



Baltimore Police Department Short Term Deployment Strategy

Commissioner Michael S. Harrison | June 2022



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OVERVIEW

Introduction

The Baltimore Police Department (BPD) recognizes the seasonality and the challenge in the different tempo that the summer months and holidays may present in addressing crime. Not only do we adjust crime and deployment strategies frequently, but each district produces weekly and quarterly deployment plans to optimize the use of all available resources. There are broad plans but they also incorporate special initiatives that direct our resources more effectively to address short term trends without shifting our focus on longer term issues. The BPD has prepared this short-term deployment that contains the following focus areas:

- Enhanced visibility patrols, foot patrols and business checks in high crime areas across the City
- Expanded warrant apprehension efforts that target repeat violent offenders
- Strong participation from federal and state partners on enforcement and investigative efforts

This strategy outlines the mission, guiding principles, and plans the BPD will use to best optimize the use of police resources to combat violent crime in Baltimore from June 2022 – September 2022. To execute this strategy effectively, BPD will provide clear guidance to commanders, supervisors, and officers to ensure proper implementation. Executive leadership will monitor outputs through its weekly COMSTAT 360 process and continuously evaluate strategic outcomes to direct and redirect operational resources.

This strategy focuses on immediate operational tactics and deployment. BPD's overall crime reduction and department transformation plan (released in July 2019) provides comprehensive, long-term, and sustainable approaches to reducing crime in Baltimore through systematically improving how the police department operates and coordinates with other agencies and organizations.

Guiding Principles

Accountability and continuous follow up are the cornerstone of this strategy. Only with strong systems of oversight in place can the BPD make clear determinations of what tactics are working and what we need to adapt and change. BPD officers must document all proactive measures that are outlined in this strategy so that we can determine if our efforts are having the desired impact on violent crime.

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

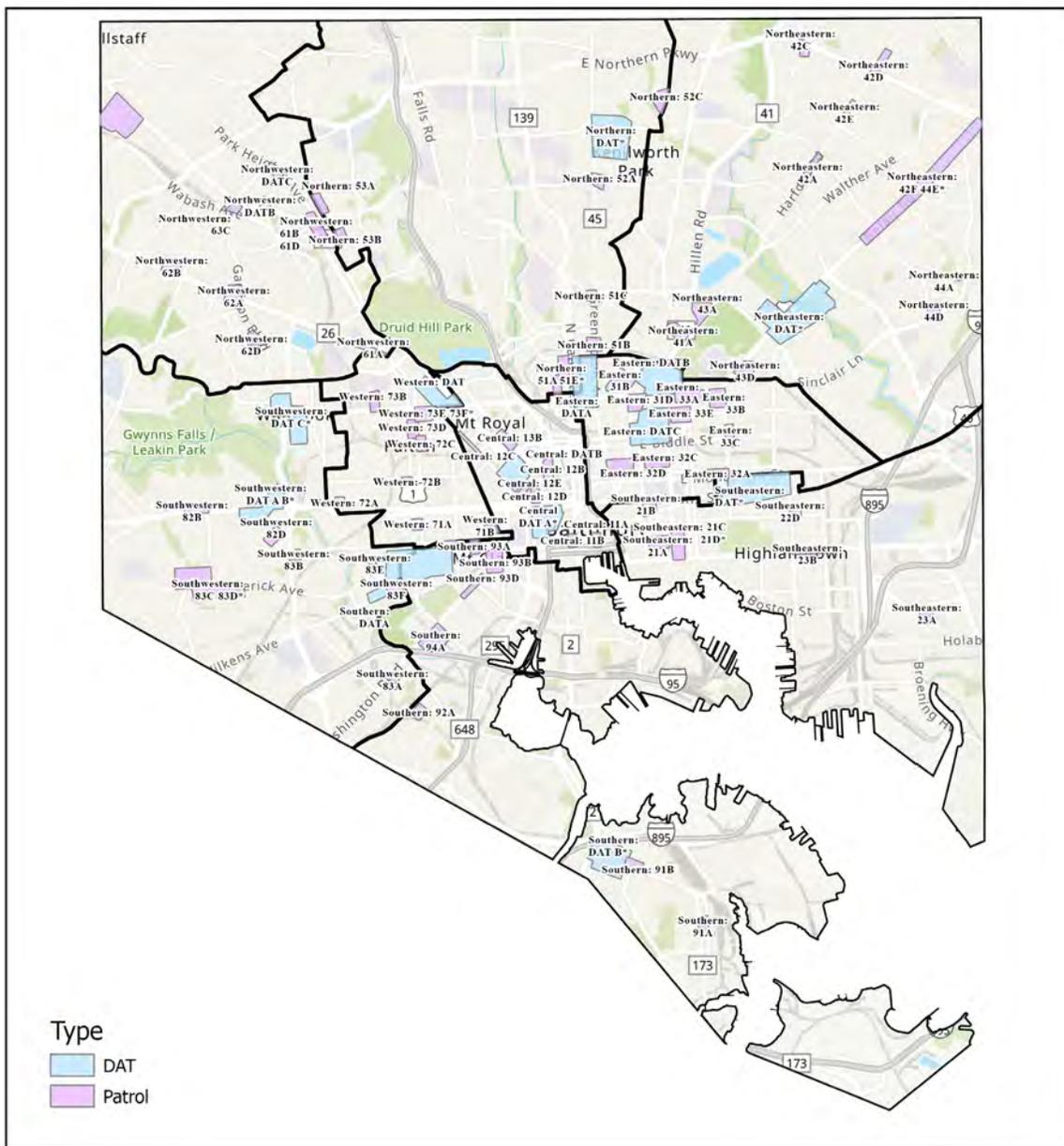
- ✓ **Intelligence-led policing** that focuses on leveraging intelligence and research analysis to drive operational and deployment decisions.
- ✓ **Enhanced visibility and communication** that focuses on more visible police presence and positive community interactions that are designed to mitigate opportunities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

STRATEGIC OBJECTIVES AND ROLES

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

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

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



Enhanced Visibility Patrols & Foot Patrols In Key Areas

BPD has received an additional \$8 million in state funding for enhanced police protection, which will become available in FY23 (July 1, 2022). A large portion of these resources will be dedicated to this short-term visibility strategy. BPD has already begun these enhanced deployments for specific areas in downtown which started in May 2022. See the section on the Inner Harbor deployment which is provided in a later section of this strategy document.

Each District Commander has developed an initial strategy that will provide additional visibility resources that are tailored to community needs. The planned budget will authorize an additional 300 hours of overtime for each district for each week from June 2022 – September 2022 to enhance visibility and foot patrols throughout all our communities in Baltimore. BPD's resources will be adjusted and focused on these areas to ensure continuous presence and enhance public safety.

Outputs will be closely monitored each week in COMSTAT to ensure that for each proactive effort, officers must notify CAD operators of the following:

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

Expanded Warrant Apprehension Efforts

BPD has received \$3.25 million in additional state funding starting in FY23 to significantly increase overtime capacity for warrant roundup efforts during the Summer and Fall of 2022. BPD is also using these funds to leverage support from other law enforcement agencies in Baltimore including the Baltimore City School Police and Baltimore Sheriff's Office.

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

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

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

BPD has already begun an enhanced warrant initiative using FY22 funds that were made available by the State of Maryland. Those funds are also being used to purchase equipment and optimize our warrant tracking database.

Outputs will be closely monitored each week in COMSTAT to ensure that we are tracking:

- Number **warrants attempted** for service.
- Number of **warrants served**
- Number of **offenders arrested**
- Number of **guns recovered**
- Any **noteworthy** arrest summaries

Strong Participation of Federal and State Partners

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

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

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

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

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

BPD is also using the analytical resources of our Baltimore Community Intelligence Centers (BCICs) in the Western, Eastern, Southwestern, and Central Districts as well as the Watch Center and district intelligence units to identify the members of these organizations as they may change or need updating. BPD is also planning to expand BCICs to all remaining districts by the June 2023, and using state grant funding to achieve this goal.

Effective Use of Mobile Metro Unit and Special Operations Units

The Mobile Metro Unit and the resources of Special Operations (K9, Aviation, SWAT), provide additional visibility and coverage across all districts in the city. BPD will also be actively deploying these resources to the hotspot areas and areas of special concern. Their mission will be to conduct directed traffic enforcement and to provide additional visibility and stability in the target areas after critical incidents occur (homicides, shootings, armed robberies). In addition, BPD will continue to redeploy administrative officers to the downtown area to provide additional flex coverage, visibility, and security as needed. These officers will have the same responsibilities as patrol officers and will be conducting foot patrols and business checks. For each proactive measure, patrol officers must notify CAD operators of the following:

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

DISTRICT LEVEL PLANS Q3 - 2022

Overview

Each District Command must complete a template that outlines the successes and areas for improvement. Each quarter, the District reviews the efforts of the previous quarter and makes adjustments as needed. Prior year trends and data also inform strategy and deployment in the current year to account for seasonality. The template also looks to identify strategic direction for 2022 to ensure coordination with *partners (both internal and external)* and the *effective utilization of 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 360 with Equity Process

Developed by National Police Foundation and Vera Institute of Justice, ComStat360 (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.



ComStat meetings are a culmination of BPD's regular meeting structure. During **District Intel/Administrative Meetings**, each district reviews 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.

Inner Harbor

Historically, during the summer months, the Inner Harbor has been the gathering place for large numbers of youth. These gatherings generally occur on Friday, Saturday, and Sunday evenings in the areas of Pratt St, the Harbor, Federal Hill, and Harbor East. There have been several reported incidents where specific groups of youth have engaged in disorderly and criminal behavior to include fights, blocking of traffic and destruction of property.

Overall Objectives:

- Support the common order and good of the city while protecting life and property.
- Consistent with BPD values, this operation looks to utilize the least amount of force possible and protect all resident rights.

Priorities will include:

1. Preservation of life (resident safety, officer safety)
2. Preservation of property (resident and business interests)
3. Safe traffic flow (ingress and egress)
4. Restoration of normal operations, in the event of disruption
5. Ensure the public's first amendment rights are protected unless the situation presents a clear and present danger of civil disturbance such as the interference of traffic on public streets not guided by the BPD, threats to the public, and property.

Command and Control

- **Incident Commander:** The Incident Commander will be determined by the Chief of Patrol on a weekly basis.
- **Field Operations Commander:** The Lieutenant assigned to the detail from Patrol

Staffing

The nightly staffing for this deployment will be as follows:

- 1 Lieutenant
- 4 Sergeants
- 24 Officers

Broken down, the staff sourcing will be:

- Patrol: 1 Lieutenant, 1 Sergeant, and 10 Officers
- CID: 1 Sergeant and 5 Officers
- Admin: 1 Sergeant and 4 Officers
- Compliance: 1 Sergeant and 5 Officers

The staffing will be accomplished by having all 9 districts supply 1 officer to each detail **(Priority for assigning officers for deployment should be given to any Officer and Trainee teams. If a district has a Police Officer Trainee working with an FTO, that pair shall be assigned to the detail)**. The additional 10th Officer, Lieutenant, and Sergeant will be pulled nightly based on staffing throughout the city and determined by the Chief of Patrol.

Names from each Division or Bureau will be due to Special Events by the COB of every Monday prior to the weekend. Special Events will compile the squads, alert those necessary, provide them with any necessary information, and provide the rosters to the COP's Office by noon on Wednesday every week.

Deployment Zones

There are four deployment zones designated for this deployment. There are two Red Zones and two Yellow Zones. The Red Zones being designated as the primary deployments and the Yellow Zones are secondary and can be covered at the Operations Commander's discretion. The boundaries of these zones are as follows:

Red Zone 1

North Lombard St.
 South Inner Harbor Promenade
 East Market Place
 West Light Street

Red Zone 2

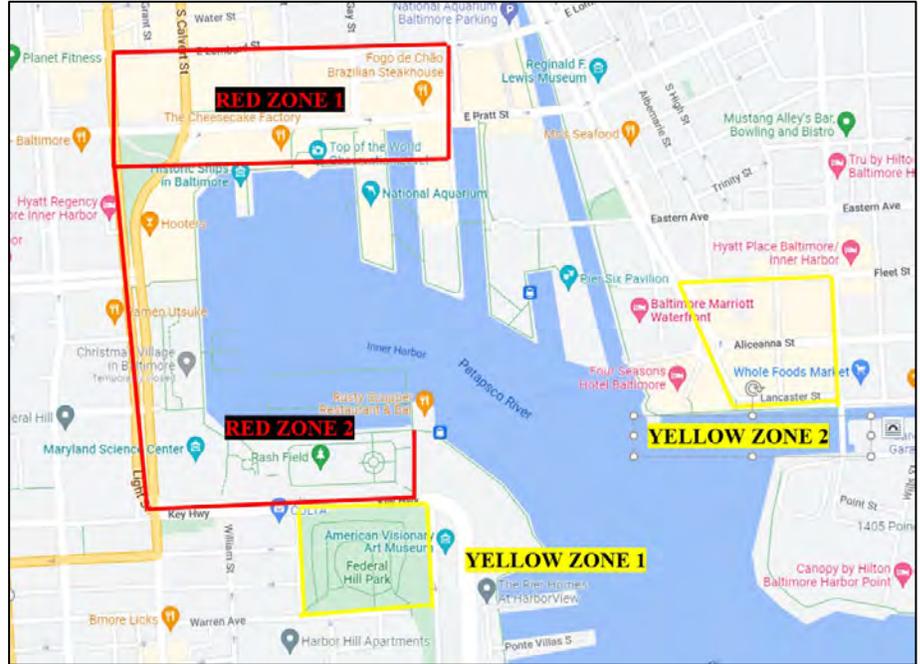
North Pratt St.
 South Key Hwy
 East The Water
 West Light St.

Yellow Zone 1

North The Water
 South Warren Ave.
 East Covington St.
 West Battery Ave.

Yellow Zone 2

North Fleet St.
 South Lancaster St.
 East Central
 West President St.



After Action Reports

A daily After-Action Report will be completed daily by the Detail Commander and emailed to the COP's Office as well as the Commanders of the Central District, Southern District, and the Southeast District.

The AAR will include the following:

- Staffing for the shift and their sourcing
- Any stats that were generated
- A brief description of all incidents that occurred during the shift.
- Overall observations from the Detail Commander

Red Zone 1 is the primary zone and will be staffed as directed below.

One Lieutenant staged at the Command Post

Squad 1: Pratt & Commerce (Shake Shack)

One Sergeant and Six Officers

Squad 2: Pratt & Gay (CVS)

One Sergeant and Six Officers

Squad 3: World Trade Center

One Sergeant and Six Officers

Squad 4: Split Responsibility

Three Officers at Lombard & Commerce (cut off team for identified suspects fleeing Pratt N.B.)

Three Officers at Market Place (7-11, I-hop, and Fogo, roaming the block)

One Sergeant mobile between the two locations (two blocks between locations but all North of the epicenter)

Wagons

There will be 3 wagons parked throughout Zones 1 and 2 with their lights activated. These locations are as follows:

- Wagon 1 Pratt St. (World Trade Center)
- Wagon 2 Light St. & Lombard St.
- Wagon 3 McKeldin Square.

The wagons will be pulled from all nine districts. Wagons will be pulled nightly based on staffing throughout the city and determined by the COP.

Staging Areas

There will be 3 staging areas designated for this deployment. The staging areas are as follows:

- Primary 600 E. Baltimore St. & Frederick Ave.
- Secondary 400 E. Pratt St. (Pier 5 Hotel)
- Tertiary Pratt St. & Light St (McKeldin Sq.)

Deployment Support Services**Light Towers.**

- To be assigned by the COP's Office and stationed as below:
- Tower 1 will be located at Pratt St. & Commerce St. and pointed up Commerce St.
- Tower 2 will be located at the World Trade Center pointed towards the water.

CitiWatch / BCIC

- CitiWatch will be responsible for monitoring the cameras that cover Red Zone 1
- Central BCIC will monitor the Central District as well as the ancillary areas around Red Zone 1

1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	Shootings, Commercial Robberies, Larcenies from auto
Overall/All 2021	Homicides, Shootings, Aggravated Assaults

2) Data Describing the Trend: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	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	Description
July – Sept	111 Post/112 Post
Overall/All 2021	123 Post

4) Action Plan: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	<ul style="list-style-type: none"> • 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.

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

Trend/Pattern	Partner	Description
July – Sept	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

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

Trend/Pattern	Partner	Description
July – Sept	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.

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

Trend/Pattern	Description
July – Sept	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.

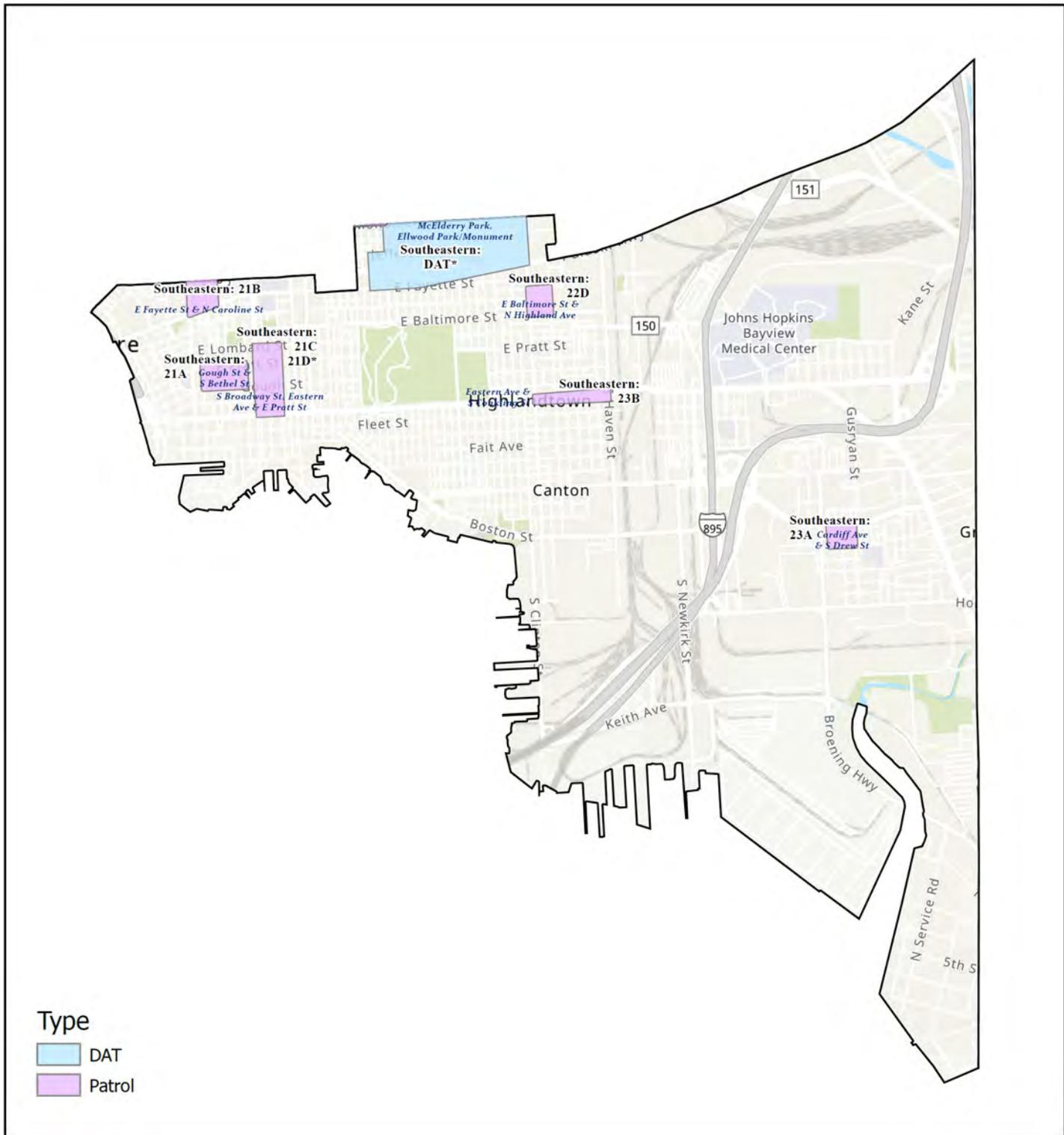
8) Crime Plan Assessment: What worked well this year in responding to District priority trends/patterns? What will the District modify?

Trend/Pattern	Description
July – Sept	CD 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.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities does the District have for 2022?

Overall 2022 Priorities	Description
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.)

Southeastern District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July - Sept	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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: Summary describing the data related to this trend:

Trend/Pattern	Description
July - Sept	<ul style="list-style-type: none"> Violent crime overall, showed a decrease by 26%. That decrease included all robbery categories (40% decrease overall) during the 2021 period. <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	Description
July - Sept	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

4) Action Plan: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	<p>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.</p> <p>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.</p>
Overall/All 2021	<p>As a result of the crime seen on 222 and 223 post and around the 22D microzone, this area became the Q3 and Q4 focus areas</p> <p>SE District's focus has been to increase proactive enforcement (specifically in micro-zones), build community partnerships, educate the community, conduct thorough investigations and crime intervention.</p>

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

Trend/Pattern	Partner	Description
July – Sept	ATF, 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	ATF, Sheriffs, MSP	Same as above

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

Trend/Pattern	Partner	Description
July – Sept	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.	SED referred several to BTRT and will continue to work with them this year. SED 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. SED 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 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. SED remains 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 the District future crime planning efforts stay the same or how will they change?

Trend/Pattern	Description
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, SED 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.

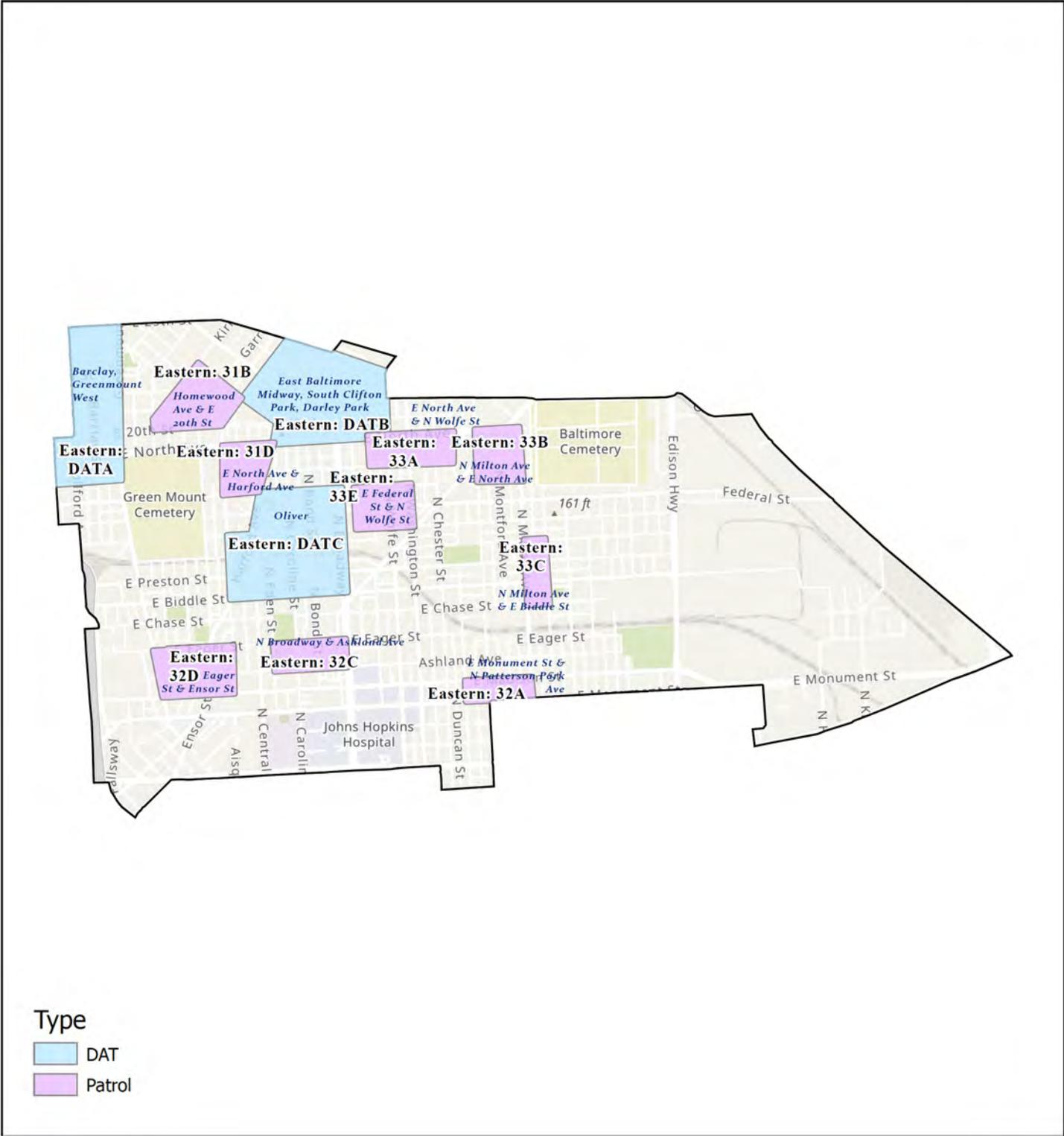
8) Crime Plan Assessment: What worked well this year in responding to District priority trends/patterns? What will the District modify?

Trend/Pattern	Description
July – Sept	Working with community members to identify then charge some persons related to burglaries and LFA curbed LFA.
Overall/All 2022	<p>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.</p> <p>While street robberies saw an 8% reduction, SED will still focus our efforts through proactive enforcement to deter street robberies. SED will focus on the area previously identified in our 2021 Q3 and Q4 area, 221 and 222 posts.</p> <p>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.</p>

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities does the District have for 2022?

Overall 2022 Priorities	Description
1	Crime Reduction: Specifically, Homicides & Shootings and Robbery reductions. Warrant service, GORA and recidivist checks.
2	Overtime Accountability
3	Community Engagement / Relationship building
4	Shift Commander / Supervisor Accountability (e.g Crime Plan specificity and execution)
5	Officer Comradery / Shift Team Building

Eastern District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	Up the Hill-Down the Hill, Large gathering events Greenmount/24 th -1300 N. Eden, Kennedy/20 th -2000 Robb
Overall/All 2021	Up the Hill-Down the Hill, violent crime 331 post

2) Data Describing the Trend: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	<ul style="list-style-type: none"> • Up the Hill-Down the Hill: <ul style="list-style-type: none"> ○ 4 Homicides, 5 NFS, 15 Agg Assaults, 8 Street Robberies, 1 Carjacking, 1 Residential Robbery • 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	<ul style="list-style-type: none"> • Up the Hill-Down The Hill: <ul style="list-style-type: none"> ○ 7 Homicides, 22 NFS, 51 Agg Assaults, 25 Street Robberies, 2 Carjackings, 1 Residential Robbery • 331 Post: <ul style="list-style-type: none"> ○ 12 Homicides, 19 NFS, 61 Agg Assaults, 9 Carjackings, 35 Street Robberies, 4 Commercial Roberies, 2 Residential Robberies

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

Trend/Pattern	Description
July – Sept	331/333 post (Broadway East/Biddle St/Madison Eastend), 312/314 post (Greenmount/24 th 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)

4) Action Plan: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	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.

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

Trend/Pattern	Partner	Description
July – Sept	ACS, SOS-SWAT, ATF, DEA, SCHOOL POLICE, Southeast District	Search warrants, HGVs, VCD and top tier targets arrested, violent crime numbers, border initiatives and collaboration. Corner stores inspected with NCOs, youth outreach at large gathering events.
Overall/All 2021	BPD-ACS (Gora) and SOS-MMU Federal Partners-ATF and DEA	Search warrants, HGVs, VCD and top tier targets arrested, violent crime numbers, border initiatives and collaboration. Corner stores inspected with NCOs, GORA initiatives.

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

Trend/Pattern	Partner	Description
July – Sept	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.

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

Trend/Pattern	Description
July – Sept	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. ED intends on continuing the trend in 2022

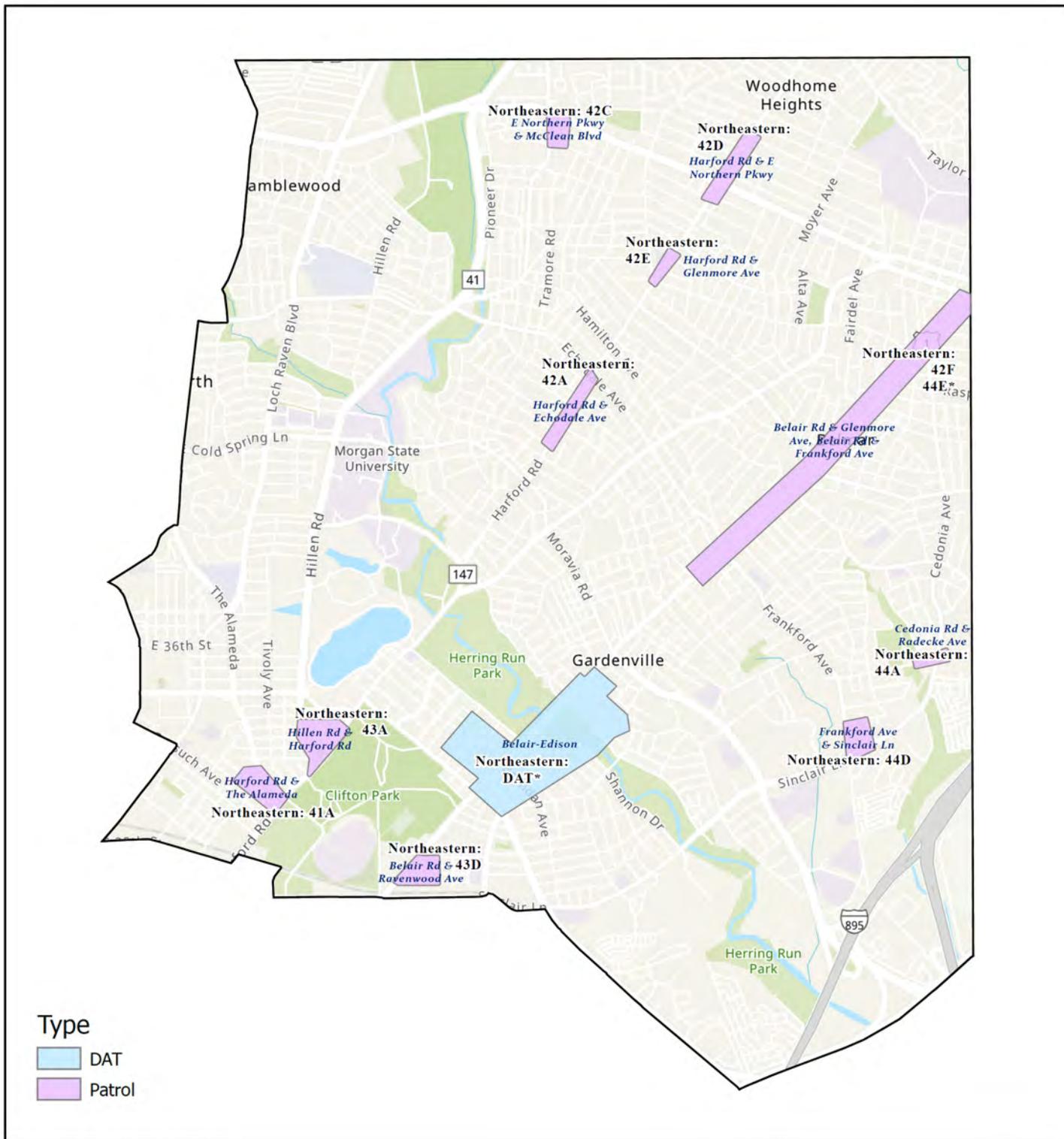
8) Crime Plan Assessment: What worked well this year in responding to District priority trends/patterns? What will the District modify?

Trend/Pattern	Description
July – Sept	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.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities does the District have for 2022?

Overall 2022 Priorities	Description
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. It's 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.

Northeastern District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	<ul style="list-style-type: none"> ● 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: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	<ul style="list-style-type: none"> ● Trends in Violence: <ul style="list-style-type: none"> ○ 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. ○ 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. ○ 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. ○ 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	<p>Trends in Violence:</p> <ul style="list-style-type: none"> ● 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). <ul style="list-style-type: none"> ○ 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.

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

Trend/Pattern	Description
July – Sept	<ul style="list-style-type: none"> ▪ Violent Crime clusters - ▪ Border of Four by Four and Belair Edison ▪ Parkside and Herring Run Park
Overall/All 2021	<p>Violent Crime clusters -</p> <ul style="list-style-type: none"> ▪ Border of Four by Four and Belair Edison ▪ Parkside and Herring Run Park ▪ Loch Raven ▪ Sinclair <p>Property Crime clusters –</p> <ul style="list-style-type: none"> ▪ Ramblewood, Hamilton Hills, Loch Raven and Woodbourne Heights residential areas. ▪ Parkside Dr. /Harris Ave/ Shamrock Ave

4) Action Plan: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	<p>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.</p> <p>Directed Patrols in 444 Post, helped target the large volume of crime in Frankford, which is a historical problem area for NED.</p> <p>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.</p> <p>Directed Patrols in Ednor Gardens are one strategy to counteract excessive carjackings and patterns in the area.</p>
Overall/All 2021	<p>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.</p> <p>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.</p>

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

Trend/Pattern	Partner	Description
July – Sept	MMU MSU Police P&P	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Limited MMU deployment for traffic • MSU coordination with major school events.

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

Trend/Pattern	Partner	Description
July – Sept	ROCA / Safe Streets Belair Edison Community DOT	<p>ROCA was willing party, but there were not eligible referrals during this period</p> <p>Safe Streets was completely autonomous.</p>
Overall/All 2021	ROCA /Safe Streets Belair Edison Community	<p>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.</p>

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

Trend/Pattern	Description
July – Sept	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 NED still needs 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.

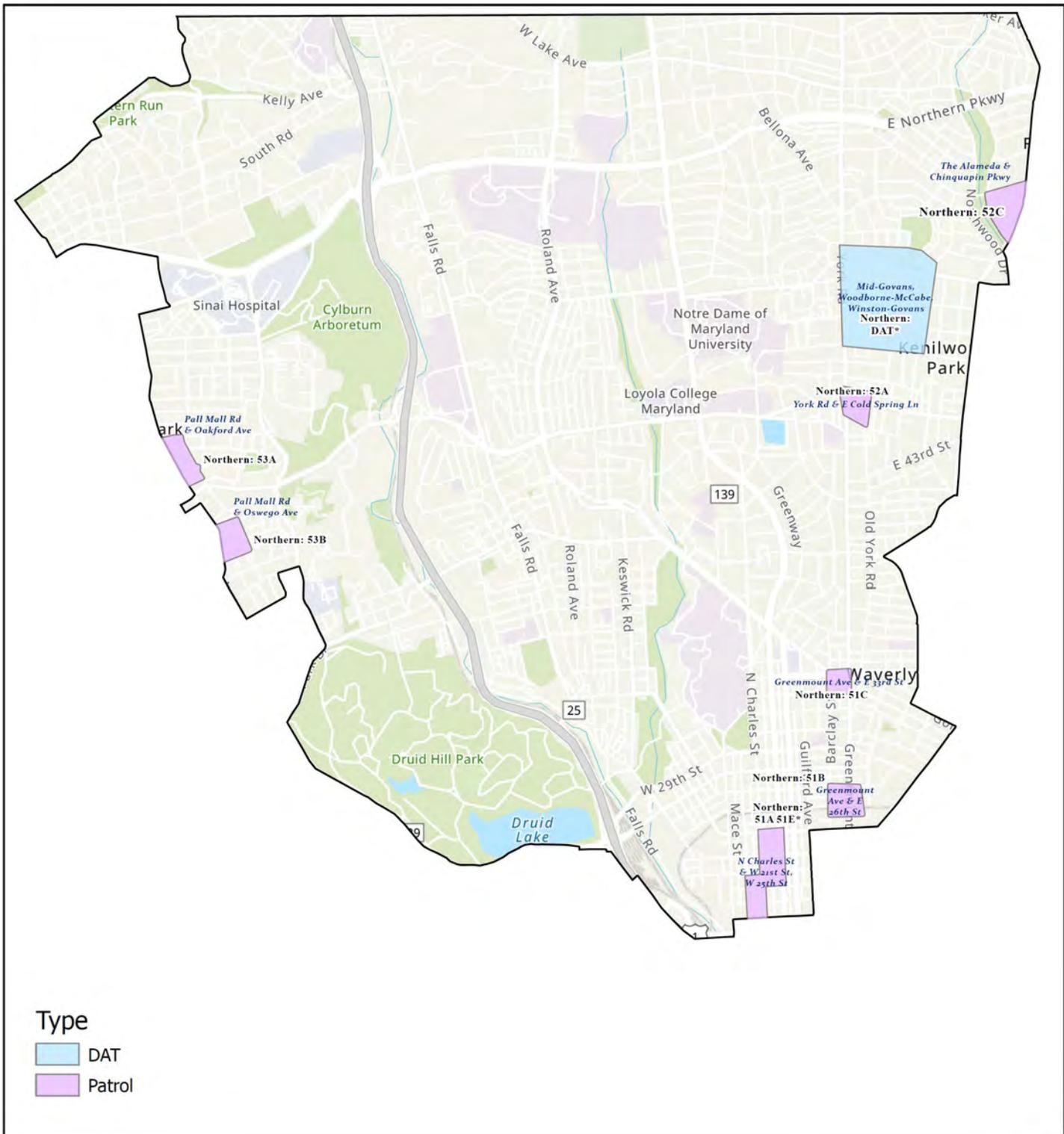
8) Crime Plan Assessment: What worked well this year in responding to District priority trends/patterns? What will the District modify?

Trend/Pattern	Description
July – Sept	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 NED needs to be more flexible to address spikes in other areas. Additionally, NED still needs to ensure that there is a level of proactivity on those other areas so that the spikes do not happen.
Overall/All 2022	<p>The biggest take away from 2021 was the need to focus on vehicle-based crime. Carjackings were a major issue in 2021. Additionally, NED saw many vehicle-based suspects. In short, victims were in cars when they were victimized and suspects were using cars to commit the crimes. In response Command believes that NED needs to focus more on traffic proactivity along major thoroughfares in 2022. Most of NED microzones include a major thoroughfare. So that gives an opportunity to continue to deploy in NED MZs while increasing activity along major thoroughfares.</p> <p>In keeping with that Command has developed a deployment plan for NED 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. Command wants them to be proactive during the traditional shift change times and to set the tone for the on-coming shift. Command believes this will be of particular help regarding before and after school-day deployment. NED experienced, especially in the late 4Q, street robberies of students around afternoon shift change. In addition to the early car deployment NED is 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, Command has directed the DAT team to give traffic enforcement a higher priority in 2022.</p>

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities does the District have for 2022?

Overall 2022 Priorities	Description
1	<p>Axon reports: This the number one non-crime priority for the NED. NED have the largest volume of CFS and reports citywide.</p>
2	<p>Compliance: In addition to the reporting mentioned above, this includes, COVID, BWC, PDMS, ShotSpotter, etc. NED has 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.</p>
3	<p>DDU Case Management: Command 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 Command expect Scorecard improvements.</p>

Northern District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	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	ND 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: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	ND observed the trend with Homicides and shootings decreasing (60 % decrease in homicides and a 56% decrease in NFS). But ND 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	Description
July – Sept	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.

4) Action Plan: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
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. DAT team was deployed to this area and in areas where a new trend was observed. ND 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.

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

Trend/Pattern	Partner	Description
July – Sept	States Attorney's Office and BPD Analyst	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.
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 will the District engage to address the trend/pattern. How did the District measure the success of those partnerships?

Trend/Pattern	Partner	Description
July – Sept	ROCA, Safe Streets, We Our Us	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.
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 the District future crime planning efforts stay the same or how will they change?

Trend/Pattern	Description
July – Sept	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. ND 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.
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. ND 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.

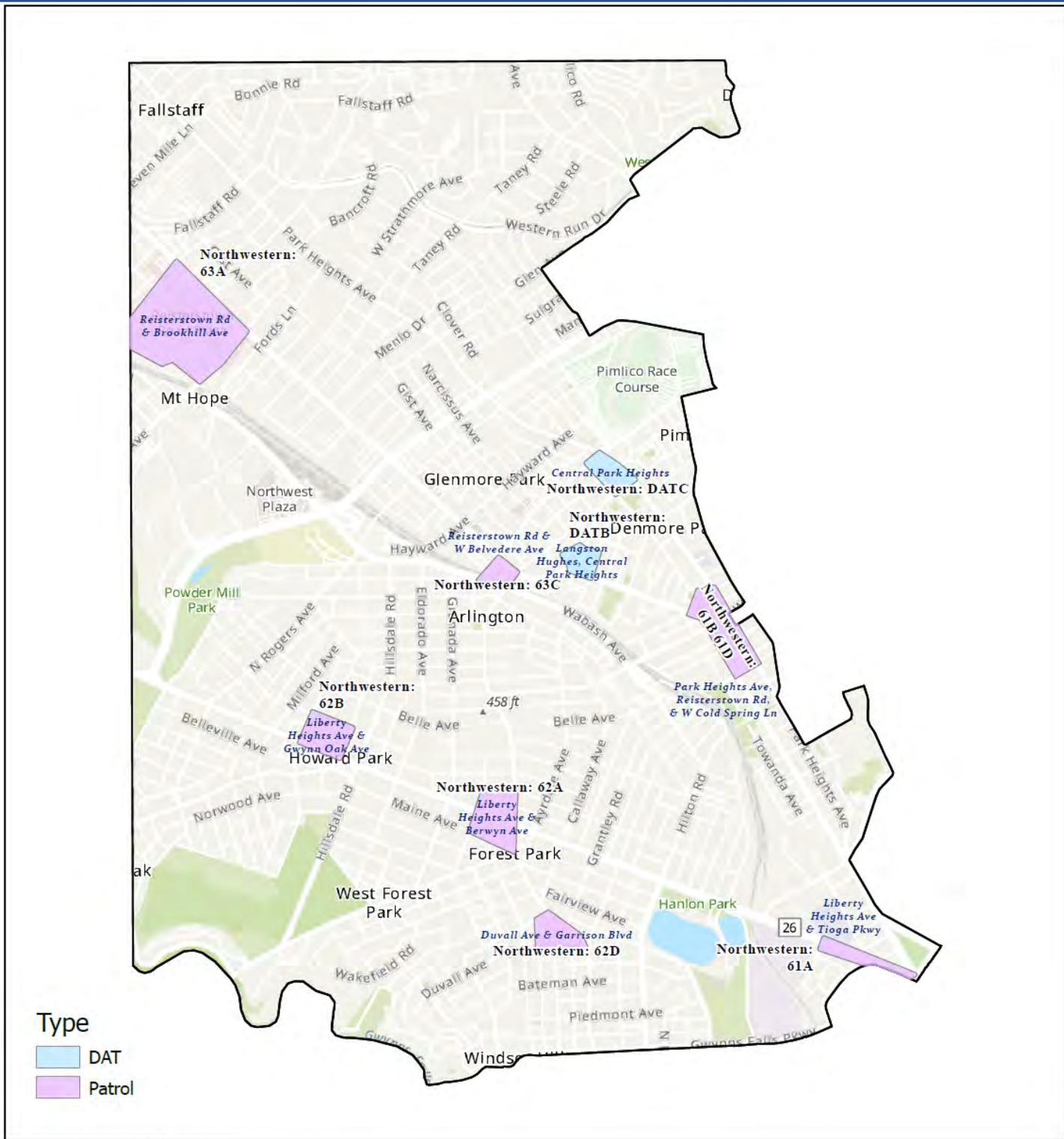
8) Crime Plan Assessment: What worked well this year in responding to District priority trends/patterns? What will the District modify?

Trend/Pattern	Description
July – Sept	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
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 does the District have for 2022?

Overall 2022 Priorities	Description
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.

Northwestern District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	Gun-related violence, Carjacking Pattern, Shooting, Homicide
Overall/All 2021	These crimes were the main trends/ patterns for the NWD in 2021.

2) Data Describing the Trend: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	In Qtr. 3, juveniles from the <i>Don't Look Crew</i> was arrested, contributing to a -20% reduction in carjacking. NWD 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, NWD saw an 8% increase in homicides, however, NWD 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	Description
July – Sept	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: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	NWD established specific deployments for post cars; post car was post only for the area experiencing the highest carjacking, NWD held intel meetings where the intel officer, DAT, and DDU provided information to patrol; Homicide Unit and DDU attended roll calls; NWD 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.

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

Trend/Pattern	Partner	Description
July – Sept	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. NWD utilized Metro Crime Stopper Flyers to help gain information. Harm Warrants were also a focus for the NWD; also partnered with the State's Attorney Office (SAO). NWD didn't have a lot of patterns throughout the district, 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	NWD partnered with other law enforcement agencies and utilized internal resources to help combat crime.

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

Trend/Pattern	Partner	Description
July – Sept	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, NWD 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, Command spoke often and kept communication open.
Overall/All 2021		NWD worked in partnership with the community partners named herein and will continue in our partnerships in 2022. Command plans 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 the District future crime planning efforts stay the same or how will they change?

Trend/Pattern	Description
July – Sept	NWD 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
Overall/All 2022	NWD will continue to hold the areas we have gained wins, however, NWD is going to pay special attention to sector 2, specifically focused on gas stations, gunrelated violence, and the prostitution along Garrison Avenue. NWD learned that gas stations were causing spikes in crime, thus NWD will continue to focus on gas stations in sector 2, specifically in the business corridor of sector 2.

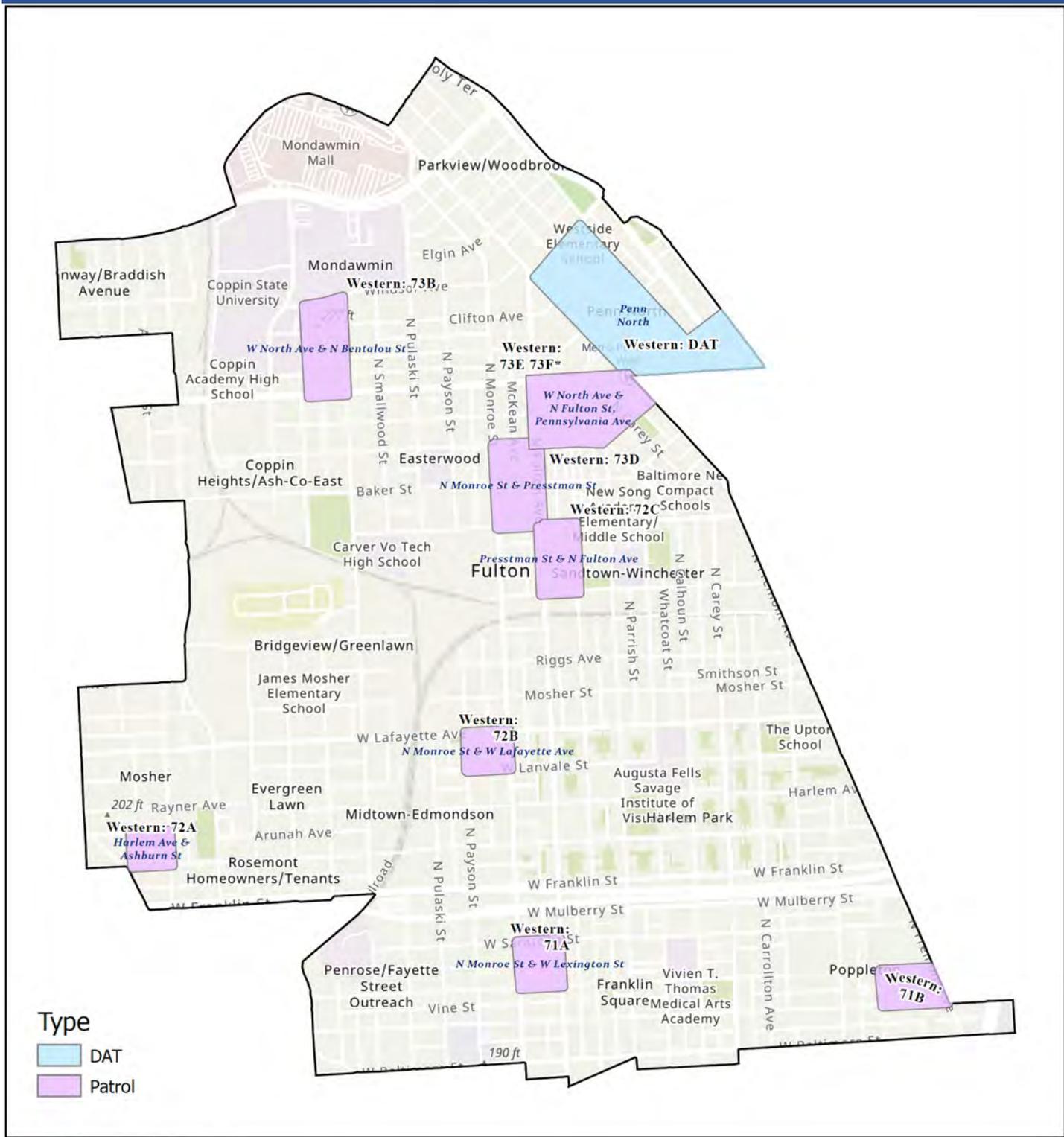
8) Crime Plan Assessment: What worked well this year in responding to District priority trends/patterns? What will the District modify?

Trend/Pattern	Description
July – Sept	In 2021, sharing information, timely intelligence, rapid deployment, and relentless follow-up worked well for the NWD. NWD will modify how often we communicate with our Crime Analyst in 2022.
Overall/All 2022	In 2021, sharing information, timely intelligence, rapid deployment, and relentless follow-up worked well for the NWD. NWD will modify how often we communicate with our Crime Analyst in 2022.

9) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities does the District have for 2022?

Overall 2022 Priorities	Description
1	More engagement by post officers and sector supervisors with community members
2	Promotion of police morale
3	Encouraging more officers to become FTOs

Western District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	Summer Crime plan area of Penn/North
Overall/All 2021	Multi-Victim Shootings

2) Data Describing the Trend: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	Focusing in the Penn North area in the 2020 WD suffered 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 WD 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	Description
July – Sept	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.

4) Action Plan: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	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 Gilmore 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.

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

Trend/Pattern	Partner	Description
July – Sept	MTA Police	WD 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	WD 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 will the District engage to address the trend/pattern. How did the District measure the success of those partnerships?

Trend/Pattern	Partner	Description
July – Sept	Sen. Hayes Pres. Annie Hall (Penn-North)	WD 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.

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

Trend/Pattern	Description
July – Sept	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. WD 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.

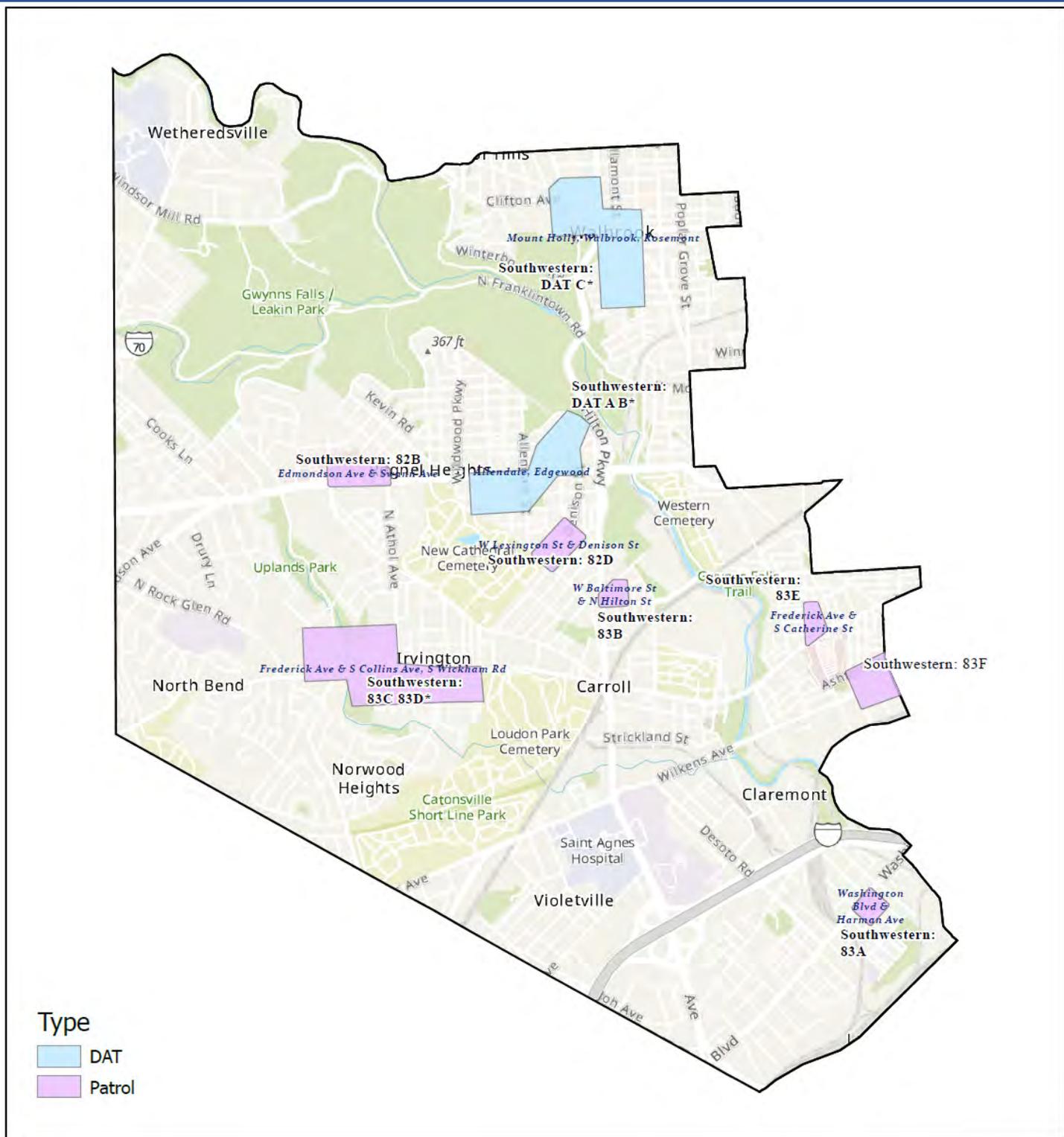
8) Crime Plan Assessment: What worked well this year in responding to District priority trends/patterns? What will the District modify?

Trend/Pattern	Description
July – Sept	This strategy was seen as a success as WD saw a 25% reduction in gun-related homicides, shootings, and aggravated assaults and a 50% reduction specifically in shootings. WD will continue to implement a similar plan in Q3 2022.
Overall/All 2022	In 2021 WD saw an overall reduction in violent crime by 3%. Moving in 2022 WD 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 does the District have for 2022?

Overall 2022 Priorities	Description
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)

Southwestern District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	Violent crime (tri-district)
Overall/All 2021	Commercial robberies, residential robberies

2) Data Describing the Trend: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	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	Description
July – Sept	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: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	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 will the District engage to address the trend/pattern. How did the District measure the success of those partnerships?

Trend/Pattern	Partner	Description
July – Sept	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 will the District engage to address the trend/pattern. How did the District measure the success of those partnerships?

Trend/Pattern	Partner	Description
July – Sept	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.

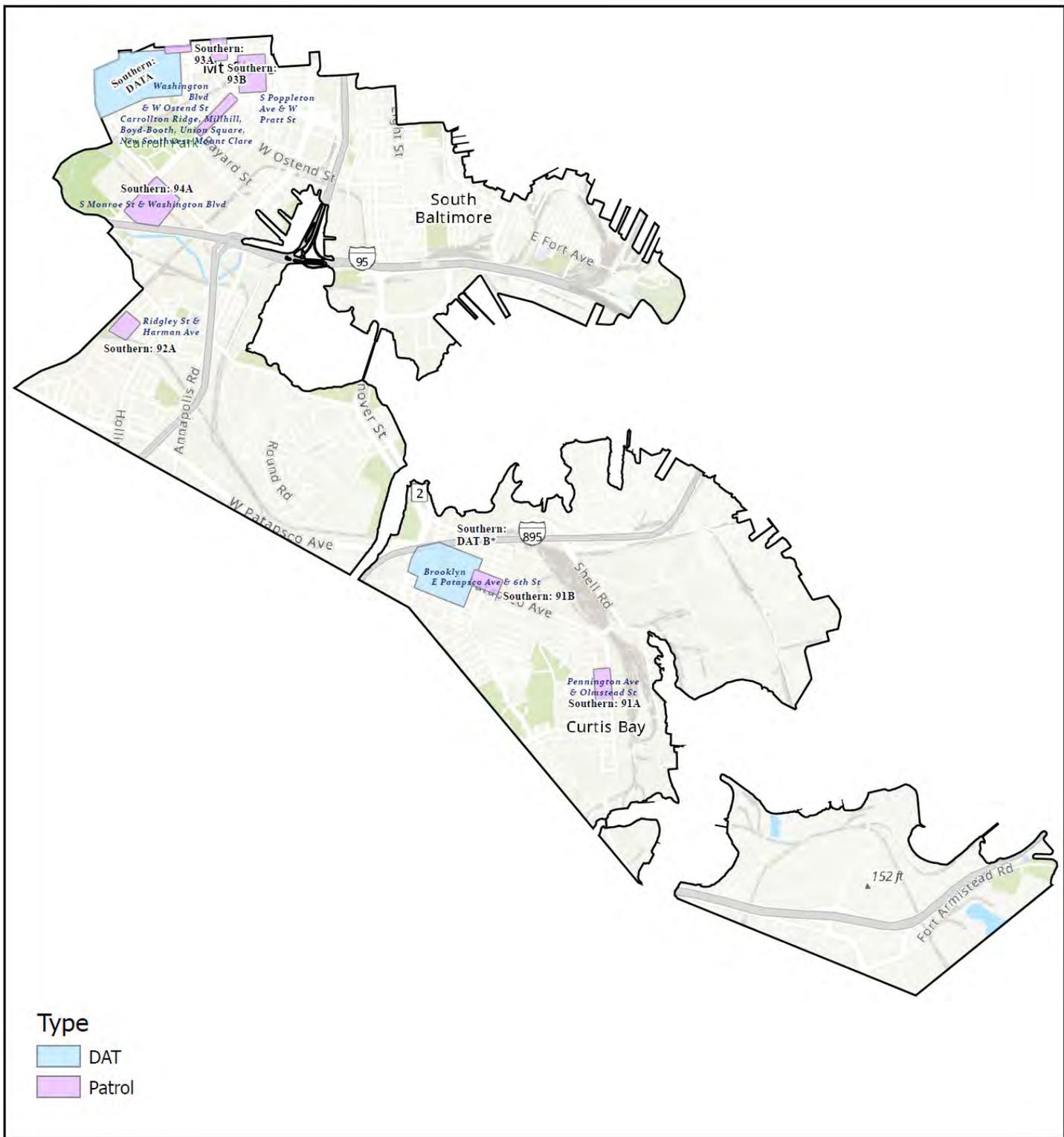
7) In reviewing historic trends and lessons learned for 2021 how will the District future crime planning efforts stay the same or how will they change?

Trend/Pattern	Description
July – Sept	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.

8) Overall District or Section Strategy: Outside of priority crime trends what 3-5 priorities does the District have for 2022?

Overall 2022 Priorities	Description
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.

Southern District



1) Problem Scanning: 3-5 main crime trends/patterns that affected this area of command for Q2 of 2021 (prior year)

Trend/Pattern	Description
July – Sept	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.
Overall/All 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: Summary describing the data related to this trend:

Trend/Pattern	Description
July – Sept	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.
Overall/All 2021	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.

Trend/Pattern	Description
July – Sept	Group violence - Curtis Bay; See above for additional locations
Overall/All 2021	Brooklyn, Tri-District

4) Action Plan: Summary of how the District will allocate resources to address the trend/pattern:

Trend/Pattern	Description
July – Sept	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.
Overall/All 2021	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, SD 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 will the District engage to address the trend/pattern. How did the District measure the success of those partnerships?

Trend/Pattern	Partner	Description
July – Sept	HSI and MSP	Assist investigations in this area.
Overall/All 2021	Federal and State agencies	Federal and State agencies were contacted and began investigations in a total of 6 areas where SD 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 will the District engage to address the trend/pattern. How did the District measure the success of those partnerships?

Trend/Pattern	Partner	Description
July – Sept	Community Associations	Neighborhood services contacted neighborhood associations in the Fed Hill / Locust Point areas were contacted and advised concerning ways to prevent additional issues.
Overall/All 2021	HABC, 311, ROCA Safe Streets and Neighborhood services	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 the District future crime planning efforts stay the same or how will they change?

Trend/Pattern	Description
July – Sept	The SD will continue on the same course as last year.
Overall/All 2022	The SD will continue on the same course as last year.

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

Trend/Pattern	Description
July – Sept	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. SD will continue to use that success as a template in teamwork and information sharing in future investigation.
Overall/All 2022	The 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 does the District have for 2022?

Overall 2022 Priorities	Description
1	<p>Improve communication throughout the ranks within the district to ensure accurate information, expectations, and intelligence is being communicated throughout the district.</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <ul style="list-style-type: none"> • 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	<p>Improve the stationhouse house facilities to have a positive impact on moral and pride of service</p> <ul style="list-style-type: none"> • 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

