Baltimore Police Department Progress and Improvements

1. **POLICY:** BPD has developed new use of force policies, with community input, and revised a significant number of other policies. BPD also created an easy to follow manual with related training and is utilizing PowerDMS as a proven way to effectively deliver and track policies and training. The policies and the implementation of PowerDMS became effective on July 1, 2016.

2. **TRAINING:** In addition to training on its new policies, the Department has created the first of its kind foot patrol curriculum, a “History of Baltimore” speaker series and other classes that are designed to improve cultural competency with the communities BPD serves. Officers are also receiving training in administering the life-saving drug Narcan to those suffering an opioid overdose.

3. **ACCOUNTABILITY:** BPD has created a division to oversee units that focus on audits, accountability, inspections and use of force investigations and a new review board to thoroughly and objectively review serious uses of force. The BPD also has focused significant effort on the reform of its disciplinary system, including but not limited to centralizing the investigation of all complaints, minor and major, to ensure consistent and thorough investigations and discipline. The BPD improved oversight of civilian complaints against police to ensure they are also investigated in a consistent and efficient manner and that discipline is conducted in a timely fashion. Training and additional resources for the BPD’s early intervention system (EIS) is also underway as well as LEOBR reforms permitting, among other things, the public to observe disciplinary hearings.

4. **COMMUNITY ENGAGEMENT:** Community policing is at the heart of the Department’s mission. As such, the BPD has shifted focus and responsibilities for the newly expanded and centralized Community Collaboration Unit to improve police-citizen interaction. The Department has also increased opportunities to connect with residents through programs such as Outward Bound and Community Stat.

5. **TECHNOLOGY:** A massive investment into Body Worn Cameras allows for greater transparency and increased trust. Upgrading vehicles and technology also improves officer performance, the safety of prisoners under transport, public safety and community relations.

6. **TRANSparency:** Transparency is significantly increased through the Department’s partnerships with The White House Police Data Initiative and Code for America’s Project Comport. Sharing details on internal investigations, raw data and other police matters will foster trust and communication.

Details on each of these items are on the following pages.
**POLICIES**

- **Use of Force Policy Development:** BPD has rewritten its use of force policies to reflect best practices, emphasizing the sanctity of life, duty to intervene and report. The use of force policy had not been changed since 2003. BPD had members of the community and local organizations review the policy including, but not limited to, DOJ Community Oriented Policing Services (COPS) Office, NAACP, ACLU, the State’s Attorney’s Office (SAO), Police Community Relations Council Presidents and other community stakeholders. In addition to the Use of Force policy, the Batons/Impact Weapons Policy, Oleoresin Capsicum Spray (Pepper Spray) Policy, Less-Lethal Munitions and Chemical Agents and Conduced Electrical Weapon (Taser) Policies were updated as well.

- **Core Operating Policies (COP) Manual:** The BPD reviewed and updated its 26 most important policies, which include the new use of force policies and policies on Fair and Impartial Policing, Domestic Violence, Responding to Mental Health Emergencies and First Amendment Protected Activity, to be sure they incorporate best practices. Officers have received an initial three hours of basic training on the policies’ content and use, and additional training will occur every two weeks throughout the year.

- **PowerDMS:** BPD purchased PowerDMS to enable online distribution, tracking and testing of new and revised policies. The BPD will be able to determine on what date each officer received a policy and whether and when that officer passed a proficiency test demonstrating they understand the policy.

**TRAINING**

- **Bias Free Policing:** Command staff and community members attended Fair and Impartial Policing training, recommended and funded by the DOJ’s COPS Office, to learn about the psychology of bias, expectations and perceptions of police stops, as well as tools to help officers and citizens recognize conscious and implicit biases.

- **Crisis Intervention Team (CIT):** The BPD has created and appointed a person for the position of Crisis Intervention Team Unit Coordinator to work with the City’s mental health partners such as Behavioral Health Systems Baltimore to improve BPD’s training, outreach and response to individuals experiencing behavioral health crises. The pilot will include police paired with licensed mental health professionals to respond to calls that involve someone in a behavioral health crisis and direct them to services rather than incarceration.

- **Naloxone Training:** In the fall of 2015, Johns Hopkins doctors provided training to officers on how to recognize opioid overdose symptoms and administer Naloxone (Narcan). Between September 2015 and March 2016, 239 officers were trained and equipped with Narcan. Thirty-nine lives were saved between September 2015 and May 2016 from overdose death when trained BPD officers administered the drug.

- **Community Foot Patrol:** The BPD created the first of its kind Community Foot Patrol academic curriculum totaling 40 hours for trainees and eight hours for required in-service training. This class provides instruction on becoming community guardians, interacting with citizens in an engaging and respectful manner and the history of policing with an emphasis on foot patrol.

- **“History of Baltimore” Speaker Series:** The BPD began a “History of Baltimore” speaker series in February 2016 designed for trainees, officers, commanders and civilian staff to enhance cultural sensitivity. Classes are taught by experts on the demographics,
government policies and events that shaped the City and its citizens. To date, the following classes have been taught:

1. “How Did We Get Here?” – Focused on the development of Baltimore neighborhoods, including laws that segregated communities.
2. “Early Baltimore, ‘Mobtown’ to the Civil War” – This hands-on session delved into Baltimore’s political landscape and the events that lead to the Civil War.
3. “History of the LGBTQ Community” – This class emphasized the role local LGBTQ members had in shaping neighborhoods and attitudes in the City and provided officers an in-depth understanding of the transgender community.
4. “The History of the Port” – The history of ship building, current port operations and marine narcotics trafficking were discussed.

**ACCOUNTABILITY**

- **Compliance, Accountability and External Affairs Division (CAED):** CAED is the first in the nation (that we know of) to be proactively created before a consent decree mandated it. The sole goal of this Division is to proactively undertake and implement policy/training based on President Obama’s Plan on 21st Century Policing and prior consent decrees. Additionally, under the newly created CAED, the new Use of Force Assessment Unit is designed to review and evaluate each use of force report to ensure conformity with policy. The unit is empowered to send the review back to the supervisor for additional work, refer the case to the Performance Review Board, or require remedial training of the involved officer or supervisor. In addition to the Use of Force Assessment Unit, CAED also oversees the revamped Audit and Inspections Unit. Charged with focusing on accountability, auditors will delve into areas of the Department identified by DOJ as requiring an additional layer of assessment.

- **Use of Force Performance Review Board:** A new Performance Review Board (PRB) was formed and policy established that significantly improves upon past practice. They broaden the types of incidents subject to mandatory or discretionary review and select individuals who serve on the PRB based on subject-matter expertise, rather than solely on rank or assignment. Identifying patterns and trends, both agency wide and for individuals, is a key component of this process and is designed to thoroughly examine incidents that were “lawful but awful” to address how training and other factors could have prevented or mitigated an incident.

- **Complaints and Internal Affairs (IA) Investigations:** The Department developed shorter investigation deadlines, including a new nine-month case closure deadline for general IA cases, and six months for Ethics, Equal Employment Opportunity (EEO) and Special Investigation Response Team (SIRT) cases. The deadlines used to be one year. The reduced deadlines are possible through the hiring of new personnel and the re-allocation of existing personnel resources.

- **Accelerated Disposition Program (ADP):** Managed by the new Disciplinary Review Committee, this program is designed for sustained cases where the facts are not in dispute. In these cases, the Department offers the officer an accelerated punishment on the front-end. This results in quicker resolution to the cases, eliminating prolonged investigations. This new committee is comprised of six members of the Command Staff (sworn and civilian), five of whom are lawyers, who meet weekly with the Commissioner to discuss discipline and early intervention concerns.

- **Early Intervention System (EIS):** The EIS Unit has increased personnel to include four sworn members working under the supervision of the Director to review all incoming alerts,
and to ensure timely implementation of corrective actions. Recently all Sergeants and Lieutenants were trained on how to accurately enter their investigations into IAPro.

- **Law Enforcement Officers’ Bill of Rights (LEOBR) Reform:** New legislation will require several reforms to LEOBR including public access to police disciplinary hearings, civilian participation on administrative hearing boards (subject to collective bargaining), reduced time to compel officer statements from 10 to five days and increased time for a citizen to file a complaint from 90 days to 366 days.

**COMMUNITY ENGAGEMENT**

- **Protest:** Received “up arrow approval” for our handling of recent protest related to the trial of six BPD officers
- **Centralized Community Outreach:** Now centralized and led by a Chief, the CCD is proactively working with a large range of community groups to increase positive police/citizen interactions such as the Unity Bowl police/citizen football game, trauma informed care for youth, and the expansion of the Explorers program.
- **Youth and Women:** The Department’s commitment to engaging youth is also a part of CAED, which has developed two programs - the new Youth Advisory Board and the Women in Law Enforcement Program and mentoring group. Both programs enlist members of the Department to work closely with youth to provide professional development, encouragement and the opportunity to get their voices heard on important topics from juvenile justice to the roles of women in law enforcement. The newly created Baltimore Police Department Youth Advisory Board (YAB) held a know your rights forum at a local church.
- The YAB is currently conducting surveys at the Mayor’s Youth Block Parties during the summer to assess youth/police relations.
- Instituting new youth-focused program at our academy:
  - Six months of bi-weekly meetings with youth and police in the Western District around creating neighborhood specific solutions resulted in a potential youth diversion program whereby police officers directly refer youth to community centered programs. This program will be replicated at our academy as part of in-service and cadet training.
  - A new program entitled, “Policing the Teen Brain,” is now a part of in-service and cadet training.
- **Community Police/Mediation:** The BPD developed a mediation process with the Civilian Review Board and Community Mediation Maryland. This program provides citizens and officers an alternative for resolving citizen complaints, where the objective is mutual understanding rather than a formal investigation and discipline.
- **Outward Bound:** BPD dramatically increased its commitment to the Baltimore Chesapeake Bay Outward Bound School, which provides team-building exercises for Baltimore youth and BPD officers. The increase is attributed to a new goal that all officers spend an entire in-service training day with youth.
- **Cops as City Residents:** New property tax credits are now available to officers who choose to buy homes and live in the City. The BPD also partners with *Live Baltimore* to hold events where officers can learn more about City neighborhoods, homeownership incentives and down payment assistance.
- **Chaplaincy Program Revival:** The BPD has 150 chaplains who have received training and are committed to this program. The chaplains ride with officers in order to provide them with insight and understanding of their communities. The chaplains also support officers
emotionally, assist with BPD public safety initiatives and spearhead numerous community events.

- **Reading Partners:** The BPD has participated in 14 public schools across the City since 2012, providing one-on-one tutoring with Reading Partners to help students become proficient in reading at a third grade level and to develop relationships with youth.

- **Strategic Community Policing Plan:** Various units within the BPD are vetting a draft Community Policing Plan, developed by the DOJ’s COPS office, so they can implement community policing strategies within their respective job functions. The BPD will also seek community input.

- **Use of Apps to Engage Community:** The BPD uses a variety of social media methods to provide real-time public safety information and open the lines of communication. Periscope is used to live stream important announcements and all press conferences, and the app NextDoor provides timely notices to residents related to crime in their community directly from their District Command staff.

- **Community Stat:** Every week a different District Commander invites representatives from his or her neighborhood, faith and business community to gather at headquarters for a conversation with the Police Commissioner. In addition, patrol officers are recognized as “guardians” for their exemplary service in the community.

- **Trainees at Local Houses of Worship:** Trainees visit different City houses of worship during services in order to experience a welcoming by Baltimore communities, to foster understanding and respect and to encourage collaboration.

- **Public Safety Forums:** The Mayor and Police Commissioner held Public Safety Forums in each of the nine police districts to facilitate a candid and open dialogue with the community about policing in Baltimore.

- **District Station House Renovations:** Starting with the Western District, and with the assistance of local leaders and funding entities, the Department has begun much needed improvements to district station houses. Renovations will include a community room that will be programmed by the community, free Wi-Fi access, reflection gardens and play areas. A gym, upgraded bathrooms and office space will also help boost officer morale.

- **Commissioner Advisory Boards:** Hispanic, LGBT, African-American, Business Executives, Police, Sergeant, Lieutenant and civilian staff. These boards create continual feedback looks to the Police Commissioners about things going on in the community and in the department.

- **Recruitment:** Partnered with Johns Hopkins Institution to analyze recruitment data to determine why more local citizens are not hired. Petitioned the state to change hiring standards from the 70’s that prevent local citizens from being hired.

**TECHNOLOGY**

- **Body Worn Cameras (BWC):** BPD is in the process of equipping approximately 2,500 officers with BWCs. BPD’s goal is to equip all officers with BWCs in the next two years. The policy that guides the use of BWCs was developed with the recommendations from the Mayor’s working group, which included a wide representation of community members, as well as best practices from other agencies.

- **Prisoner Transport:** The BPD has begun the retrofitting of transport vans to remove center partitions in order to improve safety for occupants and officers as well as the installation of recording cameras inside the vans. In addition, the BPD is currently acquiring new police cars that have the ability to safely and securely transport detainees in the rear seat while current vehicles will be retrofitted to provide the same transport ability.
• **BPD IT Infrastructure Upgrades:** The BPD has spent significant time and resources improving its technology infrastructure in order to prepare for field-based reporting, and all major BPD facilities have received network upgrades to ensure a smooth rollout of the BWC program. A new, more user-friendly website will be available soon and the MobilePD app for smart phones is expected this summer and will push alerts and post crime updates for the public.

**TRANSPARENCY**

• **Data Sharing:** As a new member of the White House Police Data Initiative, the Department has committed to posting data related to arrests, calls for service, use of force incidents, and CCTV camera locations as well as department demographics such as race, gender and years of service. The BPD has also entered a partnership with the Code for America – Project Comport. This will allow the public to view data pulled directly from the IA discipline database, IAPro, and publish it in an easy to understand format after it has been anonymized. This information will include citizen complaints. Departmental policies will also be available to the public on BPD’s website and offer citizens the opportunity to provide feedback on the policies, which will be reviewed and considered.

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