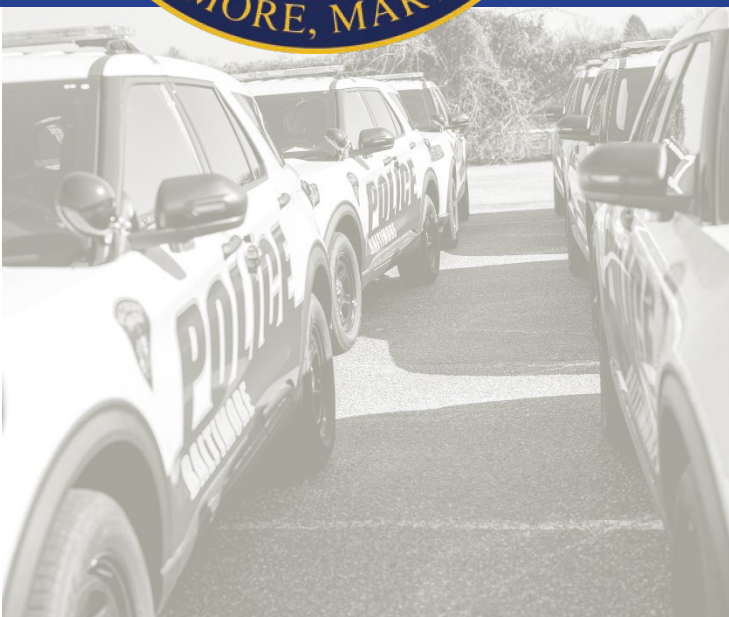


CRIME REDUCTION & DEPARTMENTAL TRANSFORMATION PLAN



**YEAR 4 REVIEW OF ACCOMPLISHMENTS:
JULY 1, 2019 – MARCH 31, 2023**

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MESSAGE FROM THE POLICE COMMISSIONER

Over the past four years, the Baltimore Police Department has achieved significant progress and demonstrated great resilience in the midst of considerable challenges.

This document outlines the many noteworthy achievements of the dedicated men and women of the BPD during my time as Police Commissioner. Not only have we been able to demonstrate reductions in violent and property crime categories, we have also seen significantly more proactive efforts, better quality enforcement and enhanced community engagement.

All of these measures of progress have been achieved while also demonstrating substantial progress with a majority of the Federal Consent Decree, implementing modern technology, deploying new fleet assets and updating our facilities.

BPD is also modeling best practices for policy and procedures that set the example for law enforcement agencies across the country and around the world. We have come a long way in four years, as BPD has truly become the greatest comeback story in America.



A handwritten signature in blue ink, which appears to read "Michael S. Harrison".

**POLICE COMMISSIONER
MICHAEL S. HARRISON**



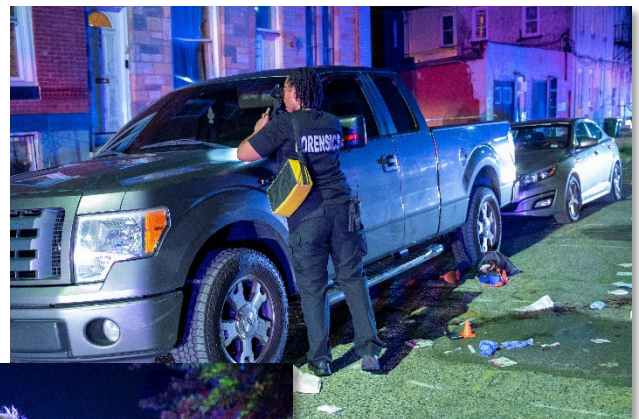
CITYWIDE CRIME REDUCTION

2018-2022 & 2023 Q1

Crime Type	2018	2019	2020	2021	2022	2022 Q1	2023 Q1
Homicide	309	348	335	335	329	79	62
Shooting	677	766	721	727	686	168	127
Rape	366	316	295	285	230	58	54
Robbery - Commercial	688	563	396	280	461	93	129
Robbery - Carjacking	465	565	500	491	519	129	90
Robbery (w/o Comm. Or Carjacking)	3,840	3,560	2,327	2,353	2,266	528	434
Aggravated Assault	4,497	4,535	4,124	4,339	4,569	1,027	959
Total Violent Crime	10,842	10,653	8,698	8,810	9,060	2,082	1,855
Burglary	6,064	5,330	3,959	3,323	3,511	792	646
Auto Theft	4,152	3,693	2,953	3,101	3,506	746	1,286
Larceny (w/o Larceny from Auto)	10,564	10,646	7,581	6,594	9,093	1,645	2,293
Larceny from Auto	6,273	5,589	3,519	4,428	3,765	882	848
Arson	114	103	94	100	99	22	28
Total Property Crime	27,167	25,361	18,106	17,546	19,974	4,087	5,101
Grand Total	38,009	36,014	26,804	26,356	29,034	6,169	6,956

Note: Homicides, Shootings and Rape totals are victim-based. All other crime totals above are incident-based.

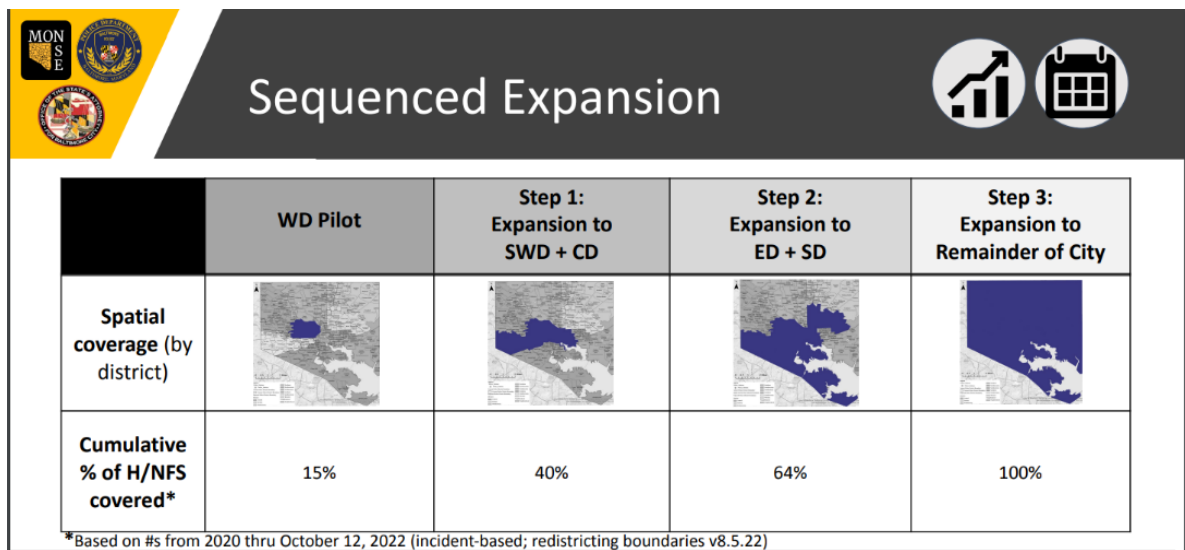
- 16% reduction in violent crime citywide since 2018
- 26% reduction in property crime citywide since 2018
- 24% reduction in shootings from 2022 Q1 to 2023 Q1
- 21% reduction in homicides from 2022 Q1 to 2023 Q1



GROUP VIOLENCE REDUCTION STRATEGY

Among the initiatives that BPD is undertaking in partnership with the Mayor's Office of Neighborhood Safety & Engagement (MONSE) is the implementation of the Group Violence Reduction Strategy (GVRS), which has been deployed to the Western District throughout 2022, resulting in a 34% reduction in homicide and shootings in that District.

With the support of MONSE and at the direction of the Mayor, GVRS has expanded to the Southwestern District and will continue to expand to the Central District in 2023 and then to all other Districts.



CONTINUED FOCUS ON DELIVERY OF SERVICES

The success of the GVRS effort is not a police-driven solution. Achieving violence reduction is directly tied to MONSE's success in ensuring violence interruption efforts and services are being delivered, which interrupts the cycle of violence



- MAYOR BRANDON SCOTT, POLICE COMMISSIONER HARRISON, AND DIRECTOR SHANTAY JACKSON OF MONSE AT PRESS BRIEFING ON GROUP VIOLENCE REDUCTION STRATEGY EXPANSION



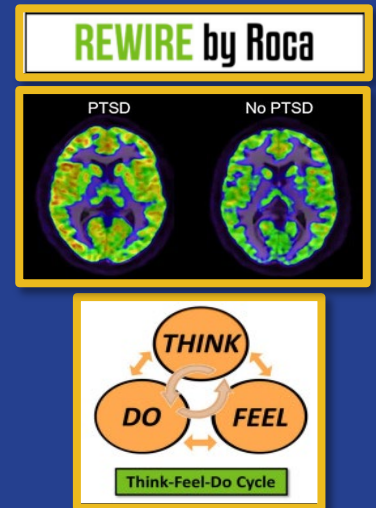
TRAUMA-INFORMED & VICTIM-FOCUSED APPROACH

BPD HAS DEVELOPED IMPROVED POLICIES AND TRAINING ON HOW OFFICERS MANAGE BEHAVIORAL HEALTH CRISES AND ADDED PROFESSIONAL STAFF CAPACITY TO PROVIDE SUPPORT TO VICTIMS OF CRIMES TO PROCESS TRAUMATIC EVENTS

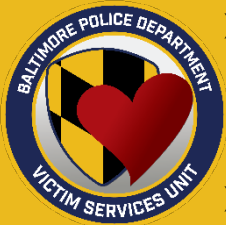
ROCA REWIRE CURRICULUM NOW PART OF BPD TRAINING

In 2019, BPD began Department-wide training on victim-centered, trauma-informed approaches to police interactions. Since 2022, BPD began incorporating the Roca Rewire curriculum to enhance its program, which includes:

- ❖ Review of brain science, youth development and how traumatic events impact behavior
- ❖ Relationship between thoughts, feelings and behaviors and how officers can increase empathy in interactions
- ❖ Better emotional regulation means better decision making and greater safety & choosing value-driven behavior over emotion-driven behavior



ENHANCEMENTS TO VICTIM SERVICES



- BPD has leveraged state and federal grants to create a full time Victim Services Unit within the Department that are dedicated to working with the families and community members impacted by homicides and non-fatal shooting incidents
- Since 2019, BPD's Victim Services Unit worked more than 1,500 cases and provided more than 6,300 direct services to include counseling referrals and linking families to partnering agencies to receive assistance

BEHAVIORAL HEALTH DIVERSION & CRITICAL INCIDENT TRAINING

- ❖ Since 2021, BPD has trained more than 280 officers, dispatchers and call takers in how to handle critical incidents and deescalate behavioral crises
- ❖ In 2021, Baltimore City launched its 911 Diversion Pilot Program to connect individuals experiencing a behavioral health crisis with experienced mental health professionals via the 988 Helpline, which is available 24/7, 365 days a year. The 988 service is staffed with clinicians who help through de-escalation, crisis aid and referrals to additional resources and has been leveraged for more than 500 calls for service since it began



IT IS CRITICAL TO CONSIDER ALL OF OUR RESPONSES THROUGH A TRAUMA LENS. WHILE WE MAY HAVE TO HOLD INDIVIDUALS ACCOUNTABLE FOR THEIR BEHAVIOR, IT CAN MAKE A SIGNIFICANT DIFFERENCE IF WE ACT FROM A PLACE THAT RECOGNIZES THEIR HUMANITY SEPARATE FROM THEIR BEHAVIOR.

COMMUNITY ENGAGEMENT & PROBLEM ORIENTED POLICING

BPD HAS DEVELOPED A DEPARTMENT-WIDE PLAN ON COMMUNITY POLICING THAT PROVIDES OFFICERS AND SUPERVISORS WITH CLEAR GUIDANCE ON THE IMPORTANCE OF PUTTING THE COMMUNITY FIRST, STRENGTHENING RELATIONSHIPS AND BUILDING TRUST.



BPD Launched its Community Policing Plan in 2021 and has seen significant increases in the number of proactive community engagements in 2022 as a result of this enhanced training and guidance

NEIGHBORHOOD POLICING PLANS

In partnership with MONSE leadership, BPD works collaboratively with community members and city services in developing and implementing Neighborhood Policing Plans that aim to address crime and disorder in neighborhoods.



CHAPLAIN PROGRAM

In 2022, BPD trained 23 new chaplains that serve as liaisons between the BPD the community to build trust and provide support



MONTHLY COMMANDER MEETINGS

BPD provides direct access to district level leadership during monthly Commander Meetings which are key for BPD's community policing plans



ENFORCEMENT & PROACTIVITY MEASURES

BPD HAS ALSO BEEN MAKING SUBSTANTIAL PROGRESS ON INCREASING THE AMOUNT OF PROACTIVE ENGAGEMENTS AND ENFORCEMENT EFFORTS THAT SERVE AND PROTECT THE COMMUNITIES OF BALTIMORE.

Enforcement Measures	2019	2020	2021	2022
Felony Arrests	4,348	3,792	3,879	4,296
Gun Arrests	1,249	1,441	1,387	1,668
Gun Seizures	2,203	2,246	2,319	2,688

Proactivity Measures	2019	2020	2021	2022
Business Check	135,922	350,983	279,157	331,156
Directed Patrol	-	18,938	244,815	394,358
Foot/Bike Patrol	10,021	87,249	51,387	70,820
Traffic Stops	84,464	72,966	45,020	59,176
311 Referrals	1,157	811	2,457	25,391
Grand Total	231,564	530,947	622,836	880,901
% Increase from Prior Year		129%	17%	41%
% Increase from 2019		129%	169%	280%

- 280% increase in total recorded proactive engagements since 2019
- 140% increase in Business Checks since 2019
- 7x the number of Foot/Bike Patrols in 2022 compared to 2019
- 20x the number of 311 Referrals in 2022 compared to 2019
- 33% increase in gun arrests since 2019
- 22% increase in gun seizures since 2019



AGENCY CAPACITY BUILDING



Created clearer lines of authority, more appropriate spans of control, and greater efficiency through agency-wide reorganization



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

+100

Created more than 100 new professional staff positions to grow capacity without pulling officers away from sworn assignments



Finalized Departmental Staffing Plan with public comment and court approval



Since 2019, returned more than 400 officers back to full duty through the new Administrative Duties Division that supervises medically suspended officers

Implemented policy reforms and best practices that have resulted in +\$30 million in overtime cost savings since FY2019

+\$30M



Secured funding for 300+ new marked patrol vehicles from 2019-2023 and implemented recommendations from Civic Innovators program for a long-term fleet replacement plan that will better manage fleet operational costs



BPD has committed to the national 30x30 initiative to advance more women into the profession of policing: Goal to have 30% women recruits by 2030

30X30



Secured more than \$17 million in new annual funding through the Maryland State Aid for Police Protection (SAPP) Program that will be used to establish new internal capacity for self-assessment and self-auditing

MODERNIZING & BUILDING THE DEPARTMENT FOR THE FUTURE

THE STATE OF BPD'S WORKING CONDITIONS IS AFFECTING BOTH MORALE AND PERFORMANCE. WE ARE COMPLETING SIGNIFICANT PROJECTS THAT PROVIDE OUR OFFICERS WITH BETTER ENVIRONMENTS TO WORK AND TOOLS TO DO THEIR JOBS.

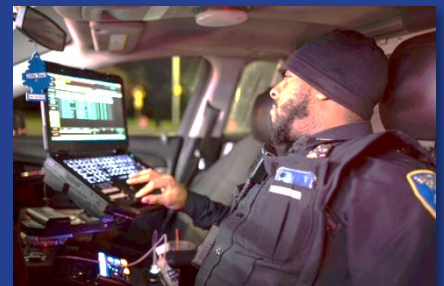
NEW FACILITIES & VEHICLES

- ✓ Police Training Academy completed its move to the University of Baltimore
- ✓ Central District moved into the former Baltimore Sun Building and funding secured for Northeastern & Northwestern District Stations
- ✓ Implemented policies and strategic investments as recommended by the Civic Innovators Program and the Mayor's office that funds a long-term vehicle replacement program



NEW TECHNOLOGY

- ✓ Created and implemented BPD's five-year strategic plan for IT application and infrastructure modernization to ensure transparency and accountability for at BPD
- ✓ Procured new systems that will make the BPD a better and more efficient department, including:
 - Records Management System and Case Management System that has transformed BPD into a modern digital agency
 - Learning Management System that tracks officers' trainings, class attendance, and performance
 - Workforce Management System that assists in scheduling, controlling overtime and contract compliance
- ✓ Implemented E-TIX Electronic Ticketing Software in patrol cars
- ✓ Modernizing BPD computers in patrol cars to support a fully connected mobile workforce
- ✓ Secured \$1.3 million Federal Grant for 100 mobile License Plate Readers
- ✓ Procuring an Early Intervention System that will allow BPD to better monitor officer behavior to prevent misconduct and improper uses of force



[COMMISSIONER HARRISON] WILL BE THE FIRST TO TELL YOU, WE STILL HAVE A LONG WAY TO GO...BUT YOU CAN'T DENY HE'S DONE TREMENDOUS AND GREAT WORK SHAPING AND ORGANIZING BPD INTO BEING A...SIGNIFICANTLY IMPROVED AGENCY.

- MAYOR BRANDON SCOTT, BALTIMORE BANNER ARTICLE [MARCH 14, 2023]

STRENGTHENING LOCAL, STATE & FEDERAL PARTNERSHIPS

BPD worked in coordination with the Mayor's Office to receive more than \$40 million in new federal, state and private grant funding to enhance our operations, including:

- ✓ New Records Management System
- ✓ Additional Sworn Officers
- ✓ Federal Task Force Initiatives
- ✓ Technology Improvements
- ✓ Police Training Academy Relocation
- ✓ Recruitment Campaign
- ✓ Focused Deterrence Initiative
- ✓ Mobile and Fixed License Plate Readers

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

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

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

BPD now coordinates with the Maryland Attorney General's Office on all police-involved shootings to ensure investigations are independent and thorough



- ATTORNEY GENERAL'S PRESS CONFERENCE ON WICK SQUAD INVESTIGATION & INDICTMENTS (JAN 2023)
- EXECUTIVE LEADERSHIP TEAM MEETING BETWEEN STATE'S ATTORNEY IVAN BATES AND POLICE COMMISSIONER HARRISON (JAN 2023)
- MAYOR BRANDON SCOTT'S PUBLIC SAFETY SUMMIT WITH GOVERNOR MOORE, ATTORNEY GENERAL ANTHONY BROWN AND STATE'S ATTORNEY IVAN BATES (FEB 2023)

MANAGING MAJOR EVENTS SAFELY & WITH DISTINCTION



During the mass protests in the wake of George Floyd's murder, BPD was among the few law enforcement agencies to be credited for managing the mass demonstrations well.

BPD received national recognition for allowing protesters to safely exercise their First Amendment rights without any major incident. This was in contrast to much more violent and destructive demonstrations in other major cities



Continued operations uninterrupted throughout COVID-19 Emergency, including temporary closures of two police districts and more than 500 officers self-quarantined for safety purposes



**COMPLETED SUCCESSFUL AND
SECURE CIAA BASKETBALL
TOURNAMENTS IN 2022 & 2023**



"OF THE OUTSIDE REVIEWS, ONLY THE POLICE DEPARTMENT IN BALTIMORE WAS CREDITED WITH HANDLING THE [GEORGE FLOYD] PROTESTS RELATIVELY WELL. [BPD] DEPLOYED OFFICERS IN ORDINARY UNIFORMS AND ENCOURAGED THEM TO CALMLY ENGAGE IN DISCUSSION WITH PROTESTERS..." - NEW YORK TIMES, MARCH 20, 2021

PROFESSIONAL DEVELOPMENT & UPWARD MOBILITY

ACHIEVING SUCCESS AND CULTIVATING THE NEXT GENERATION OF BPD LEADERSHIP THROUGH PROFESSIONAL DEVELOPMENT AND MANAGEMENT TRAINING FOR OUR COMMAND STAFF



Created competitive and open promotions process allowing anyone qualified to apply and compete for command openings, removing favoritism and nepotism from promotional decisions

Since 2019, BPD has promoted more than 60 members to the ranks of Captain, Major, Lieutenant Colonel and Colonel under these improved processes



Since 2019, four command staff members have attended the Southern Police Institute (SPI), a three-month long advanced education and training program at the University of Louisville

FBI

The FBI National Academy has trained a Deputy Commissioner in 2019 and a Lieutenant in 2022 and will train a Captain in 2023 through its 10-week course at Quantico

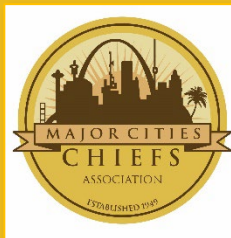


25 commanders have been sent to the PERF Senior Management Institute for Police (SMIP) since 2019

PERF has also delivered intensive week-long trainings to support all Command Staff in 2020 and 2022



Police Executive Leadership Institute sponsored by Major Cities Chiefs Association: BPD has sent 3 executive leaders through this program since 2019



BPD has begun its Commander Mentorship Program in 2023, which is made up of a diverse group of command staff members to provide guidance to new and future leaders at BPD

MAJOR POLICE ACADEMY & RECRUITMENT INVESTMENTS

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



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



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

**-8
WEEKS**

Streamlined the Academy curriculum schedule by 8 weeks without affecting training standards or coursework, allowing for greater capacity by starting 5 - 6 academy classes per year as well as the ability to put recruits on the streets faster

36 CREDITS

Police recruits now automatically earn 36 college credits at Baltimore City Community College for completing the Police Academy

HIRING INCENTIVES INSTITUTED IN 2022

- \$5,000 Hiring Bonus for new Officers
- \$5,000 Referral Bonus for officers that recruit new officers
- \$5,000 Student Loan Debt
- \$12,000 Incentive for officers to move into Baltimore City



- ☑ BPD has invested more than \$5 million on new recruitment efforts since 2019, including digital marketing campaign designed to meet the national challenges surrounding hiring
- ☑ New Labor Contract pays new Police Recruits the highest starting salary in State of Maryland (\$60,146/year)
- ☑ New Incentives to support officers that pursue higher education



THE ACADEMY NOW HAS THE DESIGN, SPACE AND TECHNOLOGY CAPACITY TO TRAIN 200-300 RECRUITS AND 2,500 ACTIVE OFFICERS FOR IN-SERVICE TRAINING EACH YEAR

CONNECTING OPERATIONS WITH DATA-DRIVEN TOOLS & STRATEGIES

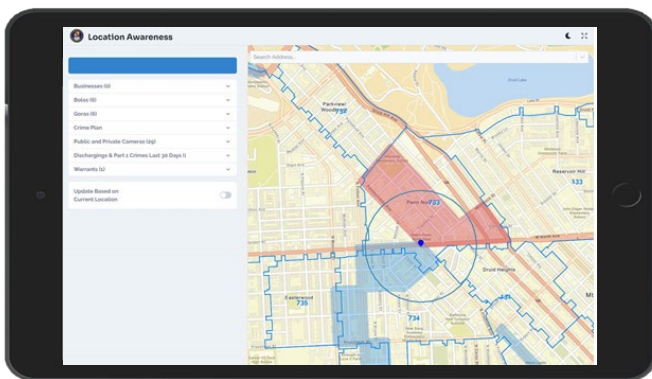
BPD HAS FULLY DEPLOYED ENHANCED TOOLS AND STRATEGIES TO GUIDE OPERATIONS AND FULLY LEVERAGE DATA IN MANAGING THE PERFORMANCE OF THE DEPARTMENT

BALTIMORE COMMUNITY INTELLIGENCE CENTERS (BCIC)

- ❖ Embedded analysts assigned to police districts provide officers and detectives with real time intelligence and data and works in partnership with external public safety agencies
- ❖ BCICs have been deployed in 4 of the 9 districts (Southwestern, Western, Eastern, Central) with plans to expand to remaining police districts
- ❖ BCICs are fully equipped with the latest technology and provide fully integrated access to a host of public safety systems, including the Citiwatch camera network

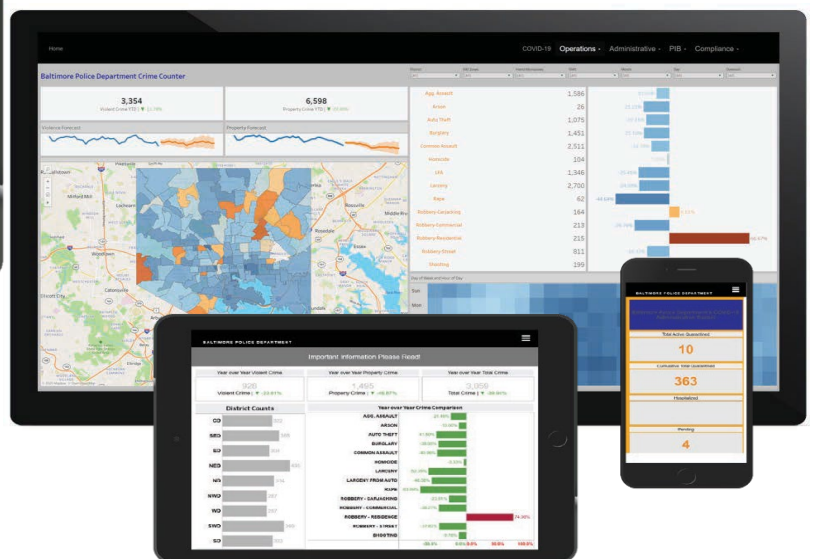
LOCATION AWARENESS APP

- ✓ Allows officers to gain situational updates based on their current location,
- ✓ This tool has directly led to greater proactivity and more effective presence from our patrol officers and proactive units



DATA DASHBOARDS

BPD now employs a host of management level data dashboards to enhance productivity and hold managers accountable for performance





Created a web application that aggregates crime and proactivity data into a single easy-to-use platform that commanders have at their fingertips

COMSTAT

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



Engaged in a comprehensive review to validate all open warrants and establish capacity and technology that will provide officers in the field with active warrant information in real time



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



Established qualitative metrics for intelligence gathering that provide a holistic review of officer performance that goes beyond numbers and totals



Instituted BPD's first response time goal of 10 minutes for Emergency Calls for Service and surpassed it with an average of an 8-minute response time

REIMAGINING POLICING IN BALTIMORE

BPD IS IMPLEMENTING THE MAYOR'S VISION OF REIMAGINING POLICING IN BALTIMORE WITH NEW POLICIES & TECHNOLOGIES THROUGH SMARTER, GROUND-BREAKING INNOVATIONS TO:

- **MAXIMIZE STAFFING CAPACITY**
- **LESSEN ADMINISTRATIVE BURDENS**
- **ELIMINATE UNNECESSARY CALLS**
- **STREAMLINE OFFICER WORKLOAD**

NIBRS:

The FBI-mandated National Incident-Based Reporting System (NIBRS) is a change in the way the BPD collects and reports crime data. This will provide a more complete picture of an incident and improve the overall quality, accuracy and timeliness of crime data collected. This change was implemented with the new Records Management System in July 2021.

CIVILIANIZATION:

This is a core principle of the BPD's court-approved staffing plan and is setting a national standard on staffing allocations for law enforcement agencies. The plan maximizes limited sworn personnel resources and identifies existing or new work duties that may be handled by professional staff rather than sworn officers. Includes the creation of new investigative specialist positions in the Mayor's approved FY23 budget that will complete many administrative tasks previously performed by sworn detectives.

SMART POLICING

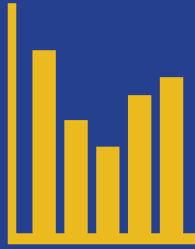
Strategic Management & Alternative Response Tactics -- includes alternatives to police dispatch, 3rd party handling of minor traffic accidents, expanded resources for diversion to the Telephone Reporting Unit (TRU) and Online Reporting functions and the adoption of a new False Alarm Reduction Ordinance signed by the Mayor in 2022. BPD is leading the way with this innovative practice in policing. SMART policing frees up thousands of hours each year which is reinvested in more proactive policing efforts from our patrol officers.



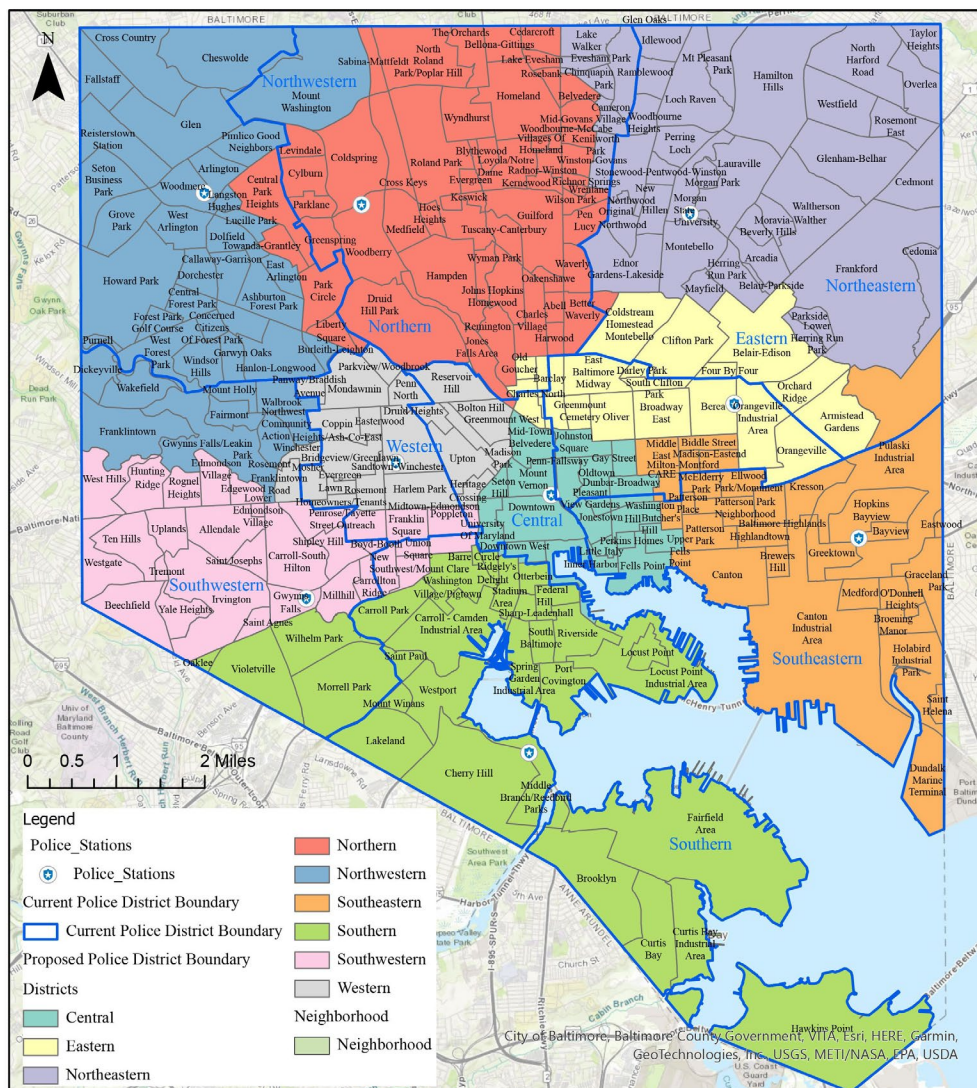
REDISTRICTING



Created new police district maps for the first time in nearly 60 years which implements the Mayor's vision to allow BPD to better refocus and balance resources across the City in order to more effectively manage high priority areas.



- ✓ Analyzed five years of data to complete a workload analysis and reviewed more than 1,000 comments from Baltimore residents on proposed boundaries
- ✓ New map reunites 18 communities that had previously been divided by previous district lines
- ✓ New map also is mindful not to repeat any historical red-lining practices, ensures that new districts are more diverse and built with a neighborhood approach



INCREASED FOCUS ON OFFICER SAFETY & WELLNESS

BPD'S OFFICER HEALTH AND WELLNESS PROGRAM CONTINUES TO LEAD THE NATION IN BEST PRACTICES ON PROVIDING SUPPORT AND COUNSELING SERVICES FOR OUR MEMBERS



Conducted 28 wellness fairs offering physical fitness, mental health and financial planning resources since 2019



Shared knowledge and best practices on officer wellness to over 40 groups and law enforcement agencies since 2019



Implemented the EPIC Program, a peer intervention program that enables officers to intervene to prevent wrongful actions by other officers

Implementing an automated Early Intervention System to identify trends in officer behavior to intervene with officers to prevent misconduct before it can occur



- **Trained 57 officers to provide peer and emotional support for other officers and their families since 2020**
- **Conducted weekly stress management sessions reaching more than 2,100 sworn officers since 2019**



Updated Policy on BPD's Meritorious Service Board to give officer recognition at biannual Department-wide award ceremonies



Through the use of the new mobile app for BPD wellness program, BPD can connect members to resources directly and anonymously to ensure they receive the support they need

NATIONALLY RECOGNIZED CRIME LAB

BPD CONTINUES TO SET THE NATIONAL STANDARD FOR FORENSIC ANALYSIS AND PROVIDING REAL-TIME EVIDENTIARY ANALYSIS AND TOP-TIER SUPPORT TO CRIMINAL INVESTIGATIONS



- NIBIN provides actionable investigative leads by analyzing ballistics imagery. Law enforcement can then search and share this evidence across the country for potential matches or connections
- Currently ranked as #8 among Crime Labs in the nation for NIBIN acquisitions
- In 2022, BPD reached a landmark of 4000 NIBIN leads since the program's start in Baltimore, providing vital evidence for hundreds of cases

28 BOARD CERTIFIED SCIENTISTS ON STAFF

- ✓ International Association for Identification
- ✓ American Board of Criminalistics
- ✓ Association of Firearms and Toolmark Examiners
- ✓ National Forensic Science Academy



UNIVERSITY & COMMUNITY PARTNERSHIPS

- Active partnerships with Loyola University Maryland, Towson University, Stevenson University, Bowie State University and Frederick Community College
- BPD has hosted 294 community and youth outreach events with the lab since 2021



NATIONAL ACCREDITATION

- ✓ BPD achieved full ISO re-accreditation in 2022
- ✓ OSAC Implementer status attained in 2022
- ✓ BPD regularly conducts internal inspections to maintain ISO, COMAR, FBI and ATF standards



STRONGER ACCOUNTABILITY WITH PUBLIC INTEGRITY BUREAU

BPD'S INTERNAL AFFAIRS FUNCTION IS NOW MORE EFFECTIVE, BETTER TRAINED, AND BETTER CONNECTED TO THE COMMUNITIES WE SERVE IN ORDER TO HOLD OFFICERS ACCOUNTABLE FOR ANY ALLEGED IMPROPER CONDUCT



PIB complaints previously took up to one whole year to complete. They now take an average of 172 days with goals to reduce even further. This 52% reduction in processing time was achieved by:

- ✓ Eliminated paper-based systems and automated case management with expanded use of technology
- ✓ Created an early resolution process for minor misconduct, allowing officers to resolve those issues swiftly while also freeing up PIB to focus on more serious misconduct complaints
- ✓ Expanded staffing requirement for internal investigation sworn detectives from 16 to 40 with plans to add additional 10 civilian personnel

IMPACT OF BETTER TRAINING AND BETTER SUPERVISION FROM 2021 TO 2022:

- ↓ 82% reduction in Police Officer Involved Shootings
- ↓ 49% reduction in Excessive Force complaints



Developed a comprehensive PIB investigations manual and specialized training to facilitate thorough and fair investigations of misconduct to uphold the integrity of the agency



Initiated and completed outside independent investigation into the GTTF scandal and have adopted the vast majority of its recommendations



Implemented Critical Incident Video Release policy which guides the process for releasing footage of major incidents in a timely manner

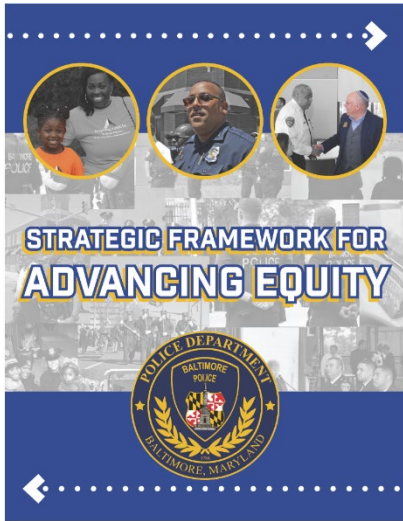
PARTNERING WITH THE POLICE ACCOUNTABILITY BOARD FOR BALTIMORE CITY

- The Board is Responsible for overseeing the disciplinary process for BPD and all law enforcement agencies in Baltimore City
- BPD has completed its update to its processes to comply with state mandates on police reform



PRIORITIZING EQUITY, DIVERSITY & INCLUSION

Among the first City agencies to create the position of Equity Officer in 2019 and established the Office of Diversity, Equity, Inclusion, Accessibility & Anti-Racism in 2021



- ✓ Developed Strategic Framework for Advancing Equity at BPD and launched an agency Equity Steering Committee in 2021
- ✓ Among the first law enforcement agencies in the country to adopt a Departmental policy on Equity & Inclusion

Completed survey of employees in 2022 to assess child care needs with the goal of offering day care services to employees with difficult work schedules



UNDERSTANDING EMPLOYEE NEEDS & ACCOMMODATIONS

- Developed communication strategies and deployed technologies for employees with hearing loss
- Began installation of lactation spaces to accommodate employees who are nursing

LANGUAGE ACCESS RESOURCES TO IMPROVE PUBLIC INTERACTIONS

- ❖ BPD has trained more than 120 qualified bilingual members who can serve as Departmental interpreters
- ❖ All BPD members have a 24/7 Language Line app on their phones, which connects the public with interpreters for 200+ languages, and video remote interpreters for American Sign Language.
- ❖ Since 2020, BPD has used the Language Line 1,600+ times to ensure access to police services for those with limited English proficiency



POLICE EXECUTIVE
RESEARCH FORUM



COPPIN
STATE UNIVERSITY
EST. 1900

Partnership with Coppin State University & Morgan State University on the first annual PERF - HBCU Internship Program that encourages students to work in and learn more about the Baltimore Police Department



REFORMING CULTURE THROUGH THE CONSENT DECREE

BPD HAS SYSTEMATICALLY TRANSFORMED ITSELF THROUGH ENHANCED POLICIES AND TRAINING AND ESTABLISHED SYSTEMS OF ACCOUNTABILITY SO THAT BPD CAN BE A SELF-ASSESSING, SELF-CORRECTING AGENCY FOR YEARS TO COME.

BPD HAS GREATLY IMPROVED ITS AUDITS & INSPECTIONS CAPABILITY

- ☑ Completed more than 1,000 audits and inspections of transport vehicles and arrestee transfers to ensure the safety of those in BPD custody
- ☑ Reported the results of more than 600 Procedural Justice audits to commanders to ensure officers are interacting with the public in a fair, productive and just manner
- ☑ Achieved 98% compliance with Body Worn Camera usage by officers

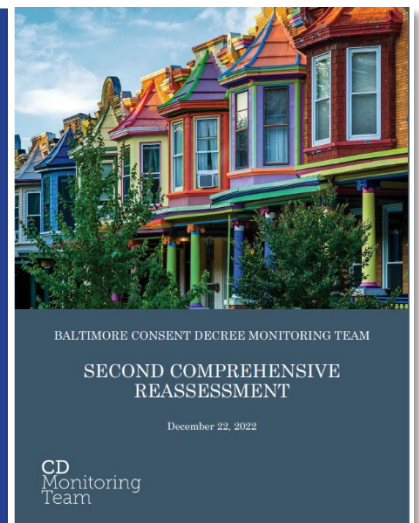
NEW TRAINING ON STOPS, SEARCHES, ARRESTS & USE OF FORCE

Policies now require our officers to employ the most effective, least intrusive method for enforcement, resulting in better quality arrests and fewer uses of force since Department-wide training was completed

MONITOR ASSESSMENTS PROVIDE TRANSPARENCY

BPD has provided data and support to the Consent Decree Monitors who assess the Department's compliance efforts. Reports have included:

- Misconduct Complaints and Investigations
- Sexual Assault and Rape Investigations
- Behavioral Health and diversion program data
- 4-year assessment on Uses of Force



Since 2019, BPD has provided more than 130 public briefings and workshops on the Consent Decree to receive valuable feedback on new policies

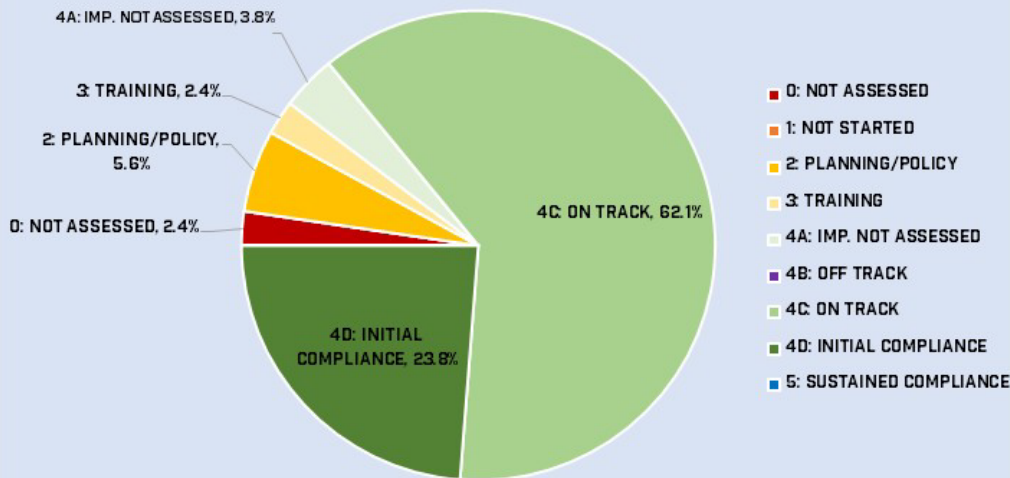
THE MORE POLICE CAN BE TRUSTED, THE BETTER THEY CAN PERFORM THEIR JOBS.

- BALTIMORE SUN EDITORIAL BOARD, MARCH 7, 2023

CHARTING PROGRESS WITH CONSENT DECREE COMPLIANCE

BPD IS NOW MOVING INTO THE ASSESSMENT PHASE, WHERE THE MONITORING TEAM IS PROVIDING ASSESSMENT SCORES FOR EACH PROVISION OF THE FEDERAL CONSENT DECREE:

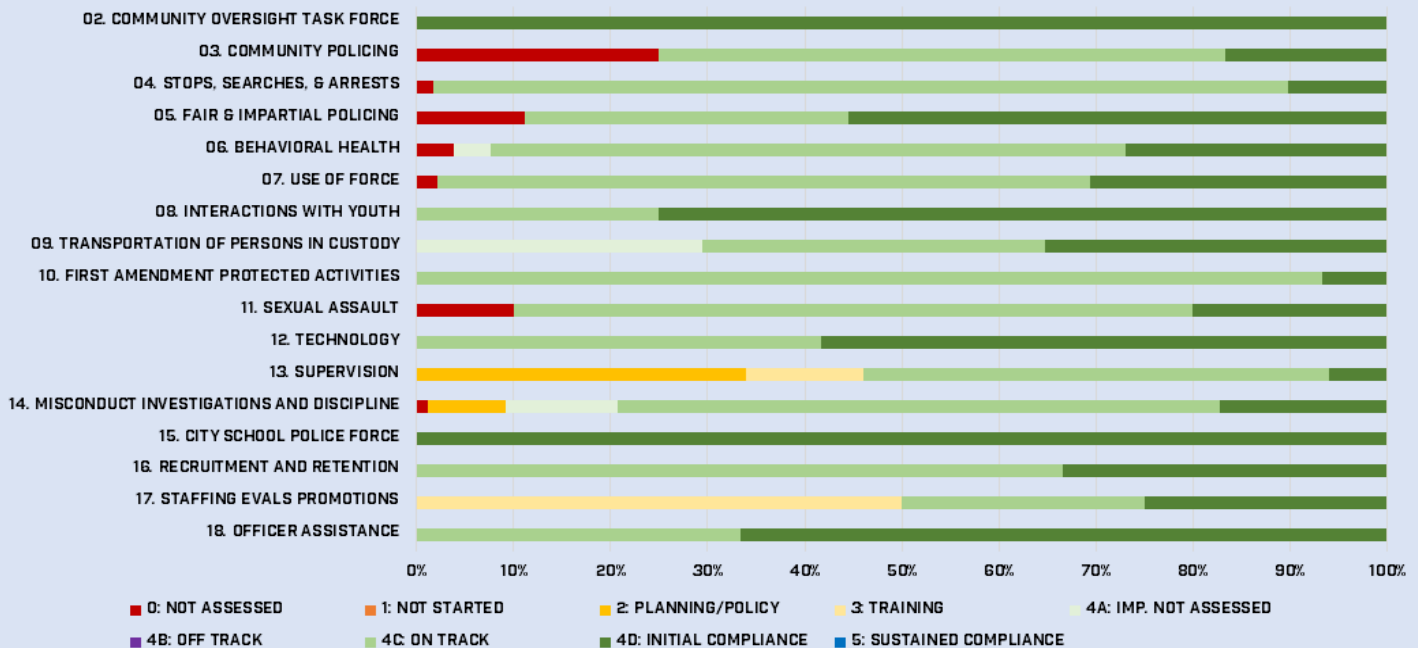
SUMMARY OF CONSENT DECREE ASSESSMENTS
(AS OF DEC 2022)



86%

of all paragraphs in the Consent Decree have been given a rating as being either in "initial compliance" or "on track" for initial compliance

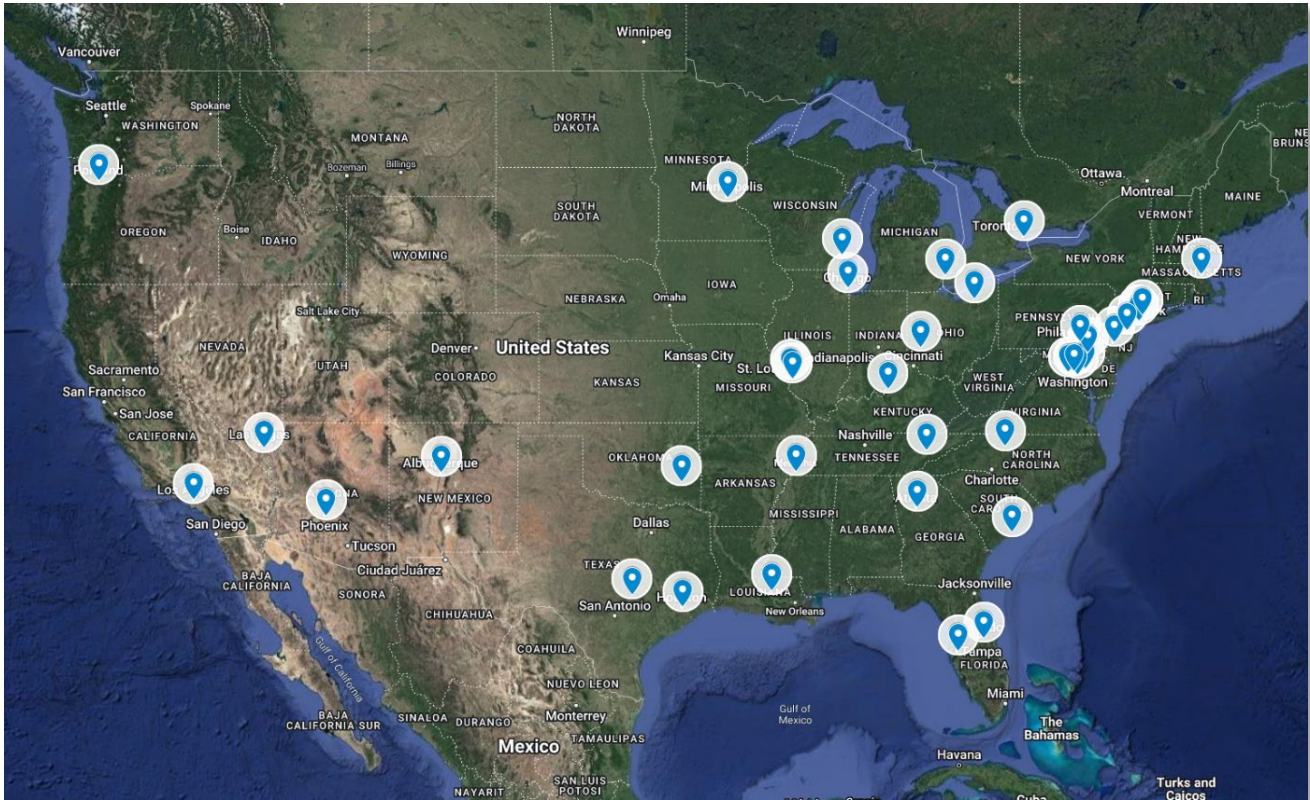
MONITOR TEAM SCORE SUMMARY [% OF PARAGRAPHS BY SECTION] (AS OF DEC 2022)



THE RESULTS OF THE ASSESSMENTS WE HAVE COMPLETED THUS FAR, AS WELL AS THE INFORMAL REVIEWS WE HAVE CONDUCTED, DEMONSTRATE THAT BPD IS FIRMLY ON THE PATH TO COMPLIANCE.

SERVING AS THE NATIONAL MODEL FOR POLICING

BPD HAS PROVIDED TECHNICAL ASSISTANCE, MODEL POLICIES AND OVERALL GUIDANCE TO OVER 40 AGENCIES AND INSTITUTIONS ACROSS THE COUNTRY AND THE WORLD SINCE 2019. NOT ONLY HAS BPD ADOPTED BEST PRACTICES, IT IS SETTING THE STANDARD FOR HOW POLICE DEPARTMENTS SHOULD OPERATE IN THE 21ST CENTURY.



NATIONAL MODEL FOR BEST PRACTICES

- ✓ 911 Diversion
- ✓ Audits and Compliance Management
- ✓ Body Worn Camera Video Release Policy
- ✓ Consent Decree Implementation
- ✓ Equity, Diversity, and Inclusion Policy
- ✓ EPIC and Peer Intervention
- ✓ Officer Safety & Wellness
- ✓ Performance Review Board
- ✓ Police Reform
- ✓ Procedural Justice
- ✓ Promotional Processes
- ✓ Training and Curriculum Development
- ✓ Transparency and Accountability
- ✓ Technology
- ✓ Use of Force Policies

INTERNATIONAL IMPACT

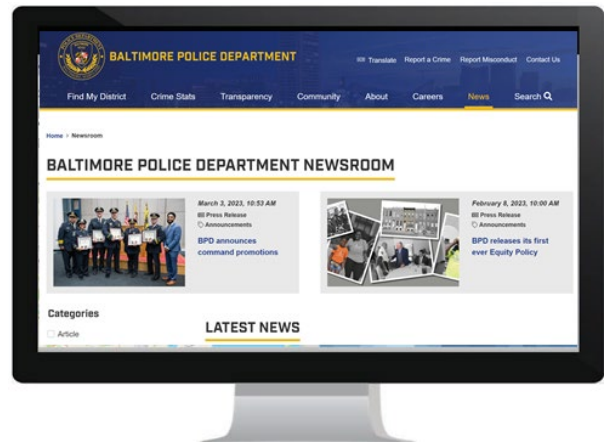
BPD has also provided support for the law enforcement agencies outside the US:

- ❖ Colombia
- ❖ Dominican Republic
- ❖ El Salvador
- ❖ Japan
- ❖ Mexico
- ❖ Philippines
- ❖ Sweden
- ❖ United Kingdom

ENHANCED COMMUNICATION & TRANSPARENCY

BPD NEWSROOM & NEWSLETTERS

- In February 2023, BPD Media Relations Office re-launched an updated Newsroom, now available at baltimorepolice.org/news
- BPD compiles a Week in Review newsletter that is distributed every Wednesday morning via email and text
- BPD also distributes a monthly reform newsletter that highlights progress on the Federal Consent Decree



Message from the Commissioner: BPD's Consent Decree
YouTube - Baltimore Police - Oct 27, 2022



HIGH QUALITY VIDEO PRODUCTION

BPD routinely produces videos for both an internal and external audience, including livestreaming events, messages to the community, memos from the Commissioner, "Attempt to Identify" videos, profiles of BPD members and introductions to Department initiatives

CONTINUOUS SOCIAL MEDIA PRESENCE

BPD maintains a robust and thorough posting schedule across its social media platforms which include Facebook, Twitter, Instagram, LinkedIn and YouTube. In addition to sharing Media Advisories, press releases and announcements, the Department also regularly posts safety tips and graphics for the community.

