



BPD REFORM UPDATE

CONSENT DECREE OVERVIEW

- DOJ investigation found a pattern or practice of unconstitutional policing
- City signed federal consent decree in April 2017 to remedy unconstitutional practices, requiring sweeping changes
- Federal judge oversees Consent Decree implementation and compliance through a Monitoring Team
- Reforms include extensive changes to policy, training, and accountability mechanisms



CONSENT DECREE REFORM TOPICS

Use of Force

Stops, Searches
& Arrests

Impartial Policing

Community
Policing &
Oversight

Behavioral
Health

Interactions with
Youth

First Amendment

Sexual Assault

Transportation

Supervision &
Early
Intervention

Technology

Misconduct &
Discipline

Recruitment &
Retention

Staffing,
Performance
Evaluations &
Promotions

Officer
Assistance &
Support



REFORM PROCESS

Policy

Training

Implementation



MONITOR ASSESSMENT



- **First Comprehensive Re-Assessment**
- **Achievements & Challenges**
- **Compliance Assessments**

LEADERSHIP COMMITTED TO REFORM



“Our growing faith stems from two interrelated organizational developments: the fast maturation of a well structured, fully accountable Consent Decree Implementation Unit (“CDIU”) and the installation of a police commissioner and a command staff that is devoted to action, not mere words.”

-Monitoring Team

IMPROVED TRAINING



“What distinguishes BPD’s work on training, however, is not simply its quantity. Rather, it is the qualitative improvement BPD has made in a short time in both the management of its training function and the quality of instruction.”

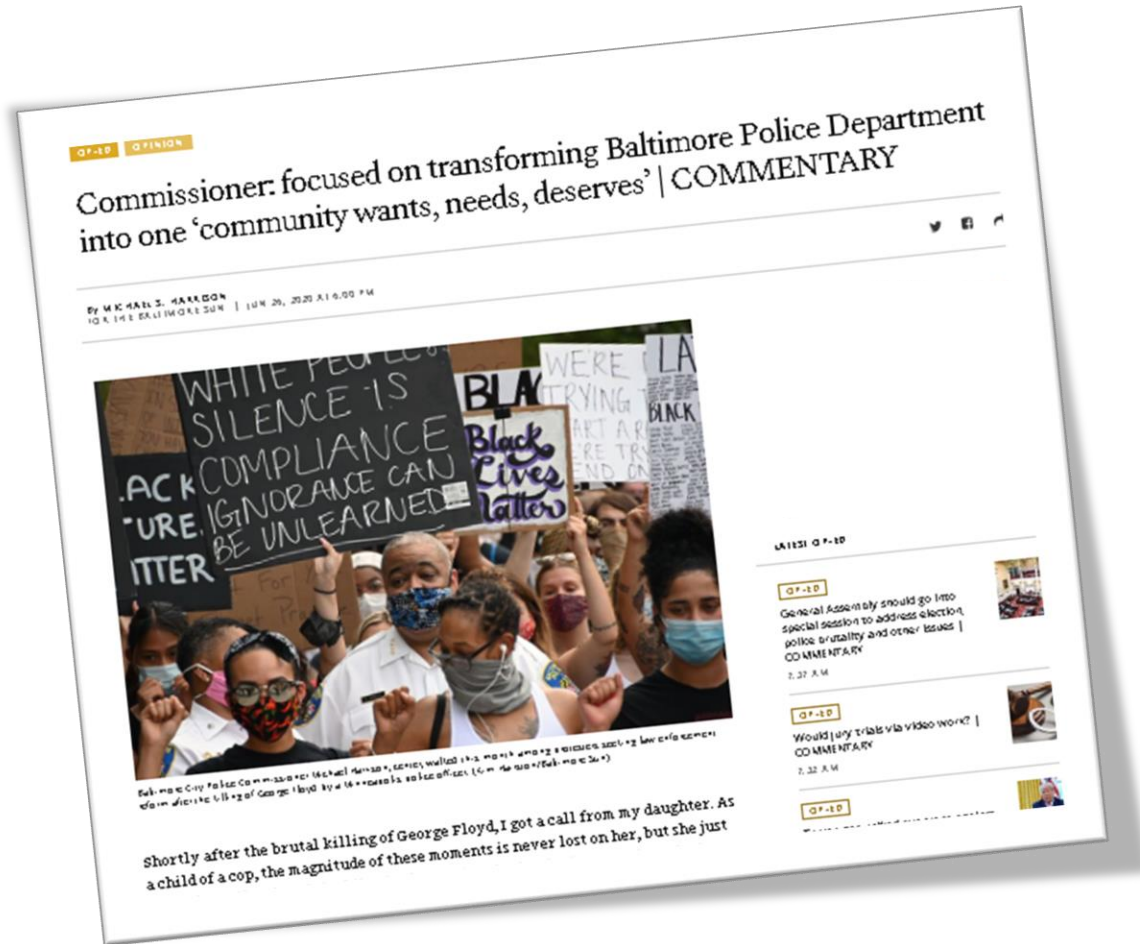
-Monitoring Team

PROTECTING FIRST AMENDMENT RIGHTS



- BPD's response to protests has been careful and monitored.
- The Monitoring Team has conducted on-site observations of BPD's response to the protests.
- There has been national recognition of BPD's protections of First Amendment rights during these protest events.

USE OF FORCE REFORMS



- Key policy changes and core principles went into effect in 2019.
- BPD conducted comprehensive training based on the updated policy changes.
- BPD has received national recognition for its updated use of force policies.

USE OF FORCE: 12 CORE PRINCIPLES



SANCTITY OF HUMAN LIFE

Members shall make every effort to preserve human life in all situations.



VALUE AND WORTH OF ALL PERSONS

All human beings have equal value and worth and members shall respect and uphold the value and dignity of all persons at all times.



PEACEFUL RESOLUTIONS

Members shall avoid the Use of Force unless it is not possible to do so.



DE-ESCALATION

Members shall use De-Escalation Techniques and tactics to reduce any threat or gain compliance to lawful commands without the Use of Force or with the lowest level of force possible.



AVOIDING ESCALATION

Members shall not do or say anything that escalates an encounter unless necessary to achieve a lawful purpose.



ASSESSMENT

Members shall continuously assess each situation and change the member's response as the circumstances change. Members may be justified in using force in one instance, but not justified in using force an instant later.



REASONABLE, NECESSARY, AND PROPORTIONAL

Members shall use only the force Reasonable, Necessary, and Proportional to respond to the threat or resistance to effectively and safely resolve an incident, and will immediately reduce the level of force as the threat or resistance diminishes.



REPORTING USE OF FORCE

Each member who uses force, or observes another member or members use force, shall immediately notify their supervisor, and will accurately and completely report the Use of Force by the end of their tour of duty.



DUTY TO INTERVENE

Members shall intervene to prevent the abusive conduct or the use of excessive force by another member.



DUTY TO PROVIDE MEDICAL ASSISTANCE

After any Use of Force incident, members shall immediately render aid to any injured person consistent with the member's training and request medical assistance.



ACCOUNTABILITY

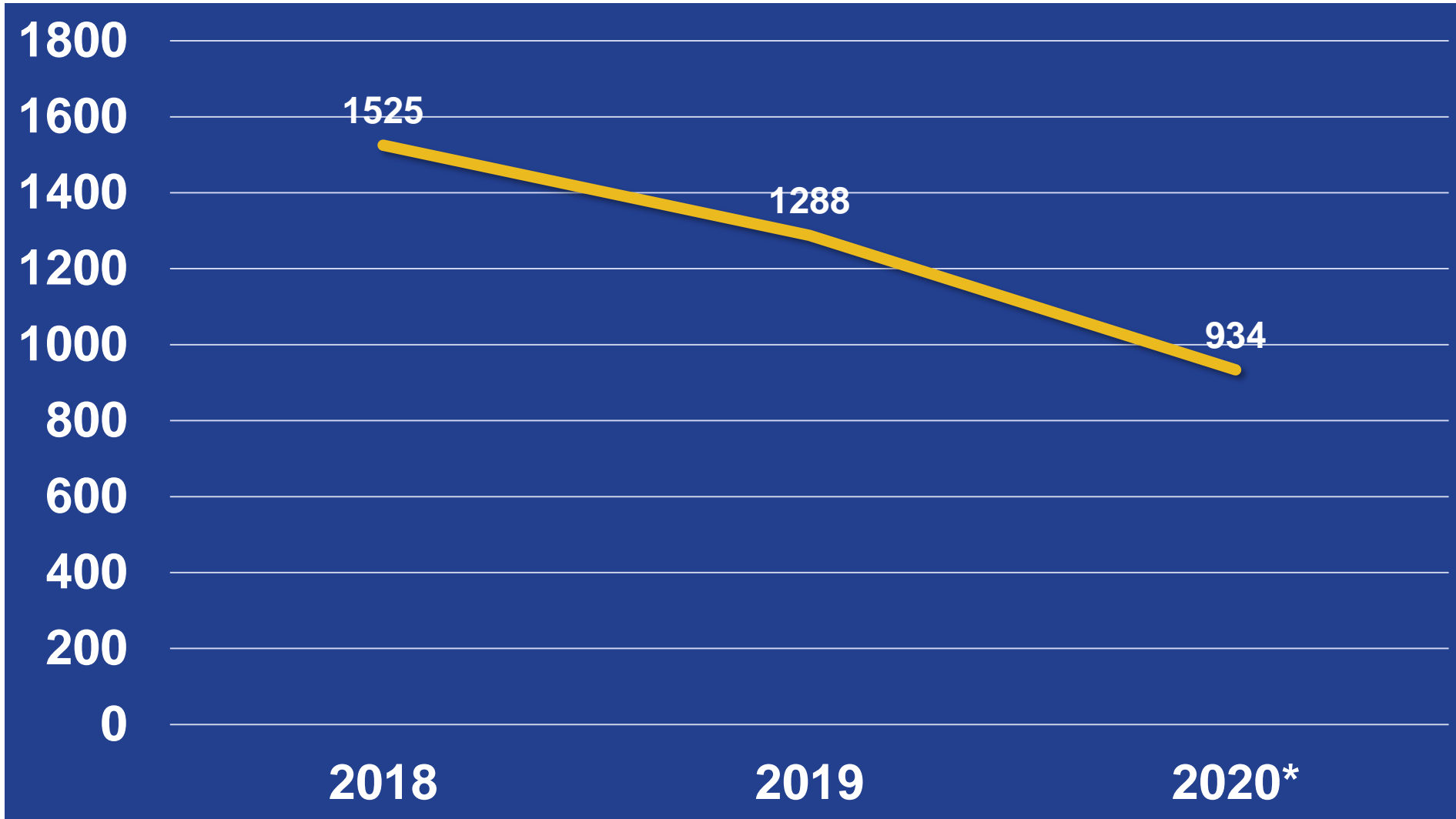
Members shall be held accountable for uses of force that violate law or policy.



RETALIATORY FORCE (PROHIBITED)

Members are prohibited from using force against persons engaged in First Amendment protected activities or to punish persons for fleeing, resisting arrest or assaulting a member, or for any other reason.

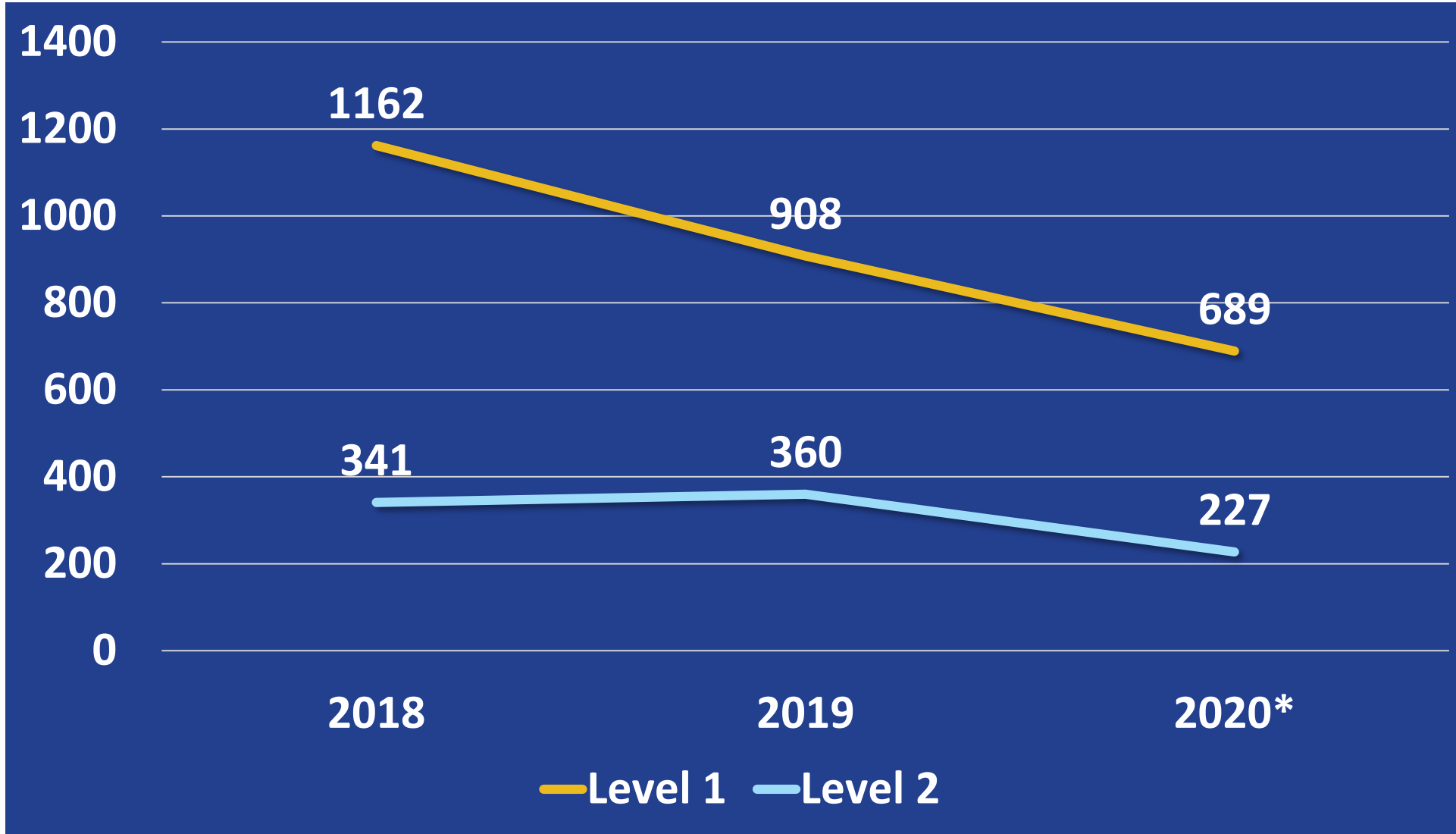
USE OF FORCE STATS



YEAR	CHANGE
2019	▼ 16%
2020*	▼ 27%
2018-20*	▼ 39%



USE OF FORCE STATS BY LEVEL



YEAR	LEVEL
	3
2018	22
2019	20
2020*	18



STOPS, SEARCHES AND ARRESTS REFORMS

STOPS, SEARCHES & ARRESTS (SSA)

PRINCIPLES OF PROCEDURAL JUSTICE

Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters relationships internally and externally.

FAIRNESS in the processes through consistency of rule application

Opportunities for VOICE through representation

TRANSPARENCY in actions

IMPARTIALITY in decision making through unbiased decision making

Build public trust by acting with procedural justice during enforcement-related situations. This includes the following practices when practical:

- Introduce yourself ☒ T
- Explain the reason for the contact ASAP ☒ T ☒ F
- Answer questions from the individual ☒ T ☒ F ☒ V
- Ensure the contact is no longer than reasonably necessary ☒ F ☒ I
- Provide an explanation at the conclusion of the interaction ☒ T ☒ F ☒ I
- Be professional and courteous throughout the interaction ☒ T ☒ F ☒ V ☒ I

BPD OFFICER POCKET GUIDE 2020 | PAGE 6

- Most Effective/Least Intrusive Response
- Robust reporting requirements
- Supervisory review
- Fair and Impartial Policing & Procedural Justice

EPIC: SUPPORTING CULTURE CHANGE

STEP UP!

HELP **YOURSELF.**

HELP YOUR **PARTNER.**

HELP YOUR **DEPARTMENT.**

HELP YOUR **COMMUNITY.**



LEARN MORE AT: [EPIC.BALTIMOREPOLICE.ORG](https://epic.baltimorepolice.org)

BUILD COMMUNITY!

PEER INTERVENTION HELPS
PROMOTE **TRUST.**



Ethical Policing Is Courageous (EPIC) is a peer intervention program that trains officers across all ranks to intervene in potentially problematic situations to **prevent misconduct** and mistakes—potentially saving careers and lives in the process. Through continual training and organizational support, EPIC empowers officers to step in before a wrongful action occurs for the benefit of fellow officers and our community.

LEARN MORE AT: [EPIC.BALTIMOREPOLICE.ORG](https://epic.baltimorepolice.org)

SILENCE ISN'T LOYALTY.

SPEAK UP!

INTERVENE TO PROTECT ME.



Ethical Policing Is Courageous (EPIC) is a peer intervention program that trains officers across all ranks to intervene in potentially problematic situations to **prevent misconduct** and mistakes—potentially saving careers and lives in the process. Through continual training and organizational support, EPIC empowers officers to step in before a wrongful action occurs for the benefit of fellow officers and our community.

LEARN MORE AT: [EPIC.BALTIMOREPOLICE.ORG](https://epic.baltimorepolice.org)



EPIC: SUPPORTING CULTURE CHANGE



RESPONDING TO INDIVIDUALS IN CRISIS



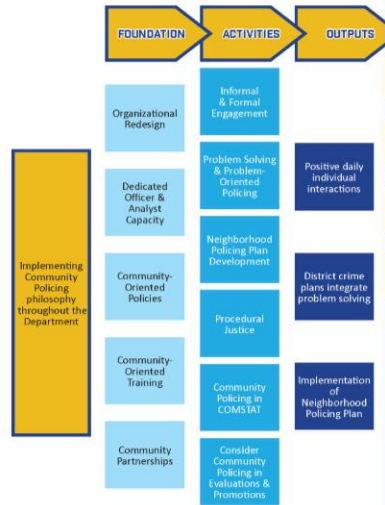
“Among the most reassuring developments has been the groundwork done to address officer interactions with individuals with behavioral health disabilities and in crisis”

-Monitoring Team

FIRST-EVER COMMUNITY POLICING PLAN

IMPLEMENTING COMMUNITY POLICING

The Baltimore Police Department will implement Community Policing through a strategic model, with explanations of each element in the sections to follow.



The following sections explain each element of the implementation model, progressing from Foundation to Outcomes.

PROBLEM-ORIENTED POLICING

When Daily Problem Solving may not be enough to address the issue, a thorough, long-term problem-solving approach is necessary. Problem-Oriented Policing (POP) is a preventative policing approach that seeks to understand the factors for why crime and disorder repeats in particular geographies. The intensive problem solving method that includes the Scanning, Analysis, Response, and Assessment (SARA) decision-making model.

SARA MODEL:

The SARA model guides BPD members in how to identify problems, analyze the factors, develop appropriate responses and evaluate the results of the response. The steps are as follows:

SCANNING

In collaboration with community members, analyze, identify, prioritize and address problems.

ANALYSIS

Conduct a rigorous analysis of the problem to identify underlying root causes of the problem.

RESPONSE

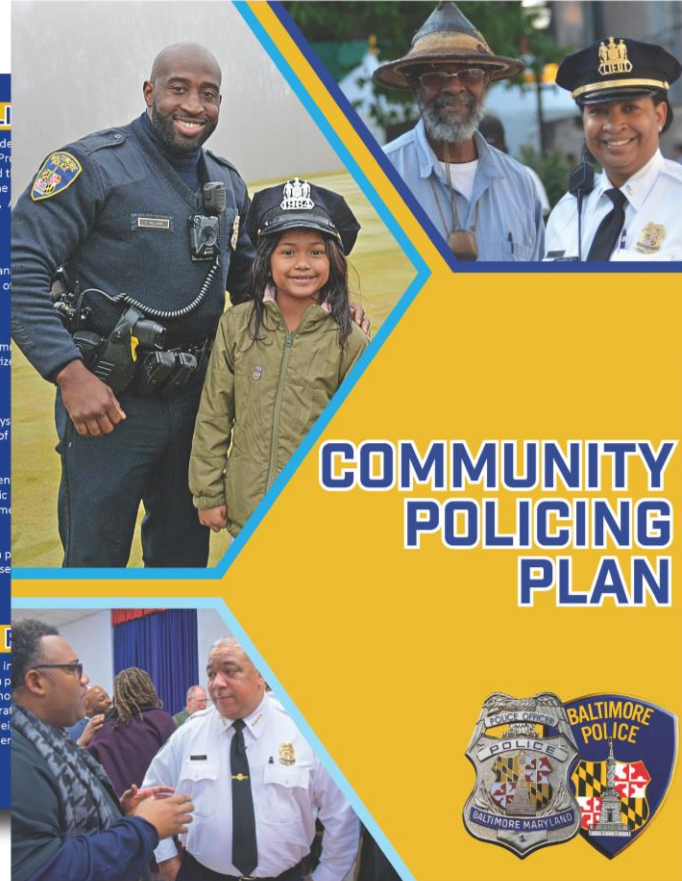
Determine and implement a response that is contextual to the specific problem solving and crime reduction.

ASSESSMENT

Evaluate the impact of a response to determine if the response is effective.

NEIGHBORHOOD POLICING PLAN

BPD districts will work collaboratively with community members in areas afflicted by high-crime to create Neighborhood Policing Plans. Each plan will outline strategies to address crime and disorder in the neighborhood, including collection methods, documenting the implementation of the strategies, and analyzing their effectiveness. Through the implementation of the Neighborhood Policing Plan, BPD members will develop a better community understanding and the ability to work collaboratively to address problems.



COMMUNITY POLICING PLAN



PROBLEM SOLVING TRIANGLE

The Problem Solving Triangle identifies the offender, victim, place/location of the problem, and the problem-solving strategy.



Officers, NCOs and Sergeants to ensure the most effective and least intrusive response to address reoccurring problems.

Provide information to educate communities of proactive crime prevention strategies.

Participate in the response efforts to the specific problems identified in the Neighborhood Policing Plan focus groups that address their assigned responsibilities as assigned by supervisor.

Implement Neighborhood Policing Plans as directed.

NEIGHBORHOOD COORDINATION OFFICERS (NCOs)

Neighborhood Coordination Officers (NCOs) are Community Policing and Problem-Oriented Policing specialists for each district. They will provide technical assistance for all Officers to make Community Policing a daily function, with a focus on Daily Problem Solving and positive outcomes.

Officers will be responsible for the coordination of their tour of duty responding to community-generated calls, as well as the oversight of current conditions and involved in daily patrol operations. They will also coordinate partnerships with community members and entities within the District.

PATROL SUPPORT SERVICES

The Patrol Support Services Division (PSS) is the organization's central coordinating entity for the implementation of this plan and all related community initiatives. PSS coordinates and oversees the implementation of Community Policing and Problem-Oriented Policing initiatives.

Coordinate Community Policing and Problem-Oriented Policing initiatives through the following:

Monthly coordination and professional development meetings for NCOs, PSS members, and other units within the Operations Bureau. Implementation of Community Policing and Problem-Oriented Policing workshops will also provide an opportunity for key community partners to share resources and opportunities for improved outcomes. Participants will also discuss areas where support is needed from city agencies and partners.

Community Policing Database to track Community Policing and Problem-Oriented Policing in all districts and providing data to district leadership. Patrol Officers will identify successes and challenges and provide support/training related to Community Policing and Problem-Oriented Policing strategies.

NCOs, the Mayor's Office of Community Development, city agencies, and other stakeholders (such as schools, churches, schools, and community organizations) to coordinate cross-sector partnerships.

Officers doing an outstanding job and receive recognition for awards as appropriate.

Oversee the development and implementation of Neighborhood Policing Plans in all patrol districts.

Implement Neighborhood Policing Plans in two patrol districts as a pilot program. (Q2 2020) Implement Neighborhood Policing Plans for all Command Staff and NCOs on how to create and manage Neighborhood Policing Plans. (Q4 2020)

Initiate full deployment of Neighborhood Policing Plans in all patrol districts. (Q2 2021)

Review Informal Engagements and Daily Problem Solving activities by patrol officers, by





VIRTUAL COMMUNITY POLICING TRAINING WORKSHOPS

Part 1: Initial Review
February 16th at 5PM

Part 2: Feedback Session
March 1st at 5PM

For more information
and to RSVP, visit:

[TINYURL.COM/CPTWORKSHOPS](https://tinyurl.com/cptworkshops)

MISCONDUCT REFORMS

- **New leadership, commitment to reforms**
- **Comprehensive policy revisions**
- **Retraining all misconduct investigators**
- **Department-wide training on new disciplinary system**
- **Public reporting of stats and trends**



2020 MISCONDUCT STATS

Investigative Section – Complaints Received	2020	2019	% +/-
Internal Complaints Received	389	649	-48%
External Complaints Received	585	998	-41%
Total Complaints Received	974	1647	-41%
Investigative Section – Complaints Completed	2020	2019	% +/-
Internal Complaints Completed	657	471	39%
External Complaints Completed	1061	1267	-16%
Total Complaints Completed	1718	1738	-1%
Expedited Resolutions	2020	2019	% +/-
Total Cases Flagged for ER	70	121	-42%
Total Cases Completed (Sustained) thru the ER Process	94	28	238%
CRB Eligible Allegations	2020	2019	% +/-
Abusive or Discriminatory Language	32	38	-16%
Excessive Force (Unwarranted Action & Unnecessary Force included)	48	104	-54%
False Arrest or False Imprisonment	64	111	-42%
Harassment	51	170	-70%

Disciplinary Status	
Pending Trial Board	103
Pending Trial Board- Termination Case	27
Pending Completion of Discipline	220
Total Currently Suspended (PPS) – w/Pay	63
Total Currently Suspended (PPS) – w/o Pay	7
PPS Returned to Full Duty - 2020	38

Terminations / Resigned in Lieu	
Terminations	3
Resigned/Retired in Lieu of Termination	16
Total	19

CRB Information	
CRB Completed Cases	53
CRB Eligible Cases	187
Referrals Received From CRB	18



TECHNOLOGY TRANSFORMATION



COMPLIANCE & OUTCOME ASSESSMENTS

Community
Surveys

Stops

Searches

Arrests

Use of Force

Impartial
Policing

Response
Times

Behavioral
Health

Youth

First
Amendment

Sexual
Assault

Training

Supervision &
EIS

Accountability
& Misconduct



FOURTH YEAR MONITORING PLAN

- **4th year Monitoring Plan currently posted for public comment on BPD's website**
- **Detailed, rigorous implementation plan for coming year, spanning reform areas**
- **Wide-ranging opportunities for public input on future BPD policy and training**

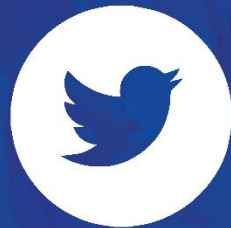


STAY UP-TO-DATE ON THE REFORM EFFORTS TRANSFORMING BPD.

VISIT OUR REFORM CALENDAR TO SEE WHICH POLICIES ARE
CURRENTLY OPEN FOR PUBLIC FEEDBACK:

[TINYURL.COM/BPDREFORMCALENDAR](https://tinyurl.com/BPDREFORMCALENDAR)

FOLLOW US ON SOCIAL MEDIA:



@BPD_CDIU



@BPDCDIU