer network unless such network prohibits the viewing, downloading, and exchanging of pornography, and nothing limits the use of funds necessary for any Federal, State, tribal, or local law enforcement agency or any other entity carrying out criminal investigations, prosecution, or adjudication activities.

GOCCP Regional Monitor: Jones, Quentin
GOCCP Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - General Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

42 Hire within 45 days

All project personnel supported with grant funding must be hired within 45 calendar days of receipt of the grant award package. Any delays in hiring must be reported in writing within 30 calendar days of receipt of the grant award package. If project personnel are not hired within 45 calendar days, project personnel allocations may be de-obligated at the discretion of the Office.

43 No distracted Driving While Performing Program Duties

Subrecipients are to adopt and enforce policies banning employees from text messaging while driving any vehicle during the course of performing work funded by this grant, and to establish workplace safety policies and conduct education, awareness, and other outreach to decrease crashes caused by distracted drivers.

44 Services to those with Limited English Proficiency

The subrecipients are obligated to provide services to Limited English Proficient (LEP) individuals. Refer to the DOJ's Guidance Document. This regulation may be accessed at: https://www.lep.gov/.

State Government Article, Subtitle 11- Equal Access to Public Services for Individuals with Limited English Proficiency, §§10-1101—10-1105, Annotated Code of Maryland.

45 Drug-Free Workplace Requirements

Subrecipients are subject to the applicable requirements regarding the state and federal drug free workplace requirements. The state's policy can be found here: State of Maryland Substance Abuse Policy -- https://dbm.maryland.gov/employees/Documents/Policies/SubstanceAbusePolicy.pdf. The Federal Government-wide Requirements for Drug-Free Workplace (Grants) is codified at 28 C.F.R. Part 83.

46 Office Name Change Effective 1.1.2020

Any reference to the Governor's Office of Crime Control and Prevention or GOCCP should now be referenced as the Governor's Office of Crime Prevention, Youth, and Victim Services (Office) per Executive Order 01.01.2020.01.

Regional Monitor: Jones, Quentin
Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Grant Award - Special Conditions

Grant Award Number:	BPWA-2022-0001	**Sub-Recipient:**	Baltimore Police Department
Award Period:	04/01/2022 - 06/30/2022	**Implementing Agency:**	Baltimore Police Department
Project Title:	FY22 Baltimore Police Warrant Apprehension Program		

1 General Conditions

This grant award is subject to the General Conditions (POST AWARD INSTRUCTIONS) found on the GOCPYVS website (http://www.goccp.maryland.gov/grants/general-conditions.php). The aforementioned General Conditions/Post Award Instructions are REQUIRED to be reviewed, should be printed for your reference and are subject to change without written notice.

In addition, the Tips and Guidance page is provided as a resource on the GOCPYVS website (http://goccp.maryland.gov/grants/tips-and-guidance/) to address frequently asked questions.

2 If the SAM.gov account expires anytime during the life of the grant, GOCPYVS reserves the right to stop all activity / payments on the grant until the account is made current.

3 Sub-recipient agrees to submit a copy of the agency's overtime policy, which include information on the approval process, within 30 calendar days of the receipt of the award. Should there be any delay in the process, written, or email, contact must be maintained with the Program Manager until the physical document is submitted.

4 Sub-recipient agrees to keep documentation of monthly overtime usage by using the Monthly Overtime Summary Report provided by the Governor's Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) or their own overtime report. Please note that the overtime report should identify how overtime was used as it relates to the grant funded project specifically.

5 Sub-recipient must provide detailed information on the selected vendor, when the vests will be ordered, and when delivery is expected, within 30 calendar days of acceptance of the grant award.

6 Final quarterly programmatic reports indicating progress towards the attainment of each program/project objective must be submitted no later than 15 calendar days from the End Date of the sub-award. Financial reports will not be processed unless Programmatic Reports are in "submitted" status in the GMS.

The FINAL Financial Report must be submitted no later than 30 calendar days from the End Date of this sub-award.

If the initial 30 calendar day submission is not your actual FINAL report, send an email to the Fiscal Specialist so that the GMS can be noted.

Submission of a "Not Final" report will require a "Final/Revised" report to be submitted no later than 60 calendar days after the End Date of the sub-award. Revised reports may only be submitted if an initial 30 calendar day report was submitted as required. ALL Final financials must be submitted within the 60 days or GOCPYVS reserves the right to complete an administrative closeout on this grant award and de-obligate all remaining funds.

Revisions are a manual process that requires hand written corrections on a copy of the previously submitted 30 day report, with the word "FINAL" written in red ink. The corrections must be actual expenditures, not the variance. New signatures and current dates are required in blue ink. The revised report can be mailed, emailed, or delivered.

SDD

Regional Monitor: Jones, Quentin
Fiscal Specialist: Thomas, Courtney

Governor's Office of Crime Control and Prevention

Budget Notice

Grant Award Number: BPWA-2022-0001
Sub-recipient: Baltimore Police Department
Project Title: FY22 Baltimore Police Warrant Apprehension Program
Implementing Agency: Baltimore Police Department
Award Period: **04/01/2022 - 06/30/2022**

CFDA: State General Funds

Funding Summary			
	Grant Funds	100.0 %	**$3,250,000.00**
	Cash Match	0.0 %	**$0.00**
	In-Kind Match	0.0 %	**$0.00**
	Total Project Funds		**$3,250,000.00**

Personnel

Description of Position	Salary Type	Funding	Total Budget
Police Officer Overtime	Overtime	Grant Funds	$2,010,000.00
Records Management Section Overtime	Overtime	Grant Funds	$208,000.00
		Personnel Total:	$2,218,000.00

Contractual Services

Description	Funding	Quantity	Unit Cost	Total Budget
Baltimore City School Police- Overtime	Grant Funds	2500	$50.00	$125,000.00
Baltimore City Sheriff's Office- Overtime	Grant Funds	2500	$50.00	$125,000.00
Warrant Data Review/Cleanup Contract	Grant Funds	1	$465,600.00	$465,600.00
			Contractual Services Total:	$715,600.00

Equipment

Description	Funding	Quantity	Unit Cost	Total Budget
Ballistic Vest Upgrade for WATF Only	Grant Funds	40	$2,750.00	$110,000.00
Bunker/Ballistic Shield	Grant Funds	59	$3,000.00	$177,000.00
Ram (breaching tool)	Grant Funds	49	$600.00	$29,400.00
			Equipment Total:	$316,400.00

Approved: _____

Governor's Office of Crime Control and Prevention Authorized Representative

Effective Date: 5/13/2022

Attachment 7 - Proactivity Measures

410-396-2640

BALTIMORE POLICE DEPARTMENT

Data Driven Strategies Division

Citywide Proactivity
2020, 2021 and 2022 YTD

2022-337

The following tables display a breakdown of proactive calls for service for each district for 2020, 2021 and 2022 YTD (Jan 1st– May 19th):

2020

District	Business Check	Community Engagement	Directed Patrol	Field Inter-view	Foot Patrol	Hand Gun Violation	Investigative Stop	Traffic Stop	Warrant Service	Grand Total
Central	17065	3431	1875	357	5062	24	51	8285	386	**36536**
Southeastern	26886	3350	3478	253	5904	16	37	6826	955	**47705**
Eastern	29669	5396	3749	843	8738	19	28	6429	1624	**56495**
Northeastern	39448	6953	796	644	6843	11	31	9000	3778	**67504**
Northern	35457	2622	754	273	8646	30	75	5960	495	**54313**
Northwestern	65097	2564	2146	189	3338	39	30	6845	1692	**81940**
Western	57363	5273	2440	500	20778	16	55	8791	1993	**97209**
Southwestern	26215	5612	1736	173	12591	28	57	12892	1689	**60993**
Southern	53727	3149	1964	463	15334	26	79	7901	1242	**83885**
Grand Total	**350927**	**38350**	**18938**	**3695**	**87234**	**209**	**443**	**72929**	**13854**	**586580**

*Bike Patrol was not a proactive measure in 2020

2021

District	Bike Patrol	Business Check	Directed Patrol	Field Inter-view	Foot Patrol	Hand Gun Violation	Investigative Stop	Traffic Stop	Warrant Service	Grand Total
Central	0	19797	25221	312	4679	25	62	4616	501	**55213**
Southeastern	1	27845	46643	123	6633	23	37	4106	951	**86362**
Eastern	24	24621	13557	552	13898	17	12	5344	1079	**59104**
Northeastern	0	20272	17674	317	2467	16	21	3895	2306	**46968**
Northern	33	37720	24255	215	4326	25	18	2600	685	**69877**
Northwestern	0	47765	27467	131	1474	17	11	4614	3065	**84544**
Western	1	45544	36567	366	3858	26	26	7936	3120	**97444**
Southwestern	0	19792	24659	81	7094	38	47	6538	2343	**60592**
Southern	1	35775	28746	375	6893	12	43	5319	1902	**79066**
Grand Total	**60**	**279131**	**244789**	**2472**	**51322**	**199**	**277**	**44968**	**15952**	**639170**

2022 YTD (1/1– 5/19)

District	Bike Patrol	Business Check	Directed Patrol	Field Inter-view	Foot Patrol	Hand Gun Violation	Investigative Stop	Traffic Stop	Warrant Service	Grand Total
Central	2	8402	13167	129	1482	11	40	1616	550	**25400**
Southeastern	10	18631	24699	33	3844	8	15	2699	679	**50618**
Eastern	197	11048	6250	208	4594	5	13	3571	557	**26443**
Northeastern	1	8796	18286	108	475	8	23	3769	607	**32073**
Northern	37	13822	11362	107	1233	7	33	1196	422	**28219**
Northwestern	0	14451	13026	48	336	5	13	1962	1677	**31518**
Western	0	15310	20253	158	694	9	12	1412	1246	**39094**
Southwestern	0	5646	9443	52	714	10	15	1795	904	**18579**
Southern	0	19687	27437	303	3965	4	12	1751	635	**53794**
Grand Total	**247**	**115793**	**143923**	**1146**	**17337**	**67**	**176**	**19771**	**7277**	**305738**

*Community Engagement was not a proactive measure in 2021 and 2022

*Proactive CFS retrieved from ArcGIS server by original call type with duration > 1 min. Districts are sorted by "CURR_DGROUP" field.

Author: Madelyn Grebe

For Official Use Only/Not for Publication/Prepared by Watch Center/All Information Should Be Verified Before Taking Action

COMSTAT TEMPLATE – 2022 Q2

Central District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
April – June	Shootings, Property crime (Burglaries and Larcenies)
Overall/All 2021	Homicides, Shootings, Aggravated Assaults

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	229% increase in shootings, 33% increase larcenies, 20% increase in larcenies from auto. Upward trend in burglaries.
Overall/All 2021	80% increase in homicides and a 45% increase in shootings

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	134 Post/Midtown-Belvedere
Overall/All 2021	123 Post

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
April – June	- Burglary prevention was the primary focus during 0200-0700hrs. Alley and vacant checks were conducted for squatters. Frequent FIs, fire escape checks and foot patrols were performed in an effort to reduce area burglaries. - The post officers focused on late night traffic enforcement along Charles St corridor and around the Unit Block of W. North avenue., 2300- 0230 - LPR cars were deployed to the immediate vicinity of the 1800blk of Charles St. when there was a large gathering at a club in order to obtain tags. 2300-0200hrs, in ref. to violence during that time period
Overall/All 2021	Officers were deployed on foot on B/C shifts to the two most violent areas. (Pennsylvania Ave. corridor and the vicinity of Eutaw/Saratoga.) Both of the districts LPR vehicles were designated as the 114 and 123 Post cars. Deployment of the Lexington Market Unit.

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
April – June	AMTRAK Police and University of Baltimore Police	Requested in ref. to increased visibility and intel sharing.
Overall/All 2021	DDSD	Utilized analysts for trends and patterns and shared intel with other districts BCIC

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

COMSTAT TEMPLATE – 2022 Q2

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	MVBA (Mount Vernon Belvedere Association)	CD created a newsletter with burglary and larceny prevention tips. Monitored and reviewed property crime trends.
Overall/All 2021	LEAD Program	CD had 167 LEAD referrals in 2021, which helped decrease violent crime in DAT-A and 114 Post as a whole.

7) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	In 2022 we will continue providing safety/crime prevention tips to communities.
Overall/All 2022	DAT units will continue to deploy to the DAT-A zone with an increased focus on Pennsylvania Ave. and its surroundings. Patrol will continue to deploy the LPR vehicles to 114 and 123 Posts.

8) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	We did not see the desired result immediately however, we continued our deployment in the space beyond Q2 resulting in the arrests of James and Jamel Young which led to the closure of numerous burglaries.
Overall/All 2022	Deployment of the Lexington Market Foot Unit helped decrease violent crime by 29% on 114 Post in 2021. BCIC's assistance with various investigations and dissemination of intel to Patrol, DDU, DAT, and NCO units.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Increase the district's debriefing percentage in order to gain intel.
2	Increase the amount attempts and service of Notable Target Warrants from the Weekly Crime Plan.
3	Focus on building on the major improvements in Admin compliance (ShotSpotter, tagging BWC footage, Power DMS, etc.)
4	
5	

COMSTAT TEMPLATE – 2022 Q2

Southeastern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected your area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, carjacking, robbery…*

April – June	• Street robberies showed a major increase during this period and mainly had the following pattern going on in the area:
	  ○ 211 (Little Italy/Inner Harbor): Duncan Pattern
	  ○ 222 (Patterson Park Neighborhood): Duncan Pattern, Knife Wielder, Hispanic Crew
	  ○ 221 (McElderry Park): Duncan Pattern, Hispanic Crew, Lay on the Ground, 2 B/M w/gun
	  ○ 212: Duncan Pattern, Knife Wielder, Knife 2
	  ○ 213 (Patrol 21C/Along S Broadway St): Duncan Pattern, Knife Wielder, Selke
	  ○ 225 (Between Claremont St/S Highland Ave/E Pratt St/S Granby St): Knife Wielder, 2 B/M w/ gun, Just Do It, Boy Band
	• There was an increase in shootings within the 221 post (DAT Zone).
	• There was a major increase in auto thefts, which occurred mainly in the:
	  ○ 221 (McElderry Park/DAT Zone)
	  ○ 222 (Patterson Park Neighborhood)
	  ○ 212 (Washington Hill/Upper Fells Point)
	  ○ 232 (Along Eastern Ave) posts.
	• Burglaries also showed an increase. Specifically, within the:
	  ○ 222 (Patterson Park Neighborhood)
	  ○ 212 (Butcher's Hill/Upper Fells Point)
	  ○ 221(McElderry Park-DAT Zone) posts.

Overall/All 2021	• The DAT Zone had the most homicides and shootings for the year compared to other areas in the district, but the 222 (Patterson Park Neighborhood) and 223 (Baltimore Highlands) posts were another problematic area for violence. • There was an overall increase in commercial robberies. Specifically, in the 225 post along Eastern Ave in Patrol 23B.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	• There was a decrease in homicides (43%), carjackings (64%), and commercials (11%) during this period. • However, there was a 79% increase in street robberies, a 100% increase in shootings, 34% increase in auto thefts, and a 25% increase in burglaries during this period in 2021.

	● In 2021, around 65% of the street robberies occurred in the top 6 posts mentioned in question #1. ● The Q2 period had the most property related incidents compared to the 3 other periods.
Overall/All 2021	● The overall number of robberies decreased by 7% for 2021. Specifically, in carjackings (37%), residential (38%), and street (4%) robberies. ● There was an increase in homicides (38%) and shootings (12%). ● Aggravated Assaults also had an increase by 7%.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	● Street robberies during this period affected the following posts and had the following pattern going on in the area: ○ 211 (Little Italy/Inner Harbor): Duncan Pattern ○ 222 (Patterson Park Neighborhood): Duncan Pattern, Knife Wielder, Hispanic Crew ○ 221 (McElderry Park): Duncan Pattern, Hispanic Crew, Lay on the Ground, 2 B/M w/gun ○ 212: Duncan Pattern, Knife Wielder, Knife 2 ○ 213 (Patrol 21C/Along S Broadway St): Duncan Pattern, Knife Wielder, Selke ○ 225 (Between Claremont St/S Highland Ave/E Pratt St/S Granby St): Knife Wielder, 2 B/M w/ gun, Just Do It, Boy Band ● The shootings occurred within the 221 post (DAT Zone). ● A lot of the auto thefts occurred in the: ○ 221 (McElderry Park/DAT Zone) ○ 222 (Patterson Park Neighborhood) ○ 212 (Washington Hill/Upper Fells Point) ● The burglaries also occurred more within the: ○ 222 (Patterson Park Neighborhood) ○ 212 (Butcher's Hill/Upper Fells Point) ○ 221(McElderry Park-DAT Zone) posts.
Overall/All 2021	● The DAT Zone had the most homicides and shootings for the year compared to other areas in the district, but the 222 (Patterson Park Neighborhood) and 223 (Baltimore Highlands) posts were another problematic area for violence. Mainly within the Q4 area. ● Commercial robberies were more of an issue in the 225 post along Eastern Ave in Patrol 23B.

COMSTAT TEMPLATE – 2022 Q2

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
April – June	**Robberies-** Patrol post only 212, 221. While on post conducting directed patrols, foot patrols and business checks. Patrol directed to monitor food delivery and persons going into and out of the home. Midnight shift (212 post officer, directed to remain in the area of Washington Hill and Butcher's Hill, actively driving the post with cruise lights on, monitoring persons going to work. SE District partnered with Johns Hopkins, who provided mobile security officers to increase patrols in the area and services that picked employees up and transported them to Johns Hopkins Main. 212 relieved on post. Patrol tasked with educating the community if possible. NCO's directed to educate communities on preventive measures. NCO's also walked foot in affected areas and distributed related. fliers. SE District and ED conducted traffic initiatives in identified areas on both 212 and 221 posts. Command remained in constant contact with Johns Hopkins and elected officials, and community leaders to provide updates and available intel for the purpose of education and prevention. K-9 detailed to SE District to increase visibility. **Shootings-** There was connectivity to the shootings on 221 Post, several connected to "Up the Hill / Down the Hill / Out the Mud" crews. Patrol was directed to increase proactive enforcement, to include directed patrols, foot patrols, and business checks on 221 Post. 221 remained post only, and relieved on post. This was a primary area of enforcement for DAT, seeking intel-conducting short term investigations, and conducted covert operations in the area and communicated all available intel to SE DDU and command. Intel Detectives monitored social media/jail calls and provided available intel to command and SE DDU. Command and NCO's partnered with BPD CYD Re-Entry Pop-Up and walked foot in the area to provide job opportunities and behavioral health services in an attempt to redirect persons involved in nefarious activities. Command partnered with ROCA when a youth 16 -24. NCO's and Patrol worked to identify and address quality of life issues - utilizing 311 App and KGA for reporting of needed repairs / clean-up, assisted in having a lighting assessment conducted. SE District and ED DDU worked together to put the pattern together then began to work with our federal partners. When ED had SWAT assigned to the ED, they were directed to assist on the border of SE District. There were no other BPD resources provided. **Auto Thefts-**were addressed by directing officers to issue citations to owners when they left the vehicle running. Patrol and NCO's distributed prevention fliers in affected areas. **Burglaries-**patrol was directed to monitor homes under rehab, and conduct field interviews of persons walking with tools and appliances. Command and DDU worked with community members to obtain video evidence and stills which assisted in the arrest of two burglary recidivists.

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Overall/All 2021	As a result of the crime seen on 222 amd 223 post and around the 22D microzone, this area became the Q3 and Q4 focus areas SE Districts focus has been to increase proactive enforcement (specifically in micro-zones), build community partnerships, educate the community, conduct thorough investigations and crime intervention.

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern? How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
April – June	ACS, Sheriffs, MSP	Large take down of ODH DTO, Sheriffs and MSP aided during summer months in Fells Point. Sheriffs were in the Fells Point Area while MSP conducted traffic outside of Fells.
Overall/All 2021	Same	

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	Baltimore Trauma Response Team (BTRT), SE District Chaplins, Housing Authority, Board of Liquor License Commissioners for Baltimore City (BLLC), ROCA, DPW, Elected Officials, PowerFest Baltimore, Family League of Baltimore - Baltimore City Local Care Team (LCT), the Mayor's Office of African American Male Engagement. Community Associations, CRC and elected officials.	4 persons referred to BTRT this year, we hope to increase that number to ensure those affected by trauma are offered needed services. SE District Chaplains were used to bring comfort and address trauma to community members. We will continue this partnership. We partnered with the Housing Authority with shared information and assisting with investigations. Weworked together to address community complaints. BLLC conducted over 15 checks of bars, clubs and liquor establishments in the SE District. We will continue to work with BLLC to identify and address any problematic businesses. We referred over 15 individuals to ROCA, we will continue to refer to those connected to gun violence. DPW assisted with needed vacant board-ups, trash removal and assisted in Fells Point. We are unable to track their progression.

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		We consistently communicated with elected officials by way of community meetings and walks, to address quality of life concerns and violent crime. We partnered with PowerFest Baltimore to address youth cyclists in Fells Point. 2 juveniles were referred to LCT, the status of these cases remains unknown. We will continue to work with LCT to address juvenile males under the age of 16 and young women involved in nefarious activity. We worked with AAME in reference to squeegee persons. We will continue to work with AAME. Community Associations, CRC and elected officials are resources to build relationships, educate the community and address community concerns.
Overall/All 2021	BLLC, Blue Dot, Family League of Baltimore - Baltimore City Local Care Team (LCT), ROCA, PowerFest Baltimore, the Mayor's Office of African American Male Engagement, and the Mayor's Office of Immigrant and Multicultural Affairs (MIMA). BTRT, Chaplains, Community Associations, CRC and elected officials.	Blue Dot training assisted in addressing sex working and sex trafficking on 222 and 223 post, and will be used on 234 post going forward. ROCA, LCT, AAME and PowerFest Baltimore were utilized to redirect juveniles. MIMA engaged to assist in best serving our spanish speaking community. BTRT and Chaplains were resources to address trauma. We remain connected to both resources. Community Associations, CRC and elected officials are resources to build relationships, educate the community and address community concerns.

7) In reviewing historic trends and lessons learned for 2021, how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	Patrol will continue enforcement for persons leaving keys in vehicles, to prevent auto theft. DDU will provide needed intel and patrol will use the same to target needed areas to prevent robberies and burglaries and identify persons conducting related crimes. DAT will continue the focused efforts to extract guns from the streets to prevent gun violence, and hopefully address narcotic sales as well. Patrol will continue enforcement that will include cross border initiatives to increase police presence, address gun violence, robberies and narcotic sales.
Overall/All 2022	Reduce overall opportunities for crime to include directed patrols for violent crime as well as focused foot patrol in areas seeing increased property crimes. In anticipation of additional LPR vehicles, we will ensure LPR cars are deployed along

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	major thoroughfares. DAT will continue its enforcement to the DAT zone along with a secondary focus on 222 post near 22D microzone. All resources include the Wagons, who will have focus areas in the crime plan as well as the addition of CCTV camera program to the front desk computer for monitoring by light duty personnel. Continue the relationship with the Eastern District to include information sharing (Shared Evertel group / District analysts). With the establishment of the new schedule to include permanent shifts, the expectation is each shift will identify shift-specific issues and address appropriately.

8) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	Increased proactive enforcement, lowed the probability for crime
Overall/All 2022	Overall there is much improvement to be had in comparison to 2021. overall property crime and overall violent crime both saw a 3% increase over 2020. Homicides saw a 48% increase and non-fatal shootings were a 23% increase. 221 and 222 posts were the driving forces to these increases with a combined total of 40 homicides and shootings in the District. While street robberies saw an 8% reduction, we will still focus our efforts through proactive enforcement to deter street robberies. We will focus on the area previously identified in our 2021 Q3 and Q4 area, 221 and 222 posts. Fells Point and Canton, especially during the summer months will be a continued focus to deter aggravated assaults. Reduce complaints by businesses. Work with City Leaders, elected officials, and the community for a long-term Fells Point plan.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Crime Reduction: Specifically, Homicides & Shootings and Robbery reductions. Warrant service, GORA and recidivist checks.
2	Overtime Accountability
3	Community Engagement / Relationship building
4	MLAC / Medical Compliance and Administrative (COP) Compliance
6	Shift Commander / Supervisor Accountability (e.g Crime Plan specificity and execution)
7	Officer Comradery / Shift Team Building

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Eastern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected your area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, carjacking, robbery…*
April – June	Llewelyn Robbery Pattern, Up the Hill-Down the Hill, North/Belair BP Gas & Turning Point Clinic foot traffic
Overall/All 2021	Up the Hill-Down the Hill, violent crime 331 post

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	• Up the Hill-Down the Hill: 1 Homicide, 9 NFS, 13 Agg Assaults, 8 Street Robberies, 1 Carjacking, 1 Residential Robbery • North/Belair: 1 Homicide, 5 Agg Assaults, 2 Street Robberies
Overall/All 2021	• Up the Hill-Down The Hill: 7 Homicides, 22 NFS, 51 Agg Assaults, 25 Street Robberies, 2 Carjackings, 1 Residential Robbery • 331 Post: 12 Homicides, 19 NFS, 61 Agg Assaults, 9 Carjackings, 35 Street Robberies, 4 Commercial Robberies, 2 Residential Robberies

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	332/331 post (Ft. Worthington/Berea/Broadway East), 331/333 post (Broadway East/Biddle St/Madison Eastend), 331 post (Broadway East/Berea)
Overall/All 2021	331/333 post (Broadway East/Biddle St/Madison Eastend), 331 post (Broadway East)

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
April – June	331/333 were the two primary posts of focus. Micro zone deployment with a quality concentration on foot deployments and business checks. Traffic and warrant Initiatives were also utilized. DAT/BCIC targeted and engaged VCDs and SWAT were utilized as a stabilization on these two posts. Deployments were concentrated on Hoffman-Preston-Biddle corridors as well as the Ashland Ave corridors. Bike patrols were utilized in these two geographies. These two geographies were mostly not within identified micro zones. Southeast District collaboration on border initiatives.
Overall/All 2021	Concentration of resources on 331 post all year, specifically during the last quarter showed positive results. MMU deploying on 331 during the fourth quarter produced positive and noteworthy results.

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last

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April – June	ACS, SOS-SWAT, ATF, DEA, MARYLAND COMPTROLLER/FBI, Southeast District	Search warrants, HGVs, VCD and top tier targets arrested, violent crime numbers, border initiatives and collaboration…..Corner stores inspected with NCOs, violent crime numbers.
Overall/All 2021	BPD-ACS (Gora) and SOS-MMU Federal Partners-ATF and DEA	In addition to the above…., Youth outreach at large gathering events, Electronic devices seized, MMU increased LPR usage GORA initiatives

5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	BTRT, Liquor Board, DPW, DOT, Chaplains, Fire Department, Housing Authority, JHH	In addition to the above….less ROCA, housing requests CAD both directions. 311 requests.
Overall/All 2021	BTRT, Liquor Board, Chaplains, Fire Department, JHH, CRC President	Building the relationships over the year to a level where the real measurement was successfully asking for assistance and the partner being able to fully deliver the request.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	312 (2020 crime driver) post monitored for increase in violence.
Overall/All 2022	Eastern District was -9% violent crime, -18% property crime, and -15% Part I Crime for reporting year 2021. We intend on continuing the trend in 2022

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	Keeping with the positives of 2021.
Overall/All 2022	Trend lines from YTD 2021 saw continued reduction in crime categories. The goal for 2022 is see this trend continue in a positive direction.

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1 Leadership/Mentoring	Developing our junior leadership corps, and preparing aspiring leaders in the officer/detective ranks. This is critical for continuity of operations.
2 Tactics Training	Increased focus on street safety/tactics. Bunker training. Patrol rifle training. Driver enhancement. Training as a morale boost, demonstrates to officers that their wellbeing and safety are our top priority.
3 Bike Program	Host additional bike school. Deploy more bikes for summer time deployments and cold weather deployments. New uniforms. New bikes and equipment to support this program. Its tactically sound, safe and proactive. It also builds morale for young officers.

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4 District Gym	Garner support to help the Eastern with this project. Build the gym. Equip the gym. Open the gym for use by BPD personnel. This is a health and wellness driver.
5 Female Locker room	Blue prints currently exist. Funding and timeline need to be established.

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Northeastern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected your area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
April – June	▪ Post 443, which falls within the Frankford residential area, was the most active area with 9% of crime in the second quarter. Target Zones along Belair Rd, especially DAT Zone and Microzone 42F had 11% of second quarter crime. ▪ Rape during second quarter increased 167% from the previous year. Similar to Q1, numbers for Rape are elevated but statistically similar to the past 5 years. The large increase in rape numbers is part of a district wide trend – where pandemic years 2020, and 2021, report 5-year lows. ▪ As the District emerges from the pandemic, in 2022, it will be a challenge to match the records set during lockdown and shelter in place. ▪ Agg. Assault the most common crime with 218 incidents was 24% of crime in the second quarter. ▪ Robbery – Residence and Carjacking's were a priority during this period.
Overall/All 2021	Vehicle, related crimes, where parked vehicles present opportunity for theft and robbery, rape and robbery residence.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	▪ Trends in Violence: ▪ Agg. Assault (218 of 919, 24%). 50% of assaults in this period were domestic. During Q2, 2 group assaults occurred at 5700 Cedonia Ave (Hazelwood Home Apartments). This location is the known haunt SOME members of the *1500 Havenwood Set, Ramsey and Gilmor Crew, and Royal Star Drug Shop* and may present opportunities for additional group assaults. ▪ Robbery – Carjacking (16 of 919, 2%). Compared to this period over 5 years, Carjacking incidents are abnormally high. 44% of incidents in this period occurred between 2300 and 0100. Drivers who travelled between 5700 and

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	5800 Belair Ave on Monday evenings had the highest frequency of carjacking. 19% of carjacking's in Q2 were successful under these circumstances. ▪ Robbery – Residence (26 of 919, 3%). 65% of incidents in this period were domestic, or occurred between individuals sharing a home. ▪ Primarily residential crimes like rape and robbery residence, domestic assault saw increases (YTD) district wide during pandemic years (2021,2020). It is possible that some these trends are related to compliance of COVID-19 lockdown protocols, that thefts/ robberies that would normally have otherwise occurred in public spaces, were displaced to homes instead and that higher time spent at residences has also increased the frequency of residential crimes. This relationship may continue into 2022 – with residential crimes decreasing as individuals develop lockdown fatigue and resume normal public outings.

Overall/All 2021	Trends in Violence: ▪ Agg. Assault 50% of assaults in this period were domestic. Group assaults occurred but were not the diver of crime ▪ Robbery – Carjacking Compared to this period over 5 years, Carjacking incidents are abnormally high. Most incidents in this period occurred between 2300 and 0100. Drivers who travelled Belair Ave on Monday evenings had the highest frequency of carjacking. ▪ Robbery – Residence Most of incidents in this period were domestic, or occurred between individuals sharing a home.
	Primarily residential crimes like rape and robbery residence, domestic assault saw increases (YTD) district wide during pandemic years (2021,2020). It is possible that some these trends are related to compliance of COVID-19 lockdown protocols, that thefts/ robberies that would normally have otherwise occurred in public spaces, were displaced to homes instead and that higher time spent at residences has also increased the frequency of residential crimes. This relationship may continue into 2022 – with residential crimes decreasing as individuals develop lockdown fatigue and resume normal public outings.

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3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	▪ Violent Crime clusters - ▪ 5700 Cedonia Ave (Hazelwood Home Apartments) ▪ 2900 – 3300 blk Belair Rd ▪ 5700 – 5800 blk Belair Rd ▪ in the roadways surrounding the Belair Crossing Shopping Center ▪ Four by Four residential area
Overall/All 2021	Violent Crime clusters - ▪ Border of Four by Four and Belair Edison ▪ Parkside and Herring Run Park ▪ Loch Raven ▪ Sinclair Property Crime clusters – ▪ Ramblewood, Hamilton Hills, Loch Raven and Woodbourne Heights residential areas. ▪ Parkside Dr. /Harris Ave/ Shamrock Ave

4.) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	
April – June	Directed Patrols -30% of proactivity in during Q2; Top units for Directed Patrols include: 411, 422, and 444. All of which address the CHUM, Belair Rd in Belair Edison and Sinclair Rd – 5400 blk near the Frankford Gardens Shopping area. Proactivity targeted in 432 Post and 442, in the Four by Four along Belair Rd . The proactivity measures taken by the district, completely overlap crime clusters in that area. Business Checks -48% of proactivity in during Q2; Top units for Business Checks include: 411, 422, and 444. All of which address the CHUM, Belair Rd in Belair Edison and Sinclair Rd – 5400 blk near the Frankford Gardens Shopping area.
Overall/All 2021	Business Checks -; Top posts for Business Checks include: 411, 412, and 413. All of which address the CHUM area. Business Checks A 413 Post, helped target clusters of property crimes along the northwestern area of the District. Directed Patrols - -Proactivity in 421, for example was activated along Harford Rd, which effectively targeted larcenies, auto thefts and other property crimes which are frequent there.

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5.) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
April – June	N/A	Not in Command during this period
Overall/All 2021	• MMU • MSU Police P&P	• Limited MMU deployment for traffic • MSU coordination with major school events.

6.) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	N/A	Not in Command during this period
Overall/All 2021	• ROCA • Safe Streets Belair Edison Community	In addition to those listed above, DOT was strong City partner in 2021. The NED experience a large amount of parking complaints and a lot of abandoned vehicles. DOT was instrumental in addressing those issues.

7.) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	Frankford was also the most active area during this period. As above MZ focus in the DAT and 44D zones
Overall/All 2022	Overall the district was very successful in terms of crime reductions. Sustaining those reductions will be difficult, particularly as we emerge from the COVID pandemic. Further, the analysis shows that our historical areas of concern are consistent and that our efforts in 2020 should continue to focus on those areas.

8.) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	The Frankford and Belair Rd corridor saw 9% and 11% respectively of the overall crime during this period. Again, the major thoroughfares along these areas need to be a priority.

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Overall/All 2022	The biggest take away from 2021 was the need to focus on vehicle-based crime. Carjackings were a major issue in 2021. Additionally, we saw many vehicle-based suspects. In short, our victims were in cars when they were victimized and our suspects were using cars to commit the crimes. In response I believe that we need to focus more on traffic proactivity along our major thoroughfares in 2022. Most of our microzones include a major thoroughfare. So that gives us an opportunity to continue to deploy in our MZs while increasing our activity along major thoroughfares. In keeping with that we have developed a deployment plan for our early cars to be deployed to priority areas throughout the district to address shift change crime. The areas are included in a matrix based on priority and the number of early cars for a particular shift. The goal is for the early cars to be proactive in those areas. CFS are a secondary concern. I want them to be proactive during the traditional shift change times and to set the tone for the on-coming shift. I believe this will be of particular help regarding our before and after school-day deployment. We experienced, especially in the late 4Q, street robberies of students around afternoon shift change. In addition to the early car deployment we are in the process of establishing "traffic officers" for each shift. Each shift will have a dedicated traffic who will utilize an LPR car to conduct proactive traffic enforcement along the major thoroughfares of the established microzones. Finally, I have directed the DAT team to give traffic enforcement a higher priority in 2022.

9.) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Axon reports: This the number one non-crime priority for the NED. We have the largest volume of CFS and reports citywide.
2	Compliance: In addition to the reporting mentioned above, this includes, COVID, BWC, PDMS, ShotSpotter, etc. WE have established a compliance office that consist of a Sergeant and officer who are on limited duty. Early observations are that their daily focus on these matters will have successful results.
3	DDU Case Management: I was pleased with the overall clearance rates and work done by DDU in 2021. They achieved a 55% clearance for NFS, well above the citywide average. That said, early results of DDUStat regarding case checklists and case documentation showed that there is significant room for improvement. DDU personnel have been trained regarding the checklist and I expect Scorecard improvements.
4	
5	

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Northern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
April – June	Observed a decrease in homicides and shootings with a slight increase in robberies specifically commercial and car jackings. There was also a slight increase in aggravated assaults which can be somewhat attributed to domestic related incidents.
Overall/All 2021	We observed and overall reduction in violent crime in the focus area of the summer and Q4 crime plan area and district wide. Adjustments to deployment where a slight increase was observed allowed us to experience an overall decrease. Trends and patterns were monitored throughout 2021 to shift deployments to address the crime as it emerged.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	In 2021 we experienced a 1% increase in overall violent crime (staying the same with homicides, a 56 % decrease in NFS and an 11% increase in robberies)
Overall/All 2021	2021 there was a overall 65% decrease in crime. The areas of focus throughout the year all realized a decrease (48% homicide, 43% NFS, 18% Robberies and 5% property crimes. The focal points were clearly in the correct areas for such reduction. This with some of the lower numbers seen in 2020 with the pandemic.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	523,524 513 post York Road Corridor, DAT microzone and the Greenmount corridor
Overall/All 2021	Main focus areas of 2021 were the York Rd Corridor and DAT microzone (these were developed into the summer and Q4 crime plan areas of focus) Lower Charles Village and the Guilford communities became a focus of street robberies and carjackings in the latter part of the year.

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
April – June	
Overall/All 2021	Resources were deployed fluidly throughout the year and not specific to a time period. The ND Deployed a crime suppression vehicle in the crime plan zone area along the York Rd Corridor. Additional our DAT team was deployed to this area and in areas where a new trend was observed. We utilized post only vehicles and conducted shift change on posts in the crime plan area to avoid the incidents that were occurring during these periods. The JHU unit was deployed along the Greenmount corridor and in Lower Charles Village for robbery and carjacking trends that emerged at various points through the year. LPR cars were utilized when available in the areas where carjackings were occurring. District NCO units were deployed in the York Rd corridor to help with the fostering and development of relationships within this community.

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5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
April – June	ATF and the States Attorneys Office, BPD Analyst	
Overall/All 2021	States Attorney's Office, ATF BPD Analyst, Johns Hopkins University Security, and Baltimore City School Police	ATF worked with our DAT in reference to the narcotics trade in the Greenmount corridor. Meetings with the SAO to identify physical and geographic targets as trends change or new trends arise. Constant communications with our analyst to assess trends and patterns. Using our analyst data as a measurable for crime plans. BCSP assisted in the identification of juvenile subjects for the robbery and carjacking patterns that emerged in the latter part of the year. Hopkins security served as an omnipresence in the Guilford and Charles village neighborhoods.

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	ROCA, Safe Streets, We Our Us	
Overall/All 2021	ROCA, Safe Street, We Our US, Movement Team, CRC President	Success or struggles were measured by street contacts, reduction of targeted recidivists, reduction of violent crime in crime plan areas and other areas within the district experiencing crime spikes and trends. Reduction of crime in major categories, commendatory letters from the community, information from council representatives.

7) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	
Overall/All 2022	Our strategies will remain fluid but specific and focused based on current and historical trends. The robberies affecting 512 posts were not specific to 512 post, but a tri-district pattern. We will continue to collaborate with the NE/ED regarding robberies and carjackings. The violence on 521, 523 and 524 posts were directly affected by modifying deployment strategies of DAT/Patrol/NCOs.

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8) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	
Overall/All 2022	Utilizing LPR technology we were able to make significant arrests of juvenile robbery/carjacking suspects in lower Charles Village. Shifting slower posts cars to high crime areas allowed us to maximize the use of limited resources

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Increase foot patrols to improve police/community relationships
2	Assist communities with micro policing plans to share a larger responsibility with community related issue.
3	Collaborate more with Health and Wellness to provide initiatives that provide mental and physical relief to officers (acupuncture, massage, sleep aid products)
4	Improve relationships with MOED, ROCA, AAME to assists recidivists, at risk individuals and returning citizens in obtaining employment/mental&physical resources
5	Reduce crime in microzones, increase target hardening awareness for businesses, assist CRC President in bringing more communities on board.

COMSTAT TEMPLATE – 2022 Q2

Northwestern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, carjacking, robbery…*
April – June	Carjacking Pattern, Shooting, Homicide
Overall/All 2021	These crimes were the main trends/ patterns for the NWD in 2021.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	There was a 45% increase in carjacking (625 & 634 posts). There was a 300% increase in shooting in the Belvedere Corridor (633 post). We also experienced a 100% increase in homicide along the Reisterstown Rd Corridor.
Overall/All 2021	In 2021, we saw an 8% increase in homicides, however, we carried over 8 homicides from 2020 causing our numbers to increase. There was a -25%
	reduction in carjacking and a -6% in shootings. Overall, we experienced a -9% decrease in part one crime.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	Sectors 2 and 3
Overall/All 2021	In 2021, there were 23 robberies in the NWD, and 624, 625, followed by 631 were the focus. 633 and 631 drove our gun-related violence.

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
April – June	We established specific deployments for post cars; post car was post only for the area experiencing the highest carjacking. We utilized our DDU and Intel Officer to share information during intel meetings where they provided descriptions for suspects and intel regarding persons of interest. DDU attended roll calls to keep shifts updated and worked closely with ND & Citywide Robbery Unit. DAT investigated specific targets of interest in addition to building strong cases. Crime suppression overtime was used during days and times periods where we were affected the most.
	NWD DDU worked closely with homicide; patrol was given specific duties during the times where we experienced the most crime (high

COMSTAT TEMPLATE – 2022 Q2

Overall/All 2021	Overall, our focus at the beginning of the year was on carjacking and during the third and fourth quarters, we focused on gun-related violence.

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
April – June	Citywide Robbery/ Baltimore County PD/ Northern District	The NWD worked in partnership with Citywide Robbery and Baltimore County PD to investigate and arrest members of the Don't Look Crew. We used our analyst to gauge changes in crime percentages. ND DDU worked closely with NWD DDU to share information and our intel officer helped dissemination information to patrol.
Overall/All 2021	Citywide Robbery/Baltimore County PD/ Northern District/ Crime Analyst/ FBI Safe Streets/ DEA Strike Force / NCO/ MMU/ SWAT / States Attorney's Office	We partnered with other law enforcement agencies and utilized internal resources to help combat crime in the NWD.

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern? How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	311 App/ DPW/ CRC Meetings/ We Our Us/ SAO/YCD/ We Our Us	Patrol utilized the 311 app to better address community issues such as trees needing cutting; DPW was used for trash, lighting (increased lighting will minimize criminal activity and increase criminals effort to commit a crime); Our CRC meetings were used to provide information
		and tips to community/ YCD provided information on re-entry and shared job fair information to the community / NWD Chaplains also played a part in crime reduction by riding with officers and assisting victims when needed. In an effort to remain transparent and strengthen our partnership, we maintained consistent communication with the State's Attorney Office. The SAO addressed rollcalls and community meetings to provide clarity about the direction of the SAO. We Our Us also worked in the NWD to help reduce the level of gun-related crime in the Belvedere Corridor.

COMSTAT TEMPLATE – 2022 Q2

Overall/All 2021		We worked in partnership with the community partners named herein and will continue in our partnerships in 2022. We plan to build partnerships with more community partners in the NWD and Baltimore City.

7) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	
Overall/All 2022	We will remain focused on the Belvedere Corridor due to the known historical violence in this area as well as the 6500- 6800 Blocks of Reisterstown Rd. (631 post) due to the gun-related crime caused by violent drug orgs at the nearby gas stations. Sector 2 will be provided resources due to the recent spiking of gun-related crime in the area of Boarman Avenue & W. Garrison Ave, and Oakford Ave & Garrison Ave. We will continue to hold the areas we have gained wins, however, we are going to pay special attention to sector 2, specifically focused on gas stations, gunrelated violence, and the prostitution along Garrison Avenue. We learned that gas stations were causing spikes in crime, thus we will continue to focus on gas stations in sector 2, specifically in the business corridor of sector 2.

8) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	
Overall/All 2022	In 2021, sharing information, timely intelligence, rapid deployment, and relentless follow-up worked well for the NWD. We will modify how often we communicate with our Crime Analyst in 2022. We will create a way to engage with our Crime Analyst more often.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	More engagement by post officers and sector supervisors with community members
2	Promotion of police morale
3	Encouraging more officers to become FTOs
4	

COMSTAT TEMPLATE – 2022 Q2

Western District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
April – June	Homicide and Rape
Overall/All 2021	Multi-Victim Shootings

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	Q2 showed a 38% increase in Homicides (18 from 13) 2021 vs. 2020. There was also a 100% increase in rape incidents (10 from 5) 2021 vs. 2020
Overall/All 2021	In the Western District we experienced numerous multi-victim homicides/shootings during 2021, which resulted in 35 extra victims.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	During Q2 a majority of the homicide incidents occurred in sector 1 (mainly 711 and 714), 11 out of 18 incidents. Two of these cases have IBIS ties to the Ednor Gardens pattern. In regards to the rapes, there is no geographical pattern or consistent M.O. to any of the cases.
Overall/All 2021	Sector 1 experienced a large portion of our multi-victim incidents; most notably the 6-victim shooting on 2100 W Lexington, the 4-victim shooting on 800 W Lexington, and the 3-victim shooting on 1900 W Fayette.

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
April – June	In response to the homicides and shootings in 711 and 714 post, patrol was directed to conduct hourly productivity in the immediate areas surrounding the locations where incidents occurred for a period of two weeks. DDU, Operations, and BCIC shared intelligence on these incidents with law enforcement partners through GVI meetings.
Overall/All 2021	BCIC, DDU, and Operations contributed to weekly shooting reviews as a part of the GVRS strategy, sharing critical intelligence with Homicide, GVI, and SA's to identify which groups were driving violence in the Western District.

COMSTAT TEMPLATE – 2022 Q2

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
April – June	TAC (MMU)	We partnered with TAC to provide crime suppression along W Lexington St, and the Baltimore St corridor via MMU traffic enforcement. Daily stats were turned in to the BCIC for review.
Overall/All 2021	CID, SAO, ATF, FBI, DEA	We partnered with these agencies through shooting reviews to identify problematic groups and individuals in the Western District. Information gathered was tracked in the GVI database.

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	ROCA	We referred 8 individuals to ROCA who we knew to be contributing to violence in the area
Overall/All 2021	Victim Advocates	Through GVI, the Western District helped make recommendations for victim outreach in reference to incidents of homicides and shootings.

7) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	As violence shifts from Sector 3 to Sector 1, the Western District shall place a greater emphasis on proactive deployments along W. Baltimore St. and W. Lexington St.
Overall/All 2022	GVI shall continue to be a cornerstone of Western District's violence reduction strategy. This shall be utilized to identify areas and individuals for focused enforcement that will have the most impact on violence.

8) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	This strategy did not seem effective, as Sector 1 in 2021 saw a 25% increase in incidents of homicides and shootings. In 2022 we shall work to establish a more collaborative approach to addressing violence in this area while maintaining presence in Penn-North.

COMSTAT TEMPLATE – 2022 Q2

Overall/All 2022	In 2021 we saw an overall reduction in violent crime by 3%. Moving in 2022 we would like to bring this down to at least a 10% reduction by utilizing GVRS and focusing enforcement in the right areas and on the involved individuals this is possible.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Communication throughout the ranks within the district, Focusing on Lieutenants receiving information from upper command and ensuring it gets to the first line supervisors and officers that are on the street
2	Ensuring individuals through admin and BCIC are cross trained in order to fill in due to coverage issues with the new schedule
3	Work on getting all DDU/BCIC personnel access and training for all available databases (Linx, NCIC, etc)

COMSTAT TEMPLATE – 2022 Q2

Southwestern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for Q2 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
April – June	Homicides, non-fatal shootings, residential robberies
Overall/All 2021	Commercial robberies, residential robberies

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
April – June	In 2021, there was a 62% increase in Q2 homicides relative to 2020 and a 75% increase in homicides relative to the 5-year average. In 2021, there was a 21% increase in Q2 non-fatal shootings compared to 2020 and a 17% increase compared to the 5-year average. In 2021, there was a 10% increase in Q2 residential robberies compared to 2020 as well as a 10% increase relative to the 5-year average.
Overall/All 2021	From January 1, 2021 to December 31, 2021 the SWD saw a 7% decline in overall violent crime, including a 4% reduction in robberies. Despite these overall declines, commercial and residential robberies saw increase of 38% and 24% from 2020.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
April – June	Homicides: Q2 homicides concentrated near the tri-district border near Shipley Hill neighborhood (835 Post) and within DAT B near Walbrook (812/813 Posts). Shootings: Q2 non-fatal shootings concentrated throughout the tri-district (834/835 Posts), in DAT B (812/813 Post), and near the intersection of Braddish and W North Ave (811 Post). Residential Robberies: No clear spatial patterning or clustering of residential robberies in Q2.
Overall/All 2021	Residential and Commercial Robberies both tended to concentrate near SWD microzones. Commercial robberies were particularly dense near the southern border of Zone 83E (Frederick Ave, 835 Post).

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
April – June	Moved addition patrol resources, DAT and BCIC crime analysis, Met with Fed partners to address DTO associated with violence.
Overall/All 2021	Moved addition patrol resources, DAT. Used BCIC crime analysis to identify patterns over 5 years. Worked with CWR to address similar pattern across the city.

COMSTAT TEMPLATE – 2022 Q2

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
April – June	Federal Partners, ACS	FBI Tri District, 3100 Safe Street ATF-Edmondson Corridor Success is pending on continued investigations
Overall/All 2021	Feds, ACS, CWR	Homicides, shooting, aggravated assaults decreased compared to 2020, robberies were even.

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
April – June	DPW, Transportation, Sanitation, Community leaders ROCA	Used the partnerships and 311 app to identify environmental issues in problem areas. Follow up and assessment used to verify corrective measure were taken.
Overall/All 2021	DPW, Transportation, Sanitation, Community leaders ROCA	Used the partnerships and 311 app to identify environmental issues in problem areas. Follow up and assessment used to verify corrective measure were taken.

7) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
April – June	SW had a significant increase these categories. Deployment was adjusted to 824 post to quell the violence, which ended significantly after June.
Overall/All 2022	Overall the SW saw decreases in over all violent crime for 2021, the trend to continue deploying based upon analysis over the previous 5 years (2017-2021) which should identify trends for 2022.

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Improve compliance requirements across the board to ensure timely completion of tasks (Report writing, training requirements etc)
2	Continue to build relationships with community leaders and work to address long standing issues in their respective communities, while gaining their confidence and soliciting their participation in planning.
3	Improve station house conditions, i.e gaining funds in the 2022-2023 City budget to design and build recreation room, gym and locker room for SW personnel. This would be located in the Cell block area.

COMSTAT TEMPLATE – 2022 Q2

Southern District

April – June

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for each quarter of 2021?

Group violence – 4 homicides or NFS near Hollins Market area

Q2- 111% increase in aggravated assaults. Also increases in street robberies and larcenies from auto. Also the quarter where Carjackings peaked for 2021.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Group violence – Incidents likely involved DTOs in the area.

Carjackings, which peaked in Q2, occurred most frequently in sector 2 and 3. The post with the most Carjackings in Q2 was 922 post.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Group violence – Hollins Market/Union Square

See answer above.

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Group violence – Patrol shifts instructed to focus on Hollins and Carey area for initiatives.

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Group violence – FBI task force contacted and is in early stages of investigating this area.

5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Group violence – Intel has a good relationship with the community association there. They've installed numerous cameras around the area that will be used in ongoing investigations.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

The SD will use our Analyst to try to recognize and predict historical areas and trends so that appropriate deployments can be put in place.. We will rely on our Intel Officer on the gathering and distribution of real time intelligence. DDU will involve Patrol more in their investigations with recidivist lists compiled for distribution.

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

District relationships ie DDU NCO's Patrol and our Intel worked tremendously well together our identification of trends patterns and individual Crime drivers in each area assisted us. We need to do better in street robberies Car Jackings and the identification of suspects. Emphasis will be put through Patrol and NCOs to educate the general population about personal awareness on the street. This will be done through interactions and Community events.

Overall/All of 2021

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for each quarter of 2021?

COMSTAT TEMPLATE – 2022 Q2

Group violence - Both the Summer and Winter crime plans focused on violence in the Tri-District and Brooklyn areas due to a history of violence in both areas.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Both areas see the bulk of the violence year after year. On 934 post there were 24 shootings or murders throughout the year. There were similar numbers for 912/913 post(s).

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Brooklyn, Tri-District

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Throughout the first 2.5 quarters of the year, overtime posts were placed at strategic positions in both geographies that could be repositioned as needed. Prior to the reduction of DAT, we had one of each DAT assigned to work primarily on one of the two areas at all times. A bike unit was created and placed in Brooklyn in the summer months as well.

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Federal and State agencies were contacted and began investigations in a total of 6 areas where we've had significant violence in the district throughout the year. Success was measured in gained intelligence and should have a more significant impact in crime reductions once investigations are completed.

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

HABC, 311 App. ROCA Safe Streets and Neighborhood services contacted neighborhood associations were contacted and advised concerning ways to prevent additional issues. Success is measured on increased communication and good intelligence given.

7) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

SD will continue on the same course as last year

8) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

SD will continue on the same course as last year

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Improve communication throughout the ranks within the district to ensure accurate information, expectations, and intelligence is being communicated throughout the district. • Ensure all officers and supervisors are on the Evertel App and have access to the appropriate rooms • Utilize the "Who's read this message?" feature and the acknowledgement feature to ensure messages and announcements are being acknowledged • Track proactivity in the areas specified by command and laid out in the crime plan to ensure the intelligence and expectations area be communicated and followed • Continued bi-weekly intelligence meetings and ensuring attendance by all concerned parties

COMSTAT TEMPLATE – 2022 Q2

2	Improve accountability among supervisors to ensure that they are being held responsible for completing their tasks as well as monitoring their subordinates to ensure they are doing what is asked of them and how it is asked of them. • Monitor delinquent reporting with the expectation that all reports are written and submitted by the end of the shift • Reports returned for corrections should not be in an officer's box greater than a period of 5 days • Continue to reduce the backlog of delinquent reports by 15 percent weekly • Ensure BWC footage is appropriately tagged and labeled and the end of the shift
3	Improve the stationhouse house facilities to have a positive impact on moral and pride of service • Continue the improvements to the recreation room and the roll call room through volunteers and donations • Enlist community cooperation and resources to aid in achieving this goal

COMSTAT TEMPLATE –2022 Q3Planning

Template Goal

The goal of this template is to review successes and areas for improvement throughout 2021. With this understanding of the last year the template also looks to identify strategic direction for 2022 to ensure coordination with *partners (internal and external)* and *effectively utilize all available resources*.

This template is aligned with the three priorities for future COMSTAT meetings:

1) Prevent, Interrupt, and Solve Crime
2) Integrate Community and Governmental Partners
3) Maximize Organizational Effectiveness
4) Incorporate Equity

COMSTAT TEMPLATE –2022 Q3Planning

Central District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for quarter 3 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
July – Sep	Shootings, Commercial Robberies, Larcenies from auto
Overall/All 2021	Homicides, Shootings, Aggravated Assaults

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
July – Sep	46% increase in shootings, 177% increase in commercial robberies, and a 121% increase in larcenies from auto.
Overall/All 2021	80% increase in homicides and a 45% increase in shootings

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	111 Post/112 Post
Overall/All 2021	123 Post

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	- CD had block deployment in place between 2300-0200hrs. - LPR cars were deployed to club and large event locations to read tags for investigative follow-ups. - Increased presence and proactivity in Micro-Zone 11-B during A-Shift
Overall/All 2021	Officers were deployed on foot on B/C shifts to the two most violent areas. (Pennsylvania Ave. corridor and the vicinity of Eutaw/Saratoga.) Both of the districts LPR vehicles were designated as the 114 and 123 Post cars. Deployment of the Lexington Market Unit.

COMSTAT TEMPLATE –2022 Q3Planning

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	Fire Marshall, Social Club Taskforce	Conducted club checks primarily in the 400 blk of E. Baltimore St.
Overall/All 2021	DDSD	Utilized analysts for trends and patterns and shared intel with other districts BCIC

5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	DPW, DOT, Club owners ("The Block")	DPW assisted in the closure of the 400blk of E. Baltimore St. for vehicular traffic and DOT enforced parking.
Overall/All 2021	LEAD Program	CD had 167 LEAD referrals in 2021, which helped decrease violent crime in DAT-A and 114 Post as a whole.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	In 2022 CD will continue to deploy officers and overtime units to the block between 2300-0300hrs.
Overall/All 2022	DAT units will continue to deploy to the DAT-A zone with an increased focus on Pennsylvania Ave. and its surroundings. Patrol will continue to deploy the LPR vehicles to 114 and 123 Posts.

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	We saw a desired increase in case closures by units being deployed to the problematic areas. Same units provided a quick response to the acts of violence, which contributed to the clearance of various cases.
Overall/All 2022	Deployment of the Lexington Market Foot Unit helped decrease violent crime by 29% on 114 Post in 2021. BCIC's assistance with various investigations and dissemination of intel to Patrol, DDU, DAT, and NCO units.

COMSTAT TEMPLATE –2022 Q3Planning

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Increase the district's debriefing percentage in order to gain intel.
2	Increase the amount attempts and service of Notable Target Warrants from the Weekly Crime Plan.
3	Focus on building on the major improvements in Admin compliance (ShotSpotter, tagging BWC footage, Power DMS, etc.)
4	
5	

COMSTAT TEMPLATE –2022 Q3Planning

Southeastern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected your area of command for quarter 3 of 2021?

Trend/Pattern	*e.g. group-related violence, carjacking, robbery…*
July – Sep	• Homicides showed a slight increase in the 222 and 224 posts (next to Ellwood Ave Park). Those homicides occurred in a problematic violent area. • Larceny from autos showed a major increase in the 212 (Butcher's Hill), 214 (Canton), and 211 (Jonestown/Little Italy) posts. • There was also a slight increase in the overall total for Part 1 incidents. Property related incidents caused that major increase and the 212 post (Upper Fells Point/Butcher's Hill) had the highest number of incidents.
Overall/All 2021	• The DAT Zone had the most homicides and shootings for the year compared to other areas in the district, but the 222 (Patterson Park Neighborhood) and 223 (Baltimore Highlands) posts were another problematic area for violence. • There was an overall increase in commercial robberies. Specifically, in the 225 post along Eastern Ave in Patrol 23B.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*

July – Sep	• Violent crime overall, showed a decrease by 26%. That decrease included all robbery categories (40% decrease overall) during the 2021 period.
	  ○ Street-33% decrease
	  ○ Commercial-33% decrease
	  ○ Carjacking-58% decrease

	● Compared to the Q2 period, there was a 10% decrease in violent crime and 16% decrease in property crime. ● In the 2021 period, homicides had a slight increase by 100% and there was a major increase in LFAs by 57%. ● There was an overall slight increase in Part 1 related incidents by 4% during the 2021 period. 17% of the Part 1 incidents were property related incidents.
Overall/All 2021	● The overall number of robberies decreased by 7% for 2021. Specifically, in carjackings (37%), residential (38%), and street (4%) robberies. ● There was an increase in homicides (38%) and shootings (12%). ● Aggravated Assaults also had an increase by 7%.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	● Homicides occurred more in the 222 and 224 posts (next to Ellwood Ave Park). Those homicides occurred in a problematic violent area. ● LFAs occurred more in the 212 (Butcher's Hill), 214 (Canton), and 211 (Jonestown/Little Italy) posts. ● A lot of the property related incidents caused a major increase during this period. Specifically, the 212 post (Upper Fells Point/Butcher's Hill) had the highest number of incidents.
Overall/All 2021	● The DAT Zone had the most homicides and shootings for the year compared to other areas in the district, but the 222 (Patterson Park Neighborhood) and 223 (Baltimore Highlands) posts were another problematic area for violence. Mainly within the Q4 area. ● Commercial robberies were more of an issue in the 225 post along Eastern Ave in Patrol 23B.

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4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	**222 & 224 post homicides** have connectivity. 222 post became SE District's Q3 focus. Patrol was directed to increase proactive enforcement, to include directed patrols, foot patrols, and business checks on 222 Post. Command and NCO's worked with the community associations to educate on crime and victimization prevention, NCO's and Patrol worked to identify and address quality of life issues - utilizing 311 App and KGA for reporting of needed repairs / clean-up. A lighting assessment was completed in this area. Command and NCO's partnered with BPD CYD Re-Entry Pop-Up and walked foot in the area to provide job opportunities and behavioral health services in an attempt to redirect persons involved in nefarious activities and walked foot in the area to address quality of life issues. This was a secondary area of enforcement for DAT, seeking intel, and conducted covert operations in the area and communicated all available intel to SE DDU and command. Intel Detectives monitored social media/jail calls and provided available intel to command and SE DDU. **LFA-**patrol distributed prevention fliers and increased directed patrols in affected areas, to educate the community. Post officers worked with community members to identify persons suspected / known to have committed LFA's.
Overall/All 2021	As a result of the crime seen on 222 amd 223 post and around the 22D microzone, this area became the Q3 and Q4 focus areas SE Districts focus has been to increase proactive enforcement (specifically in micro-zones), build community partnerships, educate the community, conduct thorough investigations and crime intervention.

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern? How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	AFT, Sheriffs, MSP	Still working to take down persons connected to Up the Hill and Down the Hill conflict in the DAT Zone.
Overall/All 2021	Same	

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	Baltimore Trauma Response Team (BTRT), Housing Authority, Board of Liquor License Commissioners for Baltimore City (BLLC), ROCA, DPW, Elected Officials, Baltimore, the Mayor's Office of African American Male Engagement and the Mayor's Office of Immigrant and Multicultural Affairs (MIMA). Community Associations, CRC and elected officials.	We referred several to BTRT and will continue to work with them this year. We will continue to work with the Housing Authority in ODH and Douglas Homes to address narcotic and gun violence. BLLC will remain a partner to address problematic businesses. We will continue to refer males to ROCA and LCR. We will continue to work with AAME and MIMA Community Associations, CRC and elected officials are resources to build relationships, educate the community and address community concerns.
Overall/All 2021	BLLC, Blue Dot, Family League of Baltimore - Baltimore City Local Care Team (LCT), ROCA, PowerFest Baltimore, the Mayor's Office of African American Male Engagement, and the Mayor's Office of Immigrant and Multicultural Affairs (MIMA). BTRT, Chaplains, Community	Blue Dot training assisted in addressing sex working and sex trafficking on 222 and 223 post, and will be used on 234 post going forward. ROCA, LCT, AAME and PowerFest Baltimore were utilized to redirect juveniles. MIMA engaged to assist in best serving our spanish speaking community. BTRT and Chaplains were resources to address trauma. We remain connected to both resources.

	Associations, CRC and elected officials.	Community Associations, CRC and elected officials are resources to build relationships, educate the community and address community concerns.

7) In reviewing historic trends and lessons learned for 2021, how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	Crime suppression allowed for a higher presence which is helpful. Going forward, crime suppression will be more exact, and with proper oversight and results will be monitored and measured for those individuals working. Members who do not perform adequately will not be allowed continued opportunities to work this overtime.
Overall/All 2022	Reduce overall opportunities for crime to include directed patrols for violent crime as well as focused foot patrol in areas seeing increased property crimes. In anticipation of additional LPR vehicles, we will ensure LPR cars are deployed along major thoroughfares. DAT will continue its enforcement to the DAT zone along with a secondary focus on 222 post near 22D microzone. All resources include the Wagons, who will have focus areas in the crime plan as well as the addition of CCTV camera program to the front desk computer for monitoring by light duty personnel. Continue the relationship with the Eastern District to include information sharing (Shared Evertel group / District analysts). With the establishment of the new schedule to include permanent shifts, the expectation is each shift will identify shift-specific issues and address appropriately.

8) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	Working with community members to identify then charge some persons related to burglaries and LFA curbed LFA.

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Overall/All 2022	Overall there is much improvement to be had in comparison to 2021. overall property crime and overall violent crime both saw a 3% increase over 2020. Homicides saw a 48% increase and non-fatal shootings were a 23% increase. 221 and 222 posts were the driving forces to these increases with a combined total of 40 homicides and shootings in the District. While street robberies saw an 8% reduction, we will still focus our efforts through proactive enforcement to deter street robberies. We will focus on the area previously identified in our 2021 Q3 and Q4 area, 221 and 222 posts. Fells Point and Canton, especially during the summer months will be a continued focus to deter aggravated assaults. Reduce complaints by businesses. Work with City Leaders, elected officials, and the community for a long-term Fells Point plan.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Crime Reduction: Specifically, Homicides & Shootings and Robbery reductions. Warrant service, GORA and recidivist checks.
2	Overtime Accountability
3	Community Engagement / Relationship building
4	MLAC / Medical Compliance and Administrative (COP) Compliance
6	Shift Commander / Supervisor Accountability (e.g Crime Plan specificity and execution)
7	Officer Comradery / Shift Team Building

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Eastern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected your area of command for quarter 3 of 2021?

Trend/Pattern	*e.g. group-related violence, carjacking, robbery…*
July – Sep	Up the Hill-Down the Hill, Large gathering events Greenmount/24th-1300 N. Eden, Kennedy/20th-2000 Robb
Overall/All 2021	Up the Hill-Down the Hill, violent crime 331 post

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
July – Sep	• Up The Hill-Down The Hill: 4 Homicides, 5 NFS, 15 Agg Assaults, 8 Street Robberies • Greenmount/24th: 2 Carjackings, 1 Street Robbery • 1300 N Eden: 2 NFS, 1 Carjacking, 1 Street Robbery • Kennedy/20th-2000 Robb: 2 Homicides
Overall/All 2021	• Up the Hill-Down The Hill: 7 Homicides, 22 NFS, 51 Agg Assaults, 25 Street Robberies, 2 Carjackings, 1 Residential Robbery • 331 Post: 12 Homicides, 19 NFS, 61 Agg Assaults, 9 Carjackings, 35 Street Robberies, 4 Commercial Robberies, 2 Residential Robberies

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	331/333 post (Broadway East/Biddle St/Madison Eastend), 312/314 post (Greenmount/24th Mund Park-1300 N. Eden Caroline and Hoffman Park), 312 post (East Baltimore Midway)
Overall/All 2021	331/333 post (Broadway East/Biddle St/Madison Eastend), 331 post (Broadway East)

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	331/333 were the two primary posts of focus. Micro zone deployment with a quality concentration on foot deployments and

	business checks. Traffic and warrant Initiatives were also utilized. DAT/BCIC targeted and engaged VCDs and SWAT were utilized as a stabilization on these two posts. Deployments were concentrated on Hoffman-Preston-Biddle corridors as well as the Ashland Ave corridors. Bike patrols were utilized in these two geographies. These two geographies were mostly not within identified micro zones. Southeast District collaboration on border initiatives.
Overall/All 2021	Concentration of resources on 331 post all year, specifically during the last quarter showed positive results. MMU deploying on 331 during the fourth quarter produced positive and noteworthy results.

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	ACS, SOS-SWAT, ATF, DEA, SCHOOL POLICE, Southeast District	In addition to the above….Youth outreach at large gathering events.
Overall/All 2021	BPD-ACS (Gora) and SOS-MMU Federal Partners-ATF and DEA	In addition to the above….GORA initiatives

5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	BTRT, Liquor Board, DPW, DOT, Chaplains, We Our Us, AAME Office, Fire Department, Housing Authority, JHH	In addition to the above…We Our Us relationship being built-community engagements activities, 311 requests.
Overall/All 2021	BTRT, Liquor Board, Chaplains, Fire Department, JHH, CRC President	Building the relationships over the year to a level where the real measurement was successfully asking for assistance and the partner being able to fully deliver the request.

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6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	Anticipated large gathering events will re-emerge this summer requiring coordination and planning to mitigate
Overall/All 2022	Eastern District was -9% violent crime, -18% property crime, and -15% Part I Crime for reporting year 2021. We intend on continuing the trend in 2022

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	The large gathering events were a struggle initially but with focused planning and preparation can be handled in a more controlled manner in 2022.
Overall/All 2022	Trend lines from YTD 2021 saw continued reduction in crime categories. The goal for 2022 is see this trend continue in a positive direction.

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1 Leadership/Mentoring	Developing our junior leadership corps, and preparing aspiring leaders in the officer/detective ranks. This is critical for continuity of operations.
2 Tactics Training	Increased focus on street safety/tactics. Bunker training. Patrol rifle training. Driver enhancement. Training as a morale boost, demonstrates to officers that their wellbeing and safety are our top priority.
3 Bike Program	Host additional bike school. Deploy more bikes for summer time deployments and cold weather deployments. New uniforms. New bikes and equipment to support this program. Its tactically sound, safe and proactive. It also builds morale for young officers.
4 District Gym	Garner support to help the Eastern with this project. Build the gym. Equip the gym. Open the gym for use by BPD personnel. This is a health and wellness driver.
5 Female Locker room	Blue prints currently exist. Funding and timeline need to be established.

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Northeastern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for quarter 3 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
July – Sep	▪ Larceny from auto the most common crime 231 was 23% of crime in the third quarter.
	▪ Rape - a consistent spike in 2021, increased 157% from the same time period in the previous year. ▪ Robbery of all types, rose 248% from the previous year. ▪ Arson spiked in Q3, increasing 267% ▪ Post 443, which falls within the Frankford Area, was the most active area with 10% of crime in the first quarter. Target Zones along Belair Rd, especially DAT Zone and Microzone 42F were had 11% of first quarter crime.
Overall/All 2021	Vehicle, related crimes, where parked vehicles present opportunity for theft and robbery, rape and robbery residence.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
July – Sep	• Trends in Violence: o Rape (18 of 1015, 2%). Unknown perpetrator rapes increased 600% from March to September (1 vs 7), and became a prominent characteristic of sexual assault during the period. When compared to the past 5 years, including 2017, typically the most active, Q3 2021 demonstrated atypical increases in sexual assault. 39% of victims indicated that they did not know perpetrators. Clusters forms in along the borders of Belair Edison and Four by Four, Parkside and Herring Run Park, and Loch Raven. o Robbery - Carjacking (27 of 1015, 3%). – This is the emergence of the Ednor Gardens Lakeside Pattern. 30% of carjackings occurred in the Ednor Gardens area. The area is home to several crews and drug shop organizations - including members of the North and McCulloh, 2700 Greenmount, Homewood Biddle organizations. Rexemere rd. was also a hotspot during Q3. o Robbery – Residence (48 of 1015, 5%). 50% of incidents in this period were domestic, or occurred between

	individuals sharing a home. Primarily residential crimes like rape and robbery residence, domestic assault saw increases (YTD) district wide during pandemic years (2021,2020). It is possible that some these trends are related to compliance of COVID-19 lockdown protocols, that thefts/ robberies that would normally have otherwise occurred in public spaces, were displaced to homes instead and that higher time spent at residences has also increased the frequency of residential crimes. This relationship may continue into 2022 – with residential crimes decreasing as individuals develop lockdown fatigue and resume normal public outings. o Robbery – Commercial (25 of 1015, 2%). 12% of incidents in this period occurred between 4400 – 4900 block of Belair Rd, and were most often occurring in Baker shift.16% of in incidents occurred at the CVS (6635 Belair), and 20% of incidents occurred at the 7/11 (729 E 25th).

Overall/All 2021	▪ Trends in Violence: ▪ Agg. Assault 50% of assaults in this period were domestic. Group assaults occurred but were not the diver of crime ▪ Robbery – Carjacking Compared to this period over 5 years, Carjacking incidents are abnormally high. Most incidents in this period occurred between 2300 and 0100. Drivers who travelled Belair Ave on Monday evenings had the highest frequency of carjacking. ▪ Robbery – Residence Most of incidents in this period were domestic, or occurred between individuals sharing a home.
	▪ Primarily residential crimes like rape and robbery residence, domestic assault saw increases (YTD) district wide during pandemic years (2021,2020). It is possible that some these trends are related to compliance of COVID-19 lockdown protocols, that thefts/ robberies that would normally have otherwise occurred in public spaces, were displaced to homes instead and that higher time spent at residences has also increased the frequency of residential crimes. This relationship may continue into 2022 – with residential crimes decreasing as individuals develop lockdown fatigue and resume normal public outings.

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3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	▪ Violent Crime clusters - ▪ Border of Four by Four and Belair Edison ▪ Parkside and Herring Run Park
Overall/All 2021	Violent Crime clusters - ▪ Border of Four by Four and Belair Edison ▪ Parkside and Herring Run Park ▪ Loch Raven ▪ Sinclair Property Crime clusters – ▪ Ramblewood, Hamilton Hills, Loch Raven and Woodbourne Heights residential areas. ▪ Parkside Dr. /Harris Ave/ Shamrock Ave

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	▪ Directed Patrols -39% of proactivity in during Q3; Top units for Directed Patrols include: 411, 422, and 444. All of which address the CHUM, Belair Rd and the Frankford residential area. Directed Patrols in 444 Post, helped target the large volume of crime in Frankford, which is a historical problem area for NED.NED had effective proactivity targeting in 411 Post and 412, in the CHUM and Ednor Gardens. The proactivity measures taken by the district, completely overlap crime clusters in that area. Directed Patrols in Ednor Gardens are one strategy to counteract excessive carjackings and patterns in the area.
Overall/All 2021	▪ Business Checks -; Top posts for Business Checks include: 411, 412, and 413. All of which address the CHUM area. Business Checks A 413 Post, helped target clusters of property crimes along the northwestern area of the District. ▪ Directed Patrols - -Proactivity in 421, for example was activated along Harford Rd, which effectively targeted larcenies, auto thefts and other property crimes which are frequent there.

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Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	• MMU • Parole and Probation MSU	• MMU was utilized for a few days of deployment in Belair Edison. • P&P is emended at the district and attends weekly crime/Intel meetings. Intel officers do home visits w/ agents as COVID allowed
Overall/All 2021	• MMU • MSU Police P&P	• Limited MMU deployment for traffic • MSU coordination with major school events.

4) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	• ROCA • Safe Streets Belair Edison Community	• ROCA was willing party, but there were not eligible referrals during this period • Safe Streets was completely autonomous. Unwilling to coordinate efforts
Overall/All 2021	• DOT	In addition to those listed above, DOT was strong City partner in 2021. The NED experience a large amount of parking complaints and a lot of abandoned vehicles. DOT was instrumental in addressing those issues.

5) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	The summer deployment was successful in that it reduced robberies by 28% in the deployment area, which was the goal. However, robberies rose significantly in other areas. The lesson learned is that we still need to keep a focus on other areas outside the plan's focus area.

Overall/All 2022	Overall the district was very successful in terms of crime reductions. Sustaining those reductions will be difficult, particularly as we emerge from the COVID pandemic. Further, the analysis shows that our historical areas of concern are consistent and that our efforts in 2020 should continue to focus on those areas.

6) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	As mentioned above the focus area was successful in that it produced the desired result for robberies in that area with a 28% reduction. Robberies elsewhere increased dramatically (Most notably the Ednor Gardens CJ pattern). The deployment worked well, but we need to be more flexible to address spikes in other areas. Additionally, we still need to ensure that there is a level of proactivity on those other areas so that the spikes do not happen.
Overall/All 2022	The biggest take away from 2021 was the need to focus on vehicle-based crime. Carjackings were a major issue in 2021. Additionally, we saw many vehicle-based suspects. In short, our victims were in cars when they were victimized and our suspects were using cars to commit the crimes. In response I believe that we need to focus more on traffic proactivity along our major thoroughfares in 2022. Most of our microzones include a major thoroughfare. So that gives us an opportunity to continue to deploy in our MZs while increasing our activity along major thoroughfares. In keeping with that we have developed a deployment plan for our early cars to be deployed to priority areas throughout the district to address shift change crime. The areas are included in a matrix based on priority and the number of early cars for a particular shift. The goal is for the early cars to be proactive in those areas. CFS are a secondary concern. I want them to be proactive during the traditional shift change times and to set the tone for the on-coming shift. I believe this will be of particular help regarding our before and after school-day deployment. We experienced, especially in the late 4Q, street robberies of students around afternoon shift change. In addition to the early car deployment we are in the process of establishing “traffic officers” for each shift. Each shift will have a dedicated traffic who will utilize an LPR car to conduct proactive traffic enforcement along the major thoroughfares of the established microzones. Finally, I have directed the DAT team to give traffic enforcement a higher priority in 2022.

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7) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Axon reports: This the number one non-crime priority for the NED. We have the largest volume of CFS and reports citywide.
2	Compliance: In addition to the reporting mentioned above, this includes, COVID, BWC, PDMS, ShotSpotter, etc. WE have established a compliance office that consist of a Sergeant and officer who are on limited duty. Early observations are that their daily focus on these matters will have successful results.
3	DDU Case Management: I was pleased with the overall clearance rates and work done by DDU in 2021. They achieved a 55% clearance for NFS, well above the citywide average. That said, early results of DDUStat regarding case checklists and case documentation showed that there is significant room for improvement. DDU personnel have been trained regarding the checklist and I expect Scorecard improvements.
4	
5	

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Northern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for quarter 3 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
July – Sep	Continued to observe a decrease in homicides and shooting from prior years. However, a slight shift and increase in Aggravated assaults and property crimes with stolen autos and larcenies.
Overall/All 2021	We observed and overall reduction in violent crime in the focus area of the summer and Q4 crime plan area and district wide. Adjustments to deployment where a slight increase was observed allowed us to experience an overall decrease. Trends and patterns were monitored throughout 2021 to shift deployments to address the crime as it emerged.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
July – Sep	We observed the trend with Homicides and shootings decreasing (60 % decrease in homicides and a 56% decrease in NFS). But we observed an 18 % increase in aggravated assaults and a 28 % increase in property crimes).
Overall/All 2021	2021 there was a overall 65% decrease in crime. The areas of focus throughout the year all realized a decrease (48% homicide, 43% NFS, 18% Robberies and 5% property crimes. The focal points were clearly in the correct areas for such reduction. This with some of the lower numbers seen in 2020 with the pandemic.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	523, 524, 513, 514 post York Road Corridor, DAT microzone and the Greenmount corridor. Druid Park became a focus area during the summer months as events were beginning to occur. Lower Charles Village and the Guilford communities began to experience street robberies and carjackings and deployments were shifted to these areas
Overall/All 2021	Main focus areas of 2021 were the York Rd Corridor and DAT microzone (these were developed into the summer and Q4 crime plan areas of focus) Lower Charles Village and the Guilford communities became a focus of street robberies and carjackings in the latter part of the year.

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3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	Midnight shift was deployed to the 512 and 514 post areas to address the late night commercial burglaries and street robberies occurring
Overall/All 2021	Resources were deployed fluidly throughout the year and not specific to a time period. The ND Deployed a crime suppression vehicle in the crime plan zone area along the York Rd Corridor. Additional our DAT team was deployed to this area and in areas where a new trend was observed. We utilized post only vehicles and conducted shift change on posts in the crime plan area to avoid the incidents that were occurring during these periods. The JHU unit was deployed along the Greenmount corridor and in Lower Charles Village for robbery and carjacking trends that emerged at various points through the year. LPR cars were utilized when available in the areas where carjackings were occurring. District NCO units were deployed in the York Rd corridor to help with the fostering and development of relationships within this community.

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	States Attorney's Office and BPD Analyst	
Overall/All 2021	States Attorney's Office, ATF BPD Analyst, Johns Hopkins University Security, and Baltimore City School Police	ATF worked with our DAT in reference to the narcotics trade in the Greenmount corridor. Meetings with the SAO to identify physical and geographic targets as trends change or new trends arise. Constant communications with our analyst to assess trends and patterns. Using our analyst data as a measurable for crime plans. BCSP assisted in the identification of juvenile subjects for the robbery and carjacking patterns that emerged in the latter part of the year. Hopkins security served as an omnipresence in the Guilford and Charles village neighborhoods.

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5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	ROCA, Safe Streets, We Our Us	
Overall/All 2021	ROCA, Safe Street, We Our US, Movement Team, CRC President	Success or struggles were measured by street contacts, reduction of targeted recidivists, reduction of violent crime in crime plan areas and other areas within the district experiencing crime spikes and trends. Reduction of crime in major categories, commendatory letters from the community, information from council representatives.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	
Overall/All 2022	Our strategies will remain fluid but specific and focused based on current and historical trends. The robberies affecting 512 posts were not specific to 512 post, but a tri-district pattern. We will continue to collaborate with the NE/ED regarding robberies and carjackings. The violence on 521, 523 and 524 posts were directly affected by modifying deployment strategies of DAT/Patrol/NCOs.

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	
Overall/All 2022	Utilizing LPR technology we were able to make significant arrests of juvenile robbery/carjacking suspects in lower Charles Village. Shifting slower posts cars to high crime areas allowed us to maximize the use of limited resources

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8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Increase foot patrols to improve police/community relationships
2	Assist communities with micro policing plans to share a larger responsibility with community related issue.
3	Collaborate more with Health and Wellness to provide initiatives that provide mental and physical relief to officers (acupuncture, massage, sleep aid products)
4	Improve relationships with MOED, ROCA, AAME to assists recidivists, at risk individuals and returning citizens in obtaining employment/mental&physical resources
5	Reduce crime in microzones, increase target hardening awareness for businesses, assist CRC President in bringing more communities on board.

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Northwestern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for quarter 3 of 2021?

Trend/Pattern	*e.g. group-related violence, carjacking, robbery…*
July – Sep	Gun-related violence
Overall/All 2021	These crimes were the main trends/ patterns for the NWD in 2021.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
July – Sep	In Qtr. 3, juveniles from the *Don't Look Crew* was arrested, contributing to a -20% reduction in carjacking. We experienced a -33% reduction in homicide in the Belvedere Corridor (633), yet there was a 300% increase in homicide as well as a 100% increase in shooting in the Reisterstown Rd Corridor (631).
Overall/All 2021	In 2021, we saw an 8% increase in homicides, however, we carried over 8 homicides from 2020 causing our numbers to increase. There was a -25%
	reduction in carjacking and a -6% in shootings. Overall, we experienced a -9% decrease in part one crime.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	Sectors 2 and 3
Overall/All 2021	In 2021, there were 23 robberies in the NWD, and 624, 625, followed by 631 were the focus. 633 and 631 drove our gun-related violence.

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	days and high times), we held intel meetings where the intel officer, DAT, and DDU provided information to patrol; Homicide Unit and DDU attended roll calls; we utilized our analysts who played an important role in helping us analyze crime.
Overall/All 2021	Overall, our focus at the beginning of the year was on carjacking and during the third and fourth quarters, we focused on gun-related violence.

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	FBI Safe Streets, DEA / Strike Force / NCO/ MMU/ SWAT / States Attorney's Office	NWD DAT team has worked in partnership with federal partners to investigate drug orgs in sectors one and three. There are active investigations. Our NCO team went out to speak with business owners and provided safety tips and pamphlets. The community played a big part as well. We utilized Metro Crime Stopper Flyers to help gain information. Harm Warrants were also a focus for the NWD; we also partnered with the State's Attorney Office (SAO). We didn't have a lot of patterns throughout the NWD, mainly
		crimes of opportunity that caused increases in gun-related violence.
Overall/All 2021	Citywide Robbery/Baltimore County PD/ Northern District/ Crime Analyst/ FBI Safe Streets/ DEA Strike Force / NCO/ MMU/ SWAT / States Attorney's Office	We partnered with other law enforcement agencies and utilized internal resources to help combat crime in the NWD.

COMSTAT TEMPLATE –2022 Q3Planning

5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern? How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We referred 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	311 App/ DPW/ CRC Meetings/ ROCA/ SAO/NCO /YCD/ We Our Us	Patrol utilized the 311 app to better address community issues such as trees needing cutting; DPW was used for trash, lighting (increased lighting will minimize criminal activity and increase criminals effort to commit a crime); Our CRC meetings were used to provide information and tips to community/ YCD provided information on re-entry and shared job fair information to the community / NWD Chaplains also played a part in crime reduction by riding with officers and assisting victims when needed. In an effort to remain transparent and strengthen our partnership, we maintained consistent communication with the State's Attorney Office. The SAO addressed rollcalls and community meetings to provide clarity about the direction of the SAO. We Our Us also worked in the NWD to help reduce the level of gun-related crime in the Belvedere Corridor. ROCA also provided information to target our problem youth (16 – 21 yrs.); For transparency, we spoke often and kept communication open.
Overall/All 2021		We worked in partnership with the community partners named herein and will continue in our partnerships in 2022. We plan to build partnerships with more community partners in the NWD and Baltimore City.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	

Overall/All 2022	We will remain focused on the Belvedere Corridor due to the known historical violence in this area as well as the 6500- 6800 Blocks of Reisterstown Rd. (631 post) due to the gun-related crime caused by violent drug orgs at the nearby gas stations. Sector 2 will be provided resources due to the recent spiking of gun-related crime in the area of Boarman Avenue & W. Garrison Ave, and Oakford Ave & Garrison Ave. We will continue to hold the areas we have gained wins, however, we are going to pay special attention to sector 2, specifically focused on gas stations, gunrelated violence, and the prostitution along Garrison Avenue. We learned that gas stations were causing spikes in crime, thus we will continue to focus on gas stations in sector 2, specifically in the business corridor of sector 2.

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	
Overall/All 2022	In 2021, sharing information, timely intelligence, rapid deployment, and relentless follow-up worked well for the NWD. We will modify how often we communicate with our Crime Analyst in 2022. We will create a way to engage with our Crime Analyst more often.

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	More engagement by post officers and sector supervisors with community members
2	Promotion of police morale
3	Encouraging more officers to become FTOs
4	
5	

COMSTAT TEMPLATE –2022 Q3Planning

Western District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for quarter 3 of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
July – Sep	Summer Crime plan area of Penn/North
Overall/All 2021	Multi-Victim Shootings

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
July – Sep	Focusing in the Penn North area in the 2020 we suffer zero homicides in the area and worked to hold that through 2021. 2020 the area also suffered 4 non-fatal shootings and with the focus we cut this by 50% only suffering 2 non-fatal shootings in the area
Overall/All 2021	In the Western District we experienced numerous multi-victim homicides/shootings during 2021, which resulted in 35 extra victims.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	Geographical area identified was Pennsylvania (E) to Fulton (W), Presbury (S) to North Ave (N)
Overall/All 2021	Sector 1 experienced a large portion of our multi-victim incidents; most notably the 6-victim shooting on 2100 W Lexington, the 4-victim shooting on 800 W Lexington, and the 3-victim shooting on 1900 W Fayette.

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	All shifts were directed to increase proactive presence in the geography of Penn-North, with particular focus on directed patrols. Operations were tasked with investigating the Gilmor Homes and Penn North Org Charts known to operate in the area to build better cases against them.
Overall/All 2021	BCIC, DDU, and Operations contributed to weekly shooting reviews as a part of the GVRS strategy, sharing critical intelligence with Homicide, GVI, and SA's to identify which groups were driving violence in the Western District.

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	MTA Police	We partnered with MTA police to ensure coverage of the metro and bus stops and provide extra police presence in the area. Being as MTA is an external agency no stat tracking was conducted.
Overall/All 2021	CID, SAO, ATF, FBI, DEA	We partnered with these agencies through shooting reviews to identify problematic groups and individuals in the Western District. Information gathered was tracked in the GVI database.

5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	Sen. Hayes Pres. Annie Hall (Penn-North)	We met with representatives from the area of Penn-North to address environmental concerns such as the location of a health clinic, vacant dwellings on Stockton St., and problematic businesses.
Overall/All 2021	Victim Advocates	Through GVI, the Western District helped make recommendations for victim outreach in reference to incidents of homicides and shootings.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	Penn-North shall remain the primary focus of Western Patrol, as it is historically the epicentre of violence for the District despite recent progress made in the area. We shall also continue to emphasize partnerships with community leaders to address the environmental factors contributing to crime in the area.
Overall/All 2022	GVI shall continue to be a cornerstone of Western District's violence reduction strategy. This shall be utilized to identify areas and individuals for focused enforcement that will have the most impact on violence.

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	This strategy was seen as a success as we saw a 25% reduction in gun-related homicides, shootings, and aggravated assaults and a 50% reduction specifically in shootings. We will continue to implement a similar plan in Q3 2022.
Overall/All 2022	In 2021 we saw an overall reduction in violent crime by 3%. Moving in 2022 we would like to bring this down to at least a 10% reduction by utilizing GVRS and focusing enforcement in the right areas and on the involved individuals this is possible.

COMSTAT TEMPLATE –2022 Q3Planning

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Communication throughout the ranks within the district, Focusing on Lieutenants receiving information from upper command and ensuring it gets to the first line supervisors and officers that are on the street
2	Ensuring individuals through admin and BCIC are cross trained in order to fill in due to coverage issues with the new schedule
3	Work on getting all DDU/BCIC personnel access and training for all available databases (Linx, NCIC, etc)
4	
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COMSTAT TEMPLATE –2022 Q3Planning

Southwestern District

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for each quarter of 2021?

Trend/Pattern	*e.g. group-related violence, car jacking, robbery…*
July – Sep	Violent crime (tri-district)
Overall/All 2021	Commercial robberies, residential robberies

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Trend/Pattern	*e.g. in 2021 there was a 5% decrease in robberies citywide compared to 2020 OR in 2021 there was a 15% increase in non-fatal shootings in our district.*
July – Sep	Based on historical data, tri-district violence was identified as the SWD target for Q3. Given our deployment efforts, the tri-district area saw an 18% reduction in violent crime relative to Q3 2020. Specifically, declines were seen in tri-district aggravated assaults (-48%), homicides (-50%), carjackings (-33%), and street robberies (-8%).
Overall/All 2021	From January 1, 2021 to December 31, 2021 the SWD saw a 7% decline in overall violent crime, including a 4% reduction in robberies. Despite these overall declines, commercial and residential robberies saw increase of 38% and 24% from 2020.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Trend/Pattern	*e.g. post, neighborhood, park*
July – Sep	Tri-district – 2400 blk of Frederick Ave (Westside Shopping Center), 2200-2300 blks Wilkens Ave, Zones 83E & 83F
Overall/All 2021	Residential and Commercial Robberies both tended to concentrate near SWD microzones. Commercial robberies were particularly dense near the southern border of Zone 83E (Frederick Ave, 835 Post).

4) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Trend/Pattern	*e.g. Midnight deployments were shifted to the robbery hotspot areas and we developed a business outreach strategy to help with crime prevention through environmental design*
July – Sep	Moved addition patrol resources, DAT and BCIC crime analysis, Met with Fed partners to address DTO associated with violence.

Overall/All 2021	Moved addition patrol resources, DAT. Used BCIC crime analysis to identify patterns over 5 years. Worked with CWR to address similar pattern across the city.

5) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ATF, MMU	e.g. We increased the number of NIBIN leads this year as compared to last
July – Sep	Federal Partners, ACS	FBI Tri District, 3100 Safe Street ATF-Edmondson Corridor Success is Pending investigations
Overall/All 2021	Feds, ACS, CWR	Homicides, shooting, aggravated assaults decreased compared to 2020, robberies were even.

6) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Trend/Pattern	e.g. ROCA, DPW	e.g. We refered 10 individuals to ROCA this year, however next year we aim to refer more in connection to similar patterns
July – Sep	DPW, Transportation, Sanitation, Community leaders ROCA	Used the partnerships and 311 app to identify environmental issues in problem areas. Follow up and assessment used to verify corrective measure were taken.
Overall/All 2021	DPW, Transportation, Sanitation, Community leaders ROCA	Used the partnerships and 311 app to identify environmental issues in problem areas. Follow up and assessment used to verify corrective measure were taken.

7) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

Trend/Pattern	e.g. We saw the desired decrease in robberies and plan to continue to build on the action plan identified this year OR We did not experience the desired increase and plan to make the following modifications…
July – Sep	SW saw the desired results after creating a plan and deploying resources and using fed partners, while continually assessing productivity and results weekly.
Overall/All 2022	Overall the SW saw decreases in over all violent crime for 2021, the trend to continue deploying based upon analysis over the previous 5 years (2017-2021) which should identify trends for 2022.

COMSTAT TEMPLATE –2022 Q3Planning

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Improve compliance requirements across the board to ensure timely completion of tasks (Report writing, training requirements etc)
2	Continue to build relationships with community leaders and work to address long standing issues in their respective communities, while gaining their confidence and soliciting their participation in planning.
3	Improve station house conditions, i.e gaining funds in the 2022-2023 City budget to design and build recreation room, gym and locker room for SW personnel. This would be located in the Cell block area.
4	
5	

COMSTAT TEMPLATE –2022 Q3Planning

Southern District

July – Sept.

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for quarter 3 of 2021?

Group violence – Homicides, NFS, and dischargings throughout Curtis Bay.

Q3- most crime overall for 2021. Highest # of incidents in 2021 for commercial robberies, agg assaults, shootings, burglaries, larcenies, larcenies from auto, and auto thefts.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Group violence - Mid-late July saw a series of 8 shootings, homicides, or dischargings in Curtis Bay.

Commercial robberies occurred most frequently in sector 4, specifically post 941. Agg. Assaults occurred most frequently on 922, 913, and 942 posts. Shootings occurred most frequently in Sector 2, specifically 922 post. Burglaries occurred most frequently on 942 post. Larcenies occurred most frequently in sector 4, particularly, 941 post. Larcenies from auto as well as auto thefts occurred most frequently in Sector 1, particularly 913 post.

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Group violence - Curtis Bay

See above for additional locations.

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Group violence – 914 car redirected to 911 post while Hanover and Patapsco was covered by OT units.

Burglaries and larceny from autos on 942 post were a specific pattern that midnight shift and SD DDU was able to address through directed patrols through alleyways and continued investigation by DDU which lead to charges against numerous people responsible.

4) Law Enforcement Resources and Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Group violence - HSI and MSP continued to assist investigations in this area.

5) Community and City Resources/Partnerships: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Neighborhood services contacted neighborhood associations in the Fed Hill / Locust Point areas were contacted and advised concerning ways to prevent additional issues.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

The SD will continue on the same course as last year.

7) Crime Plan Assessment: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

The SD was highly effective in identifying and working with both city and outside agencies to catch and prosecute the juveniles which were breaking into unsecure homes in Federal Hill and then taking the homeowners vehicles.
We will continue to use that success as a template in teamwork and information sharing in future investigation.

Overall/All of 2021

1) Problem Scanning: What were the 3-5 main crime trends/patterns that affected you area of command for each quarter of 2021?

Group violence - Both the Summer and Winter crime plans focused on violence in the Tri-District and Brooklyn areas due to a history of violence in both areas.

2) Data Describing the Trend: Provide one to two sentences describing the data related to this trend:

Both areas see the bulk of the violence year after year. On 934 post there were 24 shootings or murders throughout the year. There were similar numbers for 912/913 post(s).

3) Problem Geographies: provide the geographic boundaries where this trend or pattern was concentrated.

Brooklyn, Tri-District

3) Action Plan: Summarize in 3-5 sentences how you allocated your resources to address the trend/pattern:

Throughout the first 2.5 quarters of the year, overtime posts were placed at strategic positions in both geographies that could be repositioned as needed. Prior to the reduction of DAT, we had one of each DAT assigned to work primarily on one of the two areas at all times. A bike unit was created and placed in Brooklyn in the summer months as well.

4) <u>Law Enforcement Resources and Partnerships</u>: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

Federal and State agencies were contacted and began investigations in a total of 6 areas where we've had significant violence in the district throughout the year. Success was measured in gained intelligence and should have a more significant impact in crime reductions once investigations are completed.

5) <u>Community and City Resources/Partnerships</u>: What partners did you engage to address the trend/pattern. How did you measure the success of those partnerships?

HABC, 311 App. ROCA Safe Streets and Neighborhood services contacted neighborhood associations were contacted and advised concerning ways to prevent additional issues. Success is measured on increased communication and good intelligence given.

6) In reviewing historic trends and lessons learned for 2021 how will your future crime planning efforts stay the same or how will they change?

SD will continue on the same course as last year

7) <u>Crime Plan Assessment</u>: What worked well this year in responding to your priority trends/patterns? What will you modify in the next year?

SD will continue on the same course as last year

8) <u>Overall District or Section Strategy</u>: Outside of priority crime trends what 3-5 priorities do you have for your district in 2022

Overall 2022 Priorities	e.g. admin processes, team development…
1	Improve communication throughout the ranks within the district to ensure accurate information, expectations, and intelligence is being communicated throughout the district. • Ensure all officers and supervisors are on the Evertel App and have access to the appropriate rooms • Utilize the "Who's read this message?" feature and the acknowledgement feature to ensure messages and announcements are being acknowledged • Track proactivity in the areas specified by command and laid out in the crime plan to ensure the intelligence and expectations area be communicated and followed

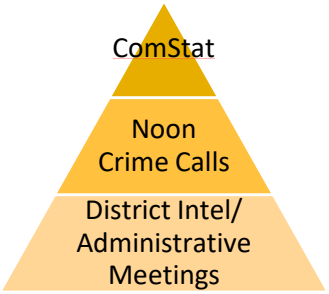
	• Continued bi-weekly intelligence meetings and ensuring attendance by all concerned parties
2	Improve accountability among supervisors to ensure that they are being held responsible for completing their tasks as well as monitoring their subordinates to ensure they are doing what is asked of them and how it is asked of them. • Monitor delinquent reporting with the expectation that all reports are written and submitted by the end of the shift • Reports returned for corrections should not be in an officer's box greater than a period of 5 days • Continue to reduce the backlog of delinquent reports by 15 percent weekly • Ensure BWC footage is appropriately tagged and labeled and the end of the shift
3	Improve the stationhouse house facilities to have a positive impact on moral and pride of service • Continue the improvements to the recreation room and the roll call room through volunteers and donations • Enlist community cooperation and resources to aid in achieving this goal

Overview: ComStat360 with Equity at BPD

About the 360 Model

Developed by National Police Foundation and Vera Institute of Justice, ComStatS360 (C360) is the next generation of police performance management, designed to tackle the unique challenges police departments face today. The new model takes a proactive and problem-solving approach which emphasizes community collaboration, responsiveness, strategic problem solving, and community satisfaction. (https://www.policefoundation.org/projects/compstat-360-enhancing-a-powerful-tool-by-integrating-community-policing/)

The 360 Model in Baltimore



Comstat meetings are a culmination of BPD's regular meeting structure. During **District Intel/Administrative Meetings**, each district review crime trends and discuss individual incidents. During **Noon Crime Calls**, representatives from across BPD operations review recent incidents and discuss citywide patterns/trends. Last, during **ComStat** all BPD Bureaus review crime reduction strategies, resource allocation, performance and compliance.

As part of the ComStat process all Districts and CID Sections are required to submit **Quarterly Crime Plans**. Because crime has historical patterns and seasonal trends, Commanders develop these plans based on an analysis of historic trends, along with ongoing current patterns/trends to determine what is the highest priority problem related to violent crime for their District or area of responsibility for centralized units. To align with the principals of Comstat360, each plan is designed to prevent, interrupt, and solve crime; integrate community and governmental partners; maximize organizational effectiveness; and incorporate equity. These plans must include the following items:

- ✓ An analysis of when/where those crimes occur, who the victims of those crimes typically are and any environmental factors that contribute to the crimes.
- ✓ An action plan that defines exactly what steps supervisors, analysts, detectives, NCOs and officers must take to prevent/address the crime (*ex: foot patrol in a specified area; meeting with strategic business and community leaders; reporting environmental factors such as trash and poor lighting to 311*).
- ✓ A measure that the Commander will track for each employee category to ensure they are following the strategy (*ex: Detectives: increased case closure; NCOs: number of community meetings, business checks completed weekly and recorded in CAD; Officers: required amount of foot patrols and business checks are recorded in CAD*).
- ✓ 3-5 data points that will prove that the strategy is having the desired effect (*Ex: a percentage decrease in the prioritized crime category and an increase in closure rates*).
- ✓ A list of community organizations and city partners with whom the District or Unit are working on the problem identified. *(Ex: ROCA, Turn Around, City Forestry, DOT, management of a shopping center, etc.).*
- ✓ A list of community organizations, city partners, or other resources who are not currently working with the District/Unit on the identified problem, and how developing a partnership would contribute to addressing the problem.