

2024 REPORT ON COMMUNITY POLICING

Public Safety Article 3-512(a)

BALTIMORE POLICE DEPARTMENT REPORT ON COMMUNITY POLICING

This report is submitted pursuant to
Public Safety Article 3-512(a).





I. The total number of sworn police officers in the Department:

As of December 31, 2023, there were 2,027 sworn police officers in the BPD.

II. The number of sworn African American police officers in the Department:

As of December 31, 2023, there were 864 sworn African American police officers.

III. The number of sworn female police officers in the Department:

As of December 31, 2023, there were 331 sworn female police officers.

IV. The number of sworn police officers in the Department who are residents of Baltimore City:

As of December 31, 2023, there were 527 sworn police officers who are residents of Baltimore City.

I. The number of recruiting events the Department sponsored or participated in Baltimore City:

Between January 1, 2023 and December 31, 2023, the Recruitment Section hosted/participated 87 events, 37 of which were in the City.

II. The number of instances of use of force that resulted in the admission of a civilian to a hospital, when the injury occurred as a direct result of an officer's actions:

Between January 1, 2023 and December 31, 2023, there were 2 instances where the use of force by a member of the department resulted in a civilian being admitted to a hospital.

III. The number of civilian complaints about the use of force by an officer:

Between January 1, 2023 and December 31, 2023 the Department received 50 Excessive Force Complaints. Every Excessive Force Complaint received by the Department is assigned to an investigative unit within the Public Integrity Bureau.

IV. The number officers who were suspended with pay:

Between January 1, 2023 and December 31, 2023, there were 125 officers suspended with pay in the BPD.

V. The number of officers who were suspended without pay:

Between January 1, 2023 and December 31, 2023, there were 3 officers suspended without pay in the BPD.

VI. The percentage of patrol officers who were assigned to neighborhood patrols:

As of December 31, 2023, 650 of the 878 members assigned to the Patrol Division are assigned to Sector Patrol, representing 74% of the total number of officers assigned to the Patrol Division.

VII. The number of youth under the age of 18 years referred to intervention programs by officers:

The Western District was the first to adopt the pilot program called SIDESTEP. Between January 1, 2023 and December 31, 2023, the Western District issued 195 paper referrals to DJS, 29 juveniles through side step and 76 booking custody requests for detention.

VIII. A description of the Department's community policing efforts, including community policing programs, participation in town hall meetings, and efforts to engage with schools, recreations centers, community centers, and senior centers:

Please see the attached 2023 Community Policing Annual Report that outlines these efforts.



Community Policing 2023 Annual Report

February 2025

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Executive Summary

This 2023 report outlines how the Baltimore Police Department (BPD) continued its community engagement efforts through events, programs, interactions, and virtual meetings. These initiatives aimed to build trust, improve communication, and reinforce BPD's goal of becoming a community-oriented police department. The department recognizes that effective community engagement is consistent, authentic, and intentional. The report details various community policing efforts both overall and by district, along with plans for improvement. BPD is proud of its members' connections with residents and looks forward to enhancing this collaboration in the future.

Key Definitions

Community	People living and/or working in a particular area, as well as people who share formal and informal interests and characteristics that bring them together. This includes but is not limited to geographies, activities, ideals, identity groups, languages, and norms.
Community Outreach	Methods in providing awareness, education, and information, to the community, particularly around public safety, crime trends, and crime prevention
Community Policing	A philosophy emphasizing community involvement in crime prevention efforts through three core components: community partnerships, organizational transformation and problem solving ¹ .
COMSTAT	Abbreviation of “computer statistics”. Comstat a performance management system that is used to reduce crime and achieve other department goals. Comstat emphasizes information-sharing, responsibility and accountability, and improving effectiveness. It is also referred compstat. ² .
Consent Decree	A federal court enforced agreement to resolve the Department of Justice’s findings that the Baltimore Police Department (BPD) engaged in a pattern and practice of conduct that violated the First, Fourth, and Fourteenth Amendments to the United States Constitution, and certain provisions of federal statutory law.
Consent Decree Implementation Unit (CDIU)	An interdisciplinary unit that facilitates the implementation of the Consent Decree. CDIU coordinates BPD’s compliance and implementation activities, and facilitates the provision of data, documents, records, and materials between the Baltimore Police Department, the Department of Justice, and the Monitoring Team.
Formal Engagement	Refers to officer participation in neighborhood and community meetings/events, establishment of external partnerships that focus on long term programs to promote and foster police-community interactions, and outreach efforts in all neighborhoods, including neighborhoods where no neighborhood association has been established to provide consultation and input to BPD.
Informal Engagement	Refers to ad hoc opportunities for officers to interact with community members. This could include activities such as playing ball with children in the neighborhood between calls or having a conversation with a community resident or business owner during a foot patrol assignment. Simply being present does not qualify as Informal Engagement. Central to this activity is interaction and conversation with community members.
Mayor’s Office of Neighborhood Safety and Engagement (MONSE)	Empowers community partners and city agencies to play a more active role in the co-production of public safety and prevention of violence through a trauma-responsive, healing-centered, and equity-based approach for the benefit of all Baltimoreans.

¹Skogan, W. G. (2006). The promise of community policing. In D. L. Weisburd & A. A. Braga (Eds.), *Police innovation: Contrasting perspectives*. New York: Cambridge University Press.

² Police Executive Research Forum (2013) COMPSTAT: It’s Origins, Evolution, and Future in Law Enforcement Agencies, Bureau of Justice Assistance m

Neighborhood Coordination Officer (NCO)	Serves as a community policing specialist within the districts. Their duties include leading community outreach efforts, coordinating the department's resources with other city agencies, direct problem solving, and contributing to criminal investigations.
Neighborhood Policing Plans (NPP)	Crime and public safety plans co-developed by BPD and community members to identify and address public safety priorities at the neighborhood level.
Procedural Justice	Involves the consistent treatment of a person by law enforcement officers so the person feels that they were treated fairly, with dignity and respect, they were given a voice, and the officer was neutral and transparent conveying trustworthy motives.
Problem-Solving	The process that uses police and community members' expertise to identify and analyze the underlying issues contributing to crime and disorder, partner in development and implementation of solutions, and assess the results.

Section 1: Community Policing Plan Implementation

In 2020, BPD developed and approved its inaugural Community Policing Plan. This was created in collaboration with community members, community-based stakeholders, the Department of Justice (DOJ) and the Monitoring Team (MT). The plan lays out BPD's vision of Community Policing being a part of officer's daily activities.

The Community Policing Plan builds upon BPD's Crime Reduction & Departmental Transformation Plan³ by providing specific guidance on implementing Community Policing. Specifically, the Community Policing Plan details foundational department-wide initiatives that support the implementation of Community Policing, including capacity building through recruitment and retention, technology modernization, and officer wellness. The plan also provides additional specific guidance regarding the strategic framework, roles, and responsibilities for implementing Community Policing. BPD recognizes that the full implementation of this plan is contingent upon increasing staffing and capacity as outlined in the BPD's Staffing Plan⁴.

The strategies and actions outlined in this document represent the building blocks towards institutionalizing the philosophy of Community Policing through organizational design, policy and training development and implementation, community partnerships, and Problem-Solving.

³ Crime Reduction & Departmental Transformation Plan (June 2019) Baltimore Police Department https://www.baltimorepolice.org/sites/default/files/General%20Website%20PDFs/BPD_Crime_Reduction_and_Departmental_Transformation_Plan.pdf

⁴ 2023 Staffing Plan Update <https://www.baltimorepolice.org/sites/default/files/2024-07/Baltimore%20Police%20Department%20of%20Staffing%20Plan%20Update%20-%202023.pdf>

Community Policing Plan Implementation Timeline Status Check

As BPD continues to implement the institutionalized Community Policing Principles department-wide, the goal is to enhance police-community relations and reduce crime and disorder through collaborative problem-solving partnerships. Below is an update on key elements critical to advancing the Community Policing Plan:

Topic	Activity	Responsible Unit	Status
Commendations	Submit a revised commendations policy to include awards and commendations pertaining to Community Policing as described in this plan	Consent Decree Implementation Unit	✓Complete
Community Policing Metrics	Integration of Community Policing strategies into the weekly crime plans and accountability metrics in COMSTAT	Operations	✓Complete
Performance Reviews	Conduct regular performance reviews to assess procedural justice and compliance with active reform policies	Performance Standards Section	✓Complete
COMSTAT	Build a Community Policing dashboard for COMSTAT and discuss on a weekly basis	Data-Driven Strategies Division	In Progress ⁵
Community Policing Training	Implement specialized professional development for Neighborhood Coordination Officers	Patrol Support Services	✓Ongoing
Training	Develop and deliver department-wide Community Policing Training	Education & Training	✓Ongoing
Dedicated Officer & Analyst Capacity	Implementation of Staffing Plan	Commissioner's Office	In progress
District Profiles	Create a template for district profiles and disseminate to district command	Patrol Support Services	In Progress
EPIC: Peer Intervention Training	Initiate delivery of department-wide training	Education & Training	✓Complete
Neighborhood ⁶ Policing Plans	Pilot Neighborhood Policing Plans in two patrol districts	Patrol Support Services	In Progress
Neighborhood Policing Plans	Initiate deployment of Neighborhood Policing Plans in all patrol districts.	Patrol Support Services	In Progress
Partnerships in the Community	Coordination of regular advisory board meetings to inform the operations of the department.	Patrol Support Services	Ongoing
Performance Evaluations	Initiate implementation of finalized performance evaluation policies and materials	Human Resources	✓Complete
Promotions	Submit finalized promotions policies and materials to Monitoring Team and Department of Justice for collaboration	Human Resources	✓Complete

⁵ Status Definitions: *In progress* is defined as a project that will have an end date. *Ongoing* is defined as a project that does not have a projected end date.

⁶ See page 25 for more information on Neighborhood Policing Plans

The Department is working towards, made progress on, continued, or completed items on the implementation checklist. One item that has consistently experienced delays is the development of District Profiles. Mentioned in the Community Policing Plan, District Profiles are meant to provide officers with the understanding of the resources, problems and conditions within the district to deepen district officers' knowledge of the community.⁷ Following redistricting, BPD decided it was important to give Officers and Command the necessary time to familiarize themselves with the new neighborhoods falling under the revised district lines. Districts wanted to establish relationships with community members through community meeting, foot patrols and business checks to gain a deeper understanding of their districts before requesting Neighborhood Coordination Officers (NCOs) and district personnel to create a template for the district profiles. However, in late 2023, the Consent Decree Implementation Unit (CDIU) began collaborating with the Northern District to establish a template, with the approval of the Community Policing Section, which can be applied across all districts.

The strategies and actions outlined in this document are foundational to embedding the principles of Community Policing within the department. BPD will continue to implement these strategies through organizational design, policy development, training, community partnerships, and problem-solving efforts.

The Community Policing Plan was developed based on national best practices and feedback from both community members and officers. For more information on the topics discussed in the timeline status check, please refer to the Community Policing Plan⁸.

Section 2: Community Policing Section



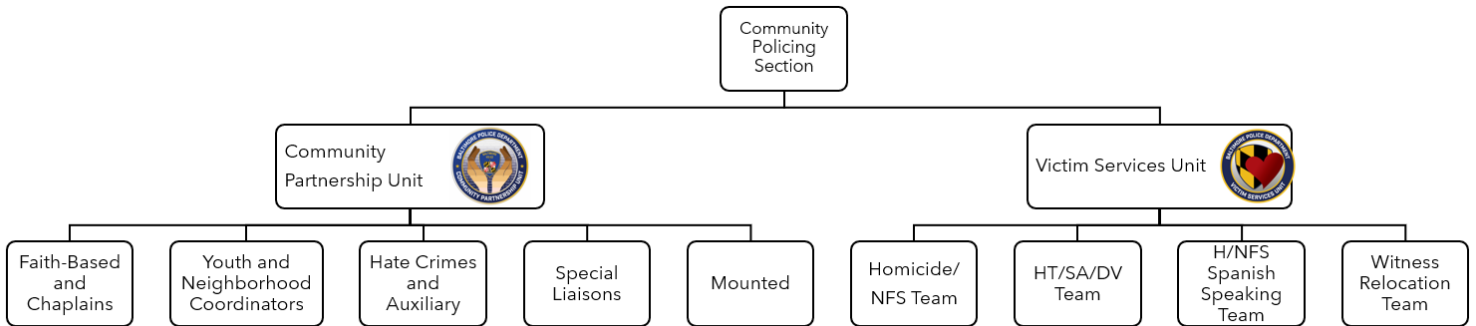
Established by Commissioner Worley in late 2023, the Community Policing Section aims to bring together many elements of the department related to community engagement. The goal of the Community Policing Section is to create many avenues through which community members can partner with the BPD to improve public safety. The Section acts as a hub and connector for Community Policing activities across the Department. The Section works directly out of the Police Commissioners Office and consists of two units (Victim Services and Community Partnerships) that

⁷ Community Policing Plan, page 14. <https://www.baltimorepolice.org/transparency/bpd-policies/10-bpd-community-policing-plan>

⁸ <https://www.baltimorepolice.org/transparency/bpd-policies/10-bpd-community-policing-plan>

work closely with many teams across the department.

The Victim Services Unit



The Victim Services Unit works hand in hand with detectives to help victims and their families navigate the criminal justice process and connect to any supportive resources. These interactions are critical for rebuilding trust with community members who are experiencing the significant trauma following an incident.

The mission of the Baltimore Police Department’s Victim Services Unit is to provide comprehensive and compassionate services to victims of crime within the City of Baltimore. The goals of the Victim Services Unit include helping crime victims recover from the trauma of victimization and enhancing the willingness of victims and witnesses to cooperate with police and prosecutors after reporting a crime.

The Victim Services Unit currently provides services to the following victims and witnesses of crime: families of homicide victims, non-fatal shooting victims, human trafficking victims, domestic violence victims, and sexual assault victims. Spanish-speaking services are also available for these victims and witnesses.

2024 Goals:

- Hiring of new staff/expansion of team
- Create a Spanish speaking team
- Create trauma-informed death notification training for Detectives
- Establish a co-response to death notifications
- Update the Witness Relocation process/policy
- Start a SIS Sex Work initiative
- Purchased a new Victim Services Tracking Database

The Community Partnership Unit

The Community Partnership Unit works with a range of units – from Neighborhood Coordination Officers to Recruitment Officers – to connect city and community partners into departmental initiatives. As stated above the Community Policing Section was created late in

2023, this section of the report will report out on all of units that now fall under the Community Partnership Unit.

Youth and Neighborhood Partnerships

The Youth and Neighborhood Partnerships team works directly with District personnel on several initiatives to include: the Police Explorers Program, Neighborhood Policing Plans, other interagency and community-based partnerships that support Problem-Oriented Policing.

Police Explorers (Junior Cadets)

BPD would like to note that, at the time of drafting this report, it has transitioned to partnering with the Public Safety Cadets to continue the program under the new name “Junior Cadet.” This change also aims to strengthen the career pathway from “Junior Cadet” to full-time “Cadet” for those who are eligible between the ages of 18 and 20 and have a high school diploma. Since this report recaps the initiatives of 2023, it will refer to the program as the “Explorers” program, as it was known during that time.

The **Public Safety Cadets** is a national nonprofit organization founded and managed by active-duty and retired law enforcement officers, as well as business executives who support law enforcement. The organization has established partnerships with local, county, state, and federal law enforcement agencies, as well as other public safety entities. These partnerships provide training, practical experiences, national programs and events, and other resources designed to better prepare young adults for careers in the public safety sector.

As this report focuses on recapping 2023 activities, BPD will reference the “Explorers” or “Police Explorers Program,” with the understanding that the program will be renamed “Junior Cadets” going forward.

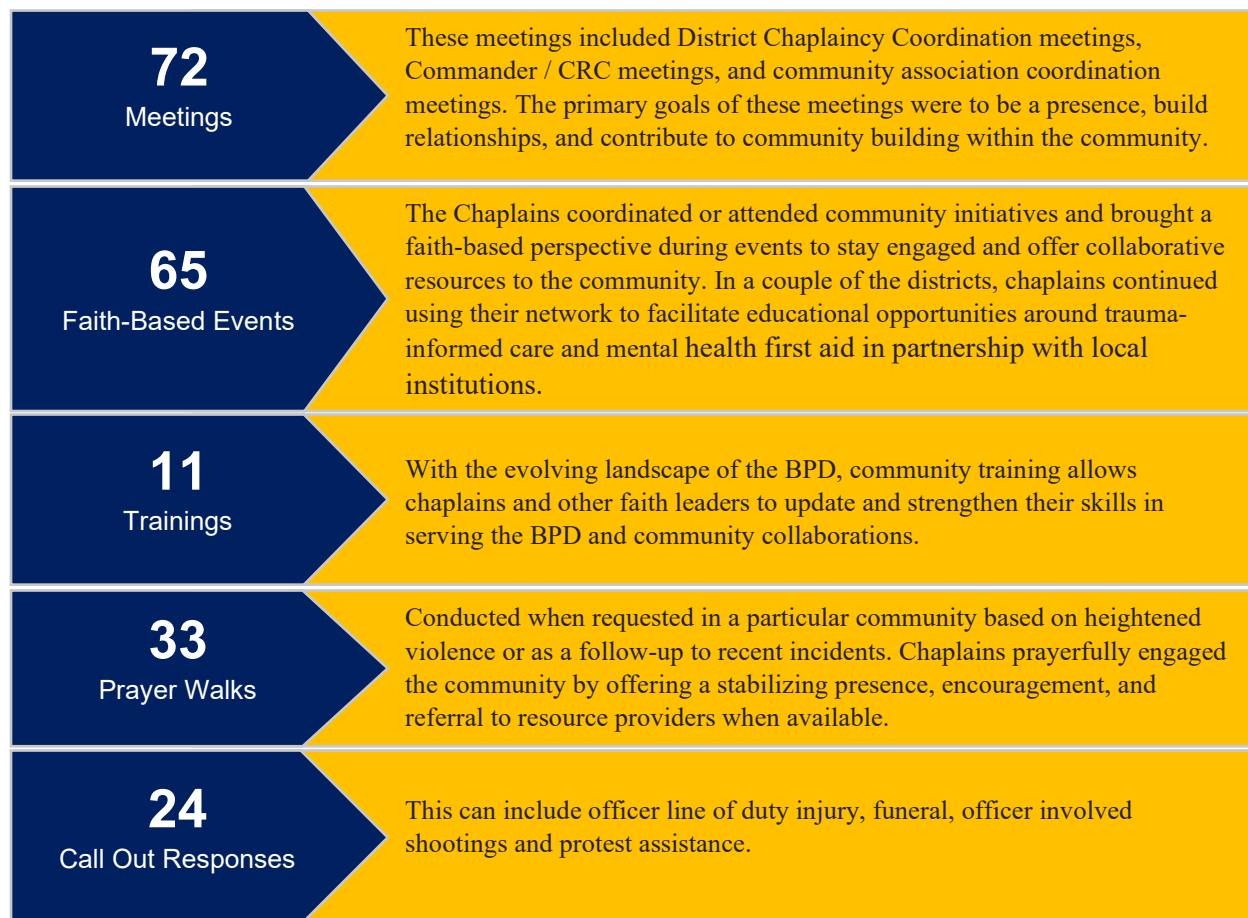
Since the onset of COVID-19, the Police Explorers Program has primarily focused on the Southeast District at Patterson High School, operating as an in-school program with six Explorers from mid-September to June. In mid-2023, BPD began efforts to revamp and expand the program to additional districts, with support from NCOs and participating districts. The program resumed in November, and, between the Northern, Southern, and Southeastern districts, eight meetings were held. During these meetings, over 20 students were introduced to several specialized units, including the Recruitment Division, Crime Lab, BHCU (Behavioral Health Crisis Unit), and the Motors Unit. The goal was to showcase the diversity of specialties within BPD, introduce young people to law enforcement at an early stage, and offer them the opportunity to advance to full-time BPD Cadet status upon graduating from high school and, eventually, become Police Officer Trainees.

Our goal is to develop a program continue to foster positive relationships between Baltimore City youth and officers. We would like to express our gratitude to **Buddies, Inc.**, our fiscal sponsor, for their continued support in sustaining this program.

Faith Based and Chaplains

The Police Chaplain Program fosters partnerships with various faith-based leaders in the community to enhance the quality of service provided to the citizens of Baltimore. The Baltimore Police Department Community Chaplaincy Program aims to offer emotional and spiritual resources, assistance, and support, ensuring a sensitive response to both BPD personnel and community members during personal and professional crises. This program aims to deepens community collaboration by being present and actively responding to improve the overall quality of life for Baltimore residents. In 2023, chaplains significantly contributed to the healing processes in Brooklyn Homes and at Morgan State, offering regular food distributions, prayer gatherings, and trauma healing groups led by local churches.

In 2023 the BPD Community Chaplaincy Program accomplished:



Auxiliary Police

This vital program has been in existence since 1941, with the mission to assist BPD in maintaining order, preserving peace and providing safety to the citizens of Baltimore City. Our Auxiliary Police Officer's (APO) commitment through the BPD is to serve with integrity and

professionalism, by being proactive in community policing, engaging the youth, and providing resources to those in need.

Since the pandemic, much of the efforts, of the Auxiliaries have been stagnated. In 2023, BPD had eight AP Officers. However, under the newly formed Community Partnership Unit, they are working to strategize with District Commanders and the Special Events Unit to incorporate more opportunities for the APO volunteer officers.

Goals for 2024

- Review the current operations of the Auxiliary Police Program.
- Plan for a re-brand and re-launch to expand diversity of APO members
- Build out processes for responding to support education and engagement for hate crimes as well as other communities with specific public safety needs and concerns (i.e. the development of a Special Liaison Unit)

2023 Transition from Community and Youth Services to the Community Partnership Section

In 2023 much of the Department’s Community Policing efforts were organized under the Community and Youth Services Unit in the Chief of Patrol’s Office. This work will now fall under the Community Policing Section created in 2023, as discussed above.

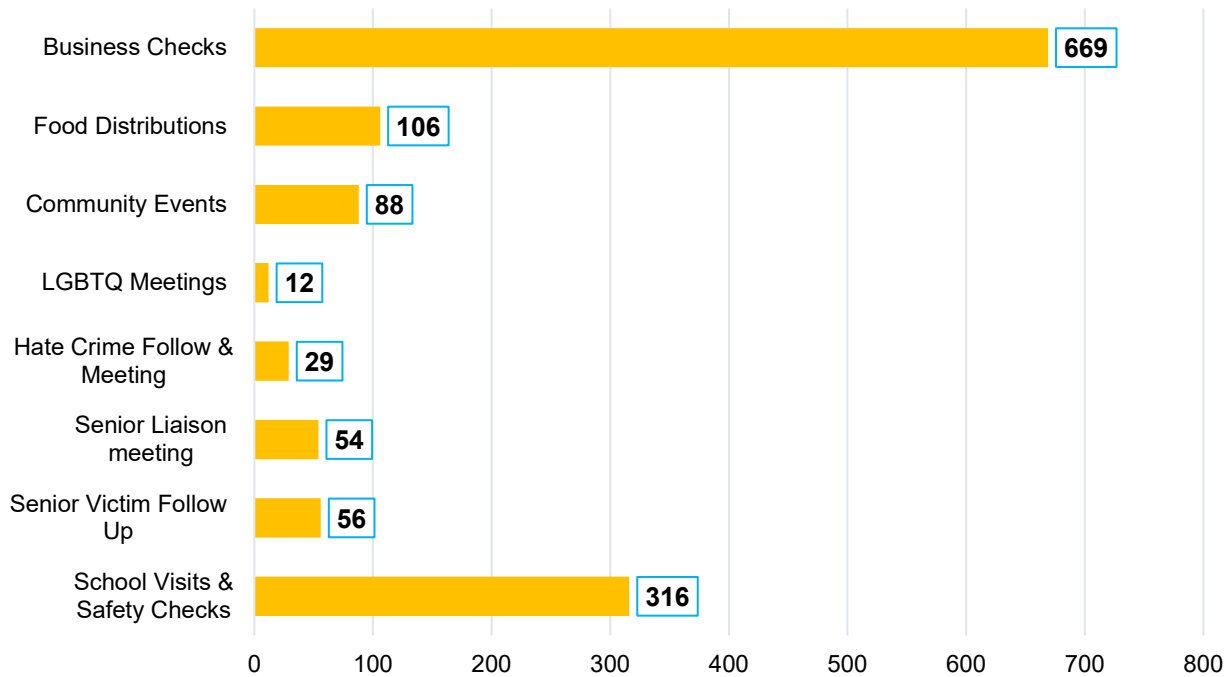
With an expanded team working directly out of the Police Commissioner’s Office, much of the Community and Youth Services initiatives will grow under the Community Partnership Unit and Victim Services Unit in 2024. For the purposes of this report the Community Youth Services Report is included below, however will be included in the Community Policing Section Report going forward.

2023 Community Youth Services Report

BPD’s Community Youth Services Division (CYS) was responsible for regular day-to-day community engagement and policing activities, including engagement activities with youth and youth-serving organizations. CYS is composed of three sworn members who helped establish partnerships with BPD and the community it serves, as well as partnerships with other agencies, private businesses, and schools. The CYS staff regularly attend community meetings within each district, and coordinate and plan community events such as crime walks, town hall meetings and forums, and neighborhood clean-ups. These engagements are proactive opportunities to hear about challenges in the community and address crime collaboratively with neighborhood groups. As sworn members, CYS were able to provide technical assistance to enable problem-solving, particularly around crime-related challenges that cannot be addressed by the patrol officer alone and require multiple stakeholders to work together to solve. CYS has now been distributed between the five sections within the Community Partnership Unit

Below is the table that shows the total of engagements in 2023.

2023 Total of Community Youth Services Engagements



Section 3: Informal Engagement and Daily Problem Solving

BPD continued enhancing the internal tracking of Community Policing activities through the computer-aided dispatch (CAD) system. The Department utilizes foot patrols⁹, business checks¹⁰, and community meetings¹¹ as Community Policing codes. Other proactive measures such as field interviews, traffic stops, and warrant services are used to gauge patrol and community interactions for our Procedural Justice audits, which allows BPD to ensure our officers are fostering positive interactions with the public and is foundational of the Department’s Community Policing Plan.

In the 2022 report, it was decided that BPD would no longer use directed patrol as a CAD measurement for Community Policing.

⁹ Foot Patrols: For conducting a defined and assigned walking beat.

¹⁰ Business checks: For engaging occupants at a business. Members conducting Business Checks during Foot Patrol signal.

¹¹ Community Meetings: For participating in a formal, pre-planned community event, such as a neighborhood meeting.

Table 1 provides a breakdown of CAD signals tracked since 2018. Please note that there was a slight decrease in Business Checks in 2023, attributed to redistricting. As districts updated their business contacts, officers were unable to conduct as many business checks as usual.

Informal Engagement and Daily Problem Solving (2018-2023)

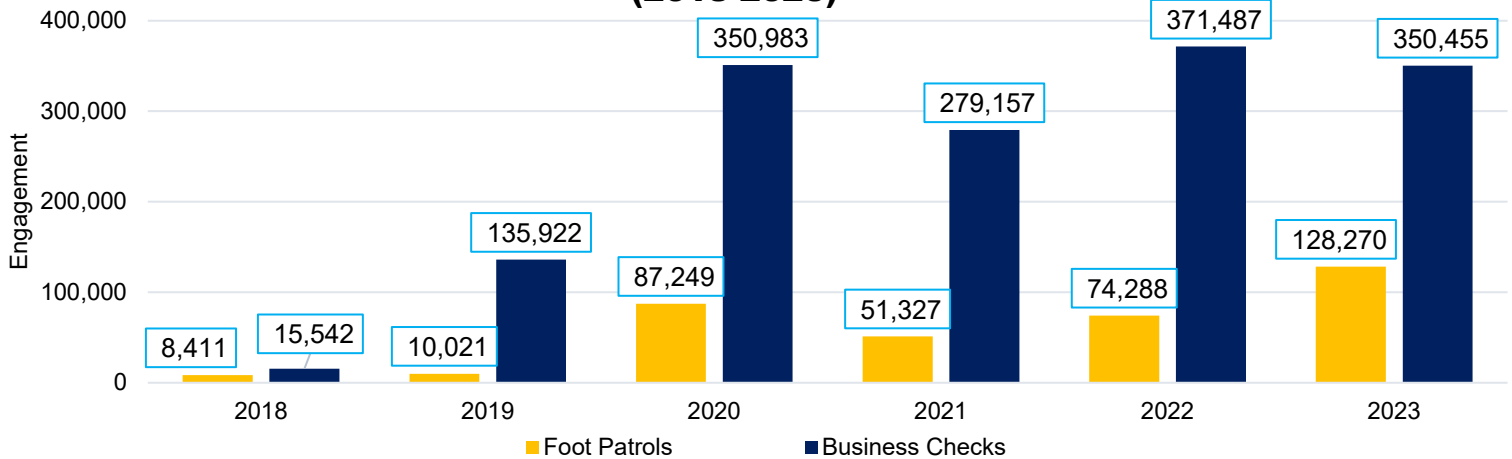


Table 1

Before creating a community meetings CAD code, BPD did not formally track the community meetings officers attended. Thus, there is no community meeting data for 2018 and 2019. Since creating the community policing CAD code in 2020, the goal has been to increase officer presence at community meetings, in 2023, BPD increased meeting attendance by 86.7%.

Community Meetings

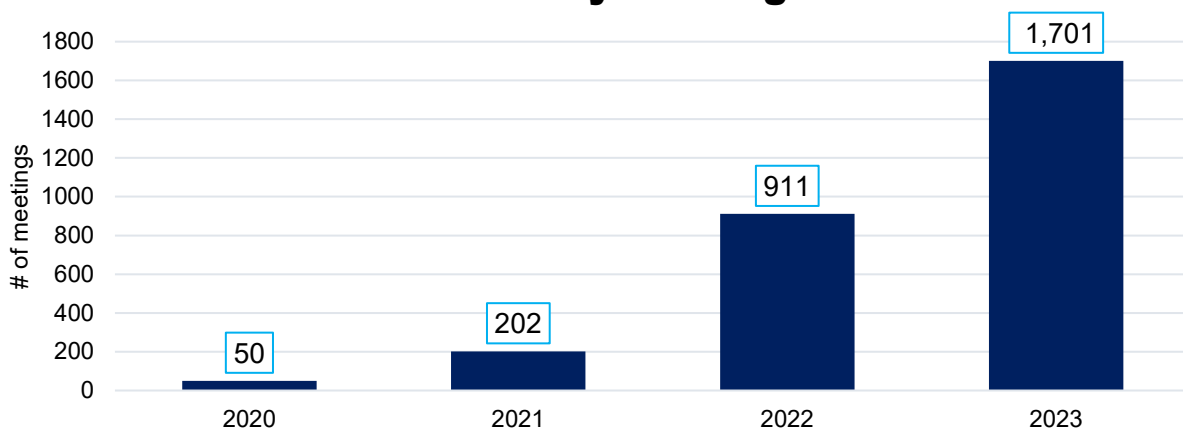


Table 2

Daily Problem-Solving refers to efforts to address or resolve different issues within the communities that BPD serves, including environmental conditions that, if left unaddressed, can lead to high-risk public safety challenges. 311 is a key part in how the department measures Daily Problem-Solving. Through Daily Problem-Solving, officers work with community

members to address community concerns on an ongoing basis. In 2023, 311 service requests increased 4.8%.

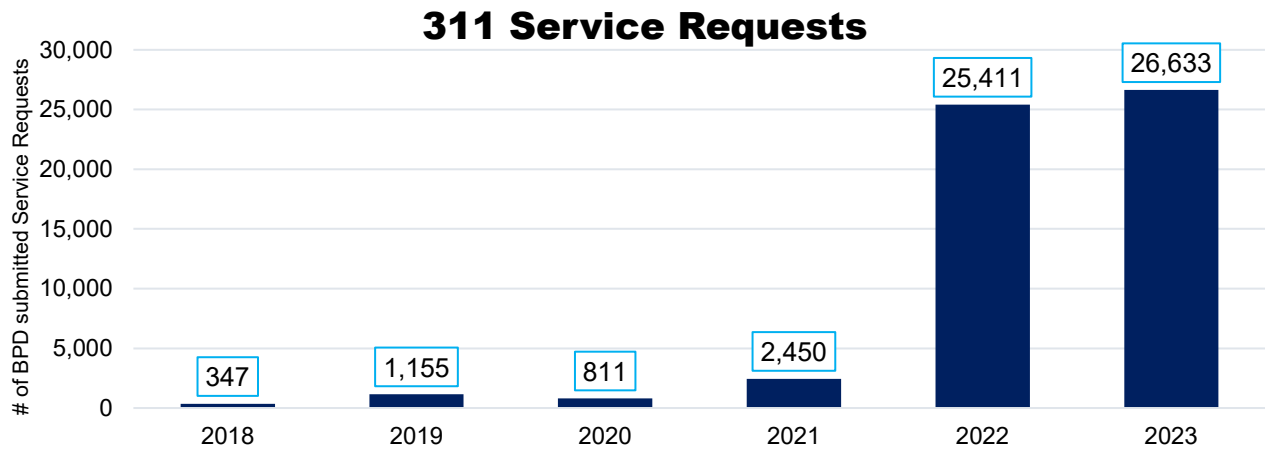


Table 3

BPD recognizes that enhancing the relationship between community members and officers’ hinges on the visibility of officers in daily positive interactions while patrolling the streets. The department aims to continually increase foot patrols and business checks across Baltimore City.

BPD aims to enhance its community policing metrics by improving how we collect information from community meetings, foot patrols, business checks, and other interactions. The goal is to report not only on the quantity but also on the quality of these interactions. In 2023, BPD began collaborating closely with the University of Baltimore to develop forms that officers can use to efficiently track the outcomes of these interactions and the problem-solving efforts arising from community policing initiatives. This information will help assess whether daily problem-solving efforts are sufficient or if more comprehensive, long-term strategies are needed at the district level. Additionally, BPD is dedicated to refining its community policing and engagement metrics to promote a safer and better quality of life for city residents.

Procedural Justice 2023 Scorecard

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Totals
BWC Activation	100%	100%	100%	100%	100%	100%	100%	100%	100%	96%	100%	100%	100%
BWC Notification	89%	89%	89%	93%	89%	85%	81%	89%	96%	89%	81%	93%	89%
Introduction	96%	93%	93%	93%	96%	93%	93%	89%	96%	96%	89%	96%	94%
Explained Reason for Contact	94%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Answered Questions	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Explained Actions	97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Stop No Longer Than Necessary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Concluded Dispelled Stop Respectfully	100%	100%	100%	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	100%
Professional & Courteous	98%	98%	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total Overall Score	97%	98%	98%	98%	98%	98%	97%	97%	99%	98%	96%	99%	98%

Legend

95-100%	90-94%	80-89%	≤ 79%	U/D	N/A
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Table 4

Procedural Justice is vital for building public trust, which is essential for effectively protecting and serving the community. It involves treating individuals with dignity and respect, allowing them a voice during interactions, making impartial decisions, and demonstrating trustworthy motives.

In 2021, the Performance Standards Section (PSS) of the Baltimore Police Department began monthly reviews of body-worn camera (BWC) footage to monitor compliance with Policy 325 - Procedural Justice in Interactions. PSS has integrated these reviews into broader BWC audits, including use of force and stops, searches, and arrests, to optimize resources and consistently evaluate procedural justice across various interactions.

In 2022, officers faced challenges with activating their BWCs and introducing themselves. However, consistent training throughout the year led to significant improvements. District-level reminders and reports during COMSTAT meetings emphasized the importance of procedurally just interactions between BPD officers and the public. Areas that lagged in 2022 showed improvement and continued to progress in 2023, for example BWC activation went from 75% in 2022 Scorecard to 100% in 2023 Scorecard. While we are encouraged by this progress, we remain committed to further enhancement.

Section 3: Formal Engagement Efforts in the Community

In past reports, this section of the report describes BPD's community engagement efforts in each district, highlighting three of the most notable events from each. However, this year, BPD aimed to focus not only on the engagements hosted or participated in by each district. Many of these engagements are conducted to increase positive interactions with the community, but BPD also sought to delve deeper into the relationship between the districts and the communities they serve. Below, you will notice our focus on community concerns, collaboration between districts and community members, community acknowledgments, and improvements.

As the department continues to work towards capturing this information, we believe this marks a strong starting point for reporting in this section. Our goal is for these efforts to reinforce BPD's role within the broader framework of public social support available to community members.

Community Outreach Highlights by District

Central District:

Like many districts in the city, the Central District experienced a significant increase in auto thefts and auto larcenies during the summer. The Central District NCO Unit developed a strategy in collaboration with district patrol. The NCO unit worked to inform the community about safety and awareness tips, as well as prevention strategies. Meanwhile, Central District patrol increased foot patrols and traffic enforcement in targeted areas to inform residents and business owners, while also gathering intelligence. Through these consistent initiatives, the Central District was able to achieve a 42% decrease in auto thefts and a 56% decrease in auto larcenies, while also building trust within the community.

The Central District encompasses a wide variety of residents, businesses, and attractions. In September, the NCO unit received numerous complaints regarding aggressive squeegee activity around the Presidents Corridor. The NCO unit and district command worked closely with the Mayor's Office of African American Male Engagement (MOAAME) on engagement and enforcement protocols. The Central District was able to increase visibility through foot patrols and business checks in that area, while MOAAME offered services. Through this collaborative effort, complaints about squeegee activity significantly decreased.

Community Shout-Out: This compliment was submitted through the Public Portal: I wish to commend the compassionate and professional intervention of Officer Sharrod Mobley and his partner in their response to transport an individual who received Emergency Petition. Officer Mobley and his partner responded at the scene. He spoke with the individual and initiated a rapport which completely de-escalated the situation. The officers displayed a level of expertise that demonstrated the true spirit of being a peace officer and the individual was safely

transported to hospital. Their demeanor, display of compassion and care of the individual and his transport to the hospital made me feel a sense of pride in our officers.

The Central District NCO Unit continues to prioritize relationships with businesses within its boundaries and strengthen connections within the Inner Harbor. The unit is committed to staying engaged with residents, businesses, and local youth. Moving forward, the unit plans to:

- Increase volunteer presence at the Port of Discovery and Ronald McDonald House of Maryland.
- Cultivate relationships with the Johnston Square community to ensure all needs are met and enforcement is focused on addressing community issues.
- Expand outreach with Chaplains through more ride-along, joint community meetings, and increased community walks in residential areas.

Southeastern District:

In 2023, the Southeastern District faced significant challenges due to a large homeless encampment on the 1800 block of Dundalk Avenue, which was home to over 50 tents and approximately 60 occupants. The area was plagued by issues including prostitution, health hazards, drug use and sales, trash accumulation, and violence.

The District NCO unit implemented a strategy to address homelessness and disrupt illegal encampments. This effort involved collaborating with community members by actively engaging residents for feedback, which was crucial in understanding and addressing the issues effectively. The NCO unit also reached out to the District Councilman and city agencies, conducting several homeless outreach deployments in partnership with the Mayor's Office of Homeless Services (MOHS) to provide literature, shelter, and healthcare services.

After several months of crime enforcement, warnings, and continued outreach from BPD and MOHS, the encampment was successfully dismantled. Thanks to the services provided by the Mayor's Office of Homeless Services, the members of the encampment were offered access to shelters, housing assistance programs, and other support they needed. The communities of Graceland Park, Dundalk, and Norwood-Holabird are now free of the encampment, and homelessness in the area has been reduced. The Southeast NCO Unit continues to work alongside these neighborhoods to assess and monitor the area, ensuring that no new encampments occur.

The operation, conducted in July 2023, led to a thriving community by July 2024. By addressing the homelessness issue on Dundalk Avenue comprehensively and humanely, the community has seen substantial improvements, demonstrating the power of coordinated and respectful action. The collaborative approach was appreciated by the community, highlighting the effectiveness of multi-agency coordination and community involvement.

Community Shout Out: The Wilkes family gave a heartfelt shout out to the Southeastern District NCO unit for working with the kids that were recruited for BPD’s Explorers Program¹² and bringing forth results with attendance and collaboration. At the time of recruitment SED team was able to bring on approximately 30 Explorers. Due to summer jobs, sports, and school priorities the number dropped to 10. However, the group has been consistent and remains excited about the program.

The Southeastern NCO unit continues to build and relationships with the community and remains committed to staying involved and connected with residents, schools, and youth within the district. Moving forward, the unit plans to:

- Recruit and retain more Explorers.
- Dedicate more time to Community Policing without being diverted by an abundance of details.
- Develop relationships with new neighborhoods.
- Secure additional funding for hosting events (e.g., tables, chairs, pop-up tents).

Eastern District:

In 2023, the Eastern Neighborhood Coordination Unit (NCO) addressed a variety of community concerns, ranging from illegal dumping to predatory landlords. A notable issue involved the community of Old Goucher, which raised concerns about sex work, pr narcotics, and quality-of-life crimes. In response, the Eastern NCO Unit implemented foot and bike patrols, as well as business checks throughout the neighborhood. A crime plan was developed and approved, leading to a collaborative operation with other agencies to enforce prostitution laws. The community expressed appreciation for the efforts, reporting positive outcomes from the operation.

Following redistricting, Herring Run Park, now under Eastern jurisdiction, became another area of concern. Eastern NCO officers discovered numerous abandoned, stolen, and burnt vehicles in the park. In response, the unit began regular patrols, built relationships with nearby residents, and used 311 to report illegal dumping. The NCO Unit worked with city agencies such as the Department of Transportation and the Department of General Services to remove the vehicles, while also implementing preventive measures, such as barriers, to reduce further criminal activity.

The Eastern NCO Unit also collaborated with the community to address illegal dirt bike and ATV operations. After receiving tips from the community, officers identified storage locations for

¹² The Police Explorers Program is an after-school program that provides youth and young adults (ages 14 – 20) who may be interested in a career in law enforcement with a comprehensive program of training, competition, service and practical experiences. For more information see page 9-10.

stolen vehicles and obtained a search warrant. This led to the recovery of approximately 20 stolen dirt bikes and ATVs. Additionally, the unit partnered with Councilman Glover to investigate tire dumping in the district. Through their collaborative efforts, the responsible suspect was identified, charged, and convicted.

Community Shout Out: Sgt. Recine and the Eastern District NCO Unit received numerous acknowledgments from the community in reference to the attention provided to the Old Goucher Community. Residents were extremely grateful for the work conducted in reference to the quality-of-life complaints and prostitution. This operation was such a success, that it has been requested to continue.

The Eastern District NCO Unit has worked hard to establish and strengthen relationships with the community and remains committed to staying involved and connected with residents, schools, and other stakeholders. Moving forward, the unit plans to:

- Continue building partnerships with the community by maintaining open communication.
- Attend community meetings to listen to concerns and address issues raised by residents.
- Maintain routine patrols of the neighborhoods via vehicle, bike, and foot, using the SARA Model to identify and address problems.
- Continue drafting crime plans, mediating, collaborating with city agencies and organizations to provide services, and taking enforcement action when needed.

Northeastern District:

Throughout 2023, like other districts, the Northeastern District (NED) Unit saw a concerning increase in auto thefts and carjackings involving Hyundai and Kia vehicles. In response, the NCO Unit and the district focused on increasing foot patrols and launching traffic initiatives in targeted neighborhoods. The NED NCOs collaborated with the Mayor and City Council to host carjacking and auto theft prevention meetings, distributing over 200-wheel locks and air tags to community members. This initiative not only helped build stronger relationships with the community but also contributed to a noticeable decrease in auto thefts from July to September.

Strengthening relationships with the community, the NED NCO Unit engaged with the Gardenville and Mt. Pleasant neighborhoods, which had historically struggled with drug activity. The NCO Unit partnered with the District Action Team (DAT) Unit to survey the neighborhoods, and together, they developed a strategic plan. The plan focused on prioritizing foot patrols during specific times based on information from the community and DAT surveillance. Additionally, business checks were increased to foster better relationships between NCOs, DAT, and patrol officers in the area. The NED NCO unit and patrol officers emphasized the importance of using the 311 app to report areas that might contribute to drug activity. Increased use of the app kept city agencies informed about poorly lit areas, trash buildup, and abandoned cars, which were

quickly removed. When used in conjunction with a frequent police presence, the Gardenville and Mt. Pleasant neighborhoods were no longer prime locations for drug activity. This continues to play a key role in the ongoing success of these now drug-free areas

Community Shout-Out: During National Night Out 2023, the Frankford NNO committee called Officer Monica Cooper to the stage, where she was recognized for her 33 years of commitment to serving the Frankford community and presented a Customized Glass Plaque from the Community. Throughout her tenure, Officer Cooper has fostered endless relationships within the community through her involvement in the NED Explorers program, and dedicated presence to the families and seniors within the Frankford neighborhoods.

The Northeastern District NCO Unit has worked diligently to build and strengthen relationships with the community and remains committed to staying involved with residents, businesses, and local youth. Moving forward, the unit plans to:

- Collaborate more with businesses within the NED community.
- Continue collaborating with city agencies and community members when problem solving within the district.
- Continue nurturing relationships with neighborhoods.

Northern District:

Throughout 2023, the Northern District NCO Unit addressed numerous community concerns, with auto thefts and carjackings being among the most prominent. After gathering input from residents, businesses, and car owners, the Northern NCO Unit developed a strategy in collaboration with community members, business owners, and city agencies. This strategy included hosting several carjacking and auto theft prevention meetings, as well as conducting wheel lock giveaways. At these meetings, the NCO Unit educated community members on measures they can take to protect their vehicles. The Unit also fostered stronger relationships with local business owners to enhance security.

Additionally, the NCOs collaborated with their Command to increase police presence in areas with high concentrations of car thefts and carjackings, particularly during peak times. During community engagements, NCOs and patrol officers emphasized the importance of the 311 app, which residents now view as one of the community's most valuable resources. As a result of these initiatives, the district saw a steady decrease in auto thefts and a slight reduction in carjackings. Throughout the rest of the year, the Northern District NCO Unit continued monitoring affected neighborhoods and engaging with community and business owners, while district command remained focused on maintaining increased police presence to prevent further rises in car thefts and carjackings.

Community Shout-Out: Ofc. Joshua Kordela's dedication to helping the homeless in the community is truly commendable. His acts of kindness, such as assisting individuals in getting into drug treatment programs, providing food, helping with vehicle repairs, and offering towing

services, demonstrate his commitment to serving and supporting those in need. Ofc. Kordela's efforts to make a positive impact on the lives of others through his community service work exemplify the qualities of an outstanding officer. His compassion and willingness to go above and beyond to help those less fortunate are truly inspiring.

The Northern District NCO Unit has worked diligently to build and strengthen relationships with the community and remains committed to staying involved with residents, businesses, and local youth. Moving forward, the unit plans to:

- Develop stronger partnerships with middle and high schools in the Northern District, through attending more school hosted events, more consistent follow ups with youth and administrative staff and promoting BPD's Explorers program.
- Recruit more Northern District residents for the Chaplains program to increase faith-based walks and outreach.
- Increase business checks in identified high-risk areas.
- Foster partnerships with neighboring communities for improved relationship building and resource sharing.
- Focus on more strategic planning, ensuring NCOs work together cohesively.

Northwestern District:

The Northwest NCO Unit addressed numerous community concerns in 2023. After receiving several community complaints in late February regarding multiple businesses, the NWD NCO Unit partnered with Maryland Department of Housing and Community Development, Baltimore City Housing Department (BCHD), Baltimore City Fire Department and the Department of Transportation (DOT) to conduct a multi-agency business inspection of several businesses causing a nuisance in the Northwest District. During the inspection, 10 businesses were reviewed, resulting in some being shut down, others cited, and abandoned vehicles towed. This joint effort allowed the community to witness multiple city agencies working together to address nuisance issues that affect the quality of life for residents.

Through prior collaboration, the NWD NCO Unit fostered partnerships by hosting multiple community resource walks. Representatives from various city agencies, including Maryland Department of Transportation, Department of Public Works, DOT, BCHD, and others, came together to address and identify public safety and quality-of-life issues.

When the Mayor's Office of Neighborhood Safety and Engagement (MONSE) and the Baltimore Police Department (BPD) announced the selection of a third Neighborhood Policing Plan pilot community—The North Avenue & Hilton Street Baltimore & Community Task Force, Inc.—which includes the Walbrook, Rosemont, and Coppin Heights neighborhoods with a focus on the West North Avenue corridor, the NWD NCO Unit and city agencies were able to quickly organize a productive meeting with the community. This meeting focused on vital community initiatives such as cleaning the streets, providing employment opportunities for residents, and inspiring youth to achieve greater goals.

Community Shout-Out: During the National Night Out ceremony, held at the Zeta Center, Park Heights Renaissance Association (PHRA) recognized the NWD Officers for their hard work which led to an increase in officer visibility, a reduction in violent crime and consistent presence at community meetings in the Park Heights neighborhood. PHRA donated bikes to be used for bike patrol around the community.

The Northwest NCO Unit has established positive relationships with city agencies to strengthen connections within neighborhoods in the Northwest and remains committed to staying involved with residents, businesses, and local youth. Moving forward, the unit plans to:

- NCO unit would like to attend more community events held on weekends to increase visibility among community members.
- Expand bike patrol unit to be able to cover more neighborhoods within the NW district.
- Work with patrol to increase and diversify the NWD patrol officers that attend community meetings and other events hosted by community members and district partners.

Western District:

Halfway through 2023, the Western District saw a significant rise in burglaries targeting businesses along the Fulton Ave Corridor and in West Lafayette. In response, District Command, the WD NCO Unit, and District Action Teams (DAT) developed a plan to address the issue. DAT focused on investigating the burglaries, the NCO unit conducted outreach to surrounding neighborhoods, and District Command increased foot patrols and business checks during all three shifts in the identified areas.

Through community collaboration, increased visibility, and strengthened relationships with business owners on the Fulton Ave Corridor and in West Lafayette, the Western District saw a noticeable decrease in burglaries in October and November. These efforts also helped the district prepare for a spike in commercial robberies in December.

One of the Western District Command and NCO unit's goals was to build stronger relationships with the Baltimore City School Police (BCSP) officers assigned to schools in the district. Near the end of the school year, they worked closely with BCSP officers to develop a plan that would enhance preparedness for school-related critical incidents, ensuring officers understood their roles and kept students informed and safe. The plan aimed to foster familiarity with city schools and partners before any critical events. Through this collaboration, the Western District officers not only strengthened their relationships with BCSP officers but also built positive connections with students attending summer classes by increasing visibility around the identified schools.

Community Shout-Out: This compliment was submitted through the Public Portal: I was traveling from North Carolina, where I had lived for almost a decade, to what I thought would be a new home and life in New Jersey. I was exhausted and could hardly feel my legs, as I had spent the night in my car in a NC park in 12-degree weather. My car was loaded with belongings, and I had my two cats with me too. It was December 24th, Christmas Eve. A tire on my car suddenly

blew out as I was driving on the freeway, but I managed to pull off into a residential area and call 911. Officer Gregory Price, who I later called "priceless," came to my rescue, changing my tire to a small spare, which let me continue my way. He was a true godsend. This was such a hard time for me, and I could not have changed the tire myself, too cold, old, and exhausted. But have never forgotten his kindness and caring. He was truly an "angel" in a time of desperate need.

The Western District NCO Unit continues to work diligently to build and strengthen relationships within the community. The unit remains committed to staying engaged with residents, businesses, and neighborhood youth. Moving forward, the unit plans to:

- Expand partnerships with food pantries and distribution centers within the Western District by assisting with weekly food distributions.
- Work with businesses next to vacant properties vulnerable to through-the-wall burglaries.
- Continue collaborating with the Central District NCOs to build relationships with neighborhoods and community associations previously part of the Central District.

Southwestern District:

In January 2023, the Group Violence Reduction Strategy (GVRS) expanded into the Southwest District (SWD). As a result, the SWD NCO Unit, in collaboration with SWD Command, began working closely with the State's Attorney's Office and the Mayor's Office of Neighborhood Safety and Engagement (MONSE). Through this partnership, the group started reviewing all shootings and homicides, identifying individuals at the highest risk of violence, victimization, and/or retaliation. These individuals are encouraged to participate in the program. The GVRS offers services with the support of community members—residents and faith leaders—who use their credibility to reach and intervene with people at the highest risk, urging them to put down the guns or face swift, certain, and legitimate accountability through the criminal justice system.¹³ Since the program's rollout, the SWD has experienced multiple 28-day periods without a homicide, a significant improvement compared to the 328 homicides reported between 2020 and 2022. Through weekly meetings to review crime trends, officer deployment, and preventative tactics, this collaboration has not only built stronger relationships between the three agencies but has also helped restore trust within the Southwest communities and the city at large.

In the summer of 2023, the Southwest District saw a concerning increase in auto thefts and carjackings involving Kia and Hyundai vehicles. In response, the district command and SW NCO Unit worked with the Mayor's Office to provide over 200-wheel locks for Kia and Hyundai owners. Community meetings held throughout October to December, broadcast via social media and word of mouth, allowed the SWD to provide safety and prevention tips to residents and car owners. The district also focused on increasing foot patrols and launching traffic initiatives in targeted neighborhoods. These efforts are believed to have strengthened the

¹³ [Mayor Scott Announces GVRS Expansion to Fourth District](#)

relationship and trust between the district and the community while contributing to a 32% decrease in carjackings from October to December.

Community Shout-Out: This compliment was submitted through the Public Portal: On Saturday evening...I made a rolling stop in the 100 block of East Cross St. 21230. I was pulled over by a marked police car operated by Officer Maurice Hemsley. Office Hemsley was very thorough, polite, very groomed and dressed in his uniform. He promptly informed me of the reason I was stopped and asked for my license and registration card. He returned to his unit and within a few minutes returned to my car with a written warning. He left me feeling very good knowing Office Hemsley is on the street doing his best to protect us every day. I was guilty of the rolling stop and Officer Hemsley's efforts have reminded to do a better job with my driving.

The Southwest District NCO Unit remains committed to fostering strong relationships within the community. The unit continues to address the concerns and priorities of residents, businesses, and neighborhood youth. Moving forward, the unit plans to:

- Encourage SWD officers to recognize that proactive policing is not a one-size-fits-all approach and should be tailored to the unique needs of the area being policed.
- Continue building partnerships with the community and provide SWD officers with more opportunities for informal engagement with community members.
- Maintain visibility along W Baltimore St. during all shifts, with frequent traffic enforcement in the Tri-District area.

Southern District:

The Southern District experienced an increase in robberies around the Marbourne Avenue corridor and Scott Street near the Otterbein area. SD Command had the NCO unit, District Action Team (DAT), and patrol officers assess the areas, spoke with community members, and developed a strategic plan to address these robberies. The SD NCO unit held multiple information and prevention sessions for the community, while patrol officers and DAT were directed to conduct foot patrols and business checks in highlighted areas to prevent further robberies. This increased visibility, along with encouraging the community to use the 311 app, helped achieve a 20% decrease in robberies during the last three months of the year.

One of the pilot sites for the Neighborhood Policing Plan is in the Southern District. The Greater BayBrook Alliance (GBA) community members, BPD, and city agencies have been collaborating consistently for the past few years. The SD NCO Unit, BPD, MONSE, city agencies, and GBA meet monthly to discuss issues within their neighborhoods. Topics such as crime, environmental concerns, and quality of life issues are addressed, and the parties work together to find solutions. After the summer, BPD and city agencies expanded their visibility and strengthened relationships with several neighborhoods within the Southern District, particularly those surrounding Brooklyn Homes.

Community Shout-Out: This compliment was submitted through the Public Portal: I'd like to sincerely thank Officer Mark Rankine for his quick response and compassion...me and my

friend overdosed and thanks to him and the paramedics we're still alive! I just want to commend him for being a great human being. God bless him and others involved in successfully reviving us. We're truly grateful and highly impressed with how he treated us like human beings. He is dedicated public servant, and an honorable individual. Once again, thank you and God bless you.

After the events of Brooklyn Day, the NCO unit and the district's main goal was to improve police-community relations. Moving forward, the unit plans to:

- Continue visibility along Washington Boulevard during all shifts, with frequent checks of Carroll Park to monitor large gatherings.
- Work closely with community leaders to identify gaps in the relationship between the community and the police.
- Improve relations with the Latinx community within the Southern District.

Looking Toward 2024

As mentioned earlier, BPD is enhancing its data tracking mechanisms to provide meaningful insights into community engagement and policing efforts, and to effectively describe their implementation and impact. The objective is to offer a more comprehensive assessment of community engagement and policing effectiveness in each district, leveraging technological advancements to enhance data collection capabilities. This entails revising this section not only to report on "the number and types of meetings" as stipulated in the consent decree, but also to recognize and report on meaningful community engagement.

In future reports, BPD aims to improve its ability to document community education, problem-solving initiatives, and outcomes in each district. While BPD serves the city, we recognize that each district faces unique challenges and requires tailored action plans. Moving forward, we will continue to customize each district's section to reflect its specific accomplishments throughout the year.

Additional Community Outreach Highlights

Crime Lab

BPD's Crime Lab is a nationally accredited forensic laboratory that analyzes and identifies various types of evidence. The objective of the Crime Lab's trained analysts is to provide the department with the most accurate and scientific evidence to help solve crimes. In conjunction with their daily duties, the Crime Lab personnel participated in over 1000 hours of training, forensic-related instruction, and volunteering in the community. From the overall community engagement, the Crime Lab Unit volunteered over 300 hours conducting various presentations and information sessions at area high schools, colleges, community organizations to include the Boys and Girls Club, and Grand Juries. The Crime Lab demonstrates skillsets in collecting evidence, conducting latent fingerprint processing, firearm analysis, and forensic biology and SAFE Kit Training. The Crime Lab welcomes and offers lab tours, shadowing opportunities,

ride-a-longs, fellowship programs, and participates in career fairs. Throughout 2023, the Crime Lab has taught over 1,400 students and citizens in forensic-related topics.

Baltimore City Behavioral Health Collaborative (BCBHC)

BPD participates as a co-chair of the BCBHC, a group of more than 40 stakeholders in Baltimore City that work to improve accountability to the people of Baltimore and reduce unnecessary interaction with emergency personnel. The stakeholders that make up the collaborative are community members, people with lived experience with mental illness and/or substance use disorder, service providers such as Behavioral Health System Baltimore and Disability Rights Maryland, the Department of Justice, local institutional leaders, and many other advocates. The BCBHC is further divided into three subcommittees to focus on behavioral health data throughout the city, policy development, and training development and implementation.

In 2023, the collective BCBHC met for 90 minutes bi-monthly, with the annual exceptions of August and December, to discuss methods to ensure a complete and comprehensive range of high-quality and accessible behavioral health services, city policies are collaboratively developed, system efforts across the city are coordinated, and city personnel, in particular police, fire and EMS, are just in their interactions with people living with or impacted by mental illness and/or substance use. Each BCBHC subcommittee (Data Informed Outcomes, Policy & Advocacy, and Training) met monthly to address areas of behavioral health that align with the titled focus area of their respective names.

Project Pnuma

Since 2014, BPD Education and Training (E&T) has partnered with the nonprofit youth mentoring organization, Project Pnuma to empower youth, specifically young men, with tools such as forgiveness, self-control, and discipline, while exposing them to diverse opportunities. Project Pnuma focuses on the mental, physical, and emotional well-being of youth enhancing their self-confidence through public speaking and tutoring services. Operating four days a week during the Baltimore City Public School calendar year, E&T officers actively engage with the kids and participate in the programs.

Sessions take place at E&T facilities (and other citywide locations), where academy recruits also join in with the children. Many recruits choose to volunteer beyond their academy training. Throughout the 2023-2024 school year, Project Pnuma engaged 44 boys aged 10 to 14 at the E&T facility. The partnership with the BPD has led to two national awards¹⁴ and a partnership with the Signal 13 Foundation.

Outward Bound

Established in 1986, the Chesapeake Bay Outward Bound School creates positive outcomes for students by helping them build self-confidence, awareness, respect for interdependence, and a desire to make a positive difference in their own lives and the lives of others. BPD's E&T has partnered with Outward Bound since 2015 to provide shared challenges, adversity, and

¹⁴ 2023 NFL Inspire Change Changemaker of the Year for the Baltimore Ravens and the 2023 FBI Director's Community Leadership Award.

opportunities for failure and success, enabling students to discover and develop new skills, confidence, and passion.

Historically, officers met with students during in-service training; however, changes in training structure now allow entry-level officers to engage with Outward Bound students. This shift facilitates consistent engagement with Outward Bound and enables entry-level trainees to initiate positive interactions with Baltimore youth. In 2023, every entry-level class participated in Outward Bound, seeing 114 students across 5 Student Programming Days.

Community Collaboration Partners

In August 2022, The Baltimore Police Department received from the Baltimore City Board of Estimates approval and authorization to accept a Grant Award from the U.S. Department of Justice, Office of Justice Programs (OJP) for the “FY22 Byrne Discretionary Grants Program, Award# 15PBJA-22-GG-00040-BRND. The period of this award began July 1, 2022, and is scheduled to end June 30, 2025. Funding was accessible in May 2023.

The proposal sought to ensure the genuine and active participation from community members and stakeholders in reviewing, revising, planning, and helping to implement agency policies, operational practices, and training development and facilitation. As such, the initiative complies with Baltimore City Consent Decree mandates, and more importantly, helps to create sustained cooperative, collaborative relationships, and trust with the communities we serve. Specifically, paragraph 20 of the Consent Decree directs BPD to engage community collaboration and gain public input on various policing functions, services, and operations:

“BPD will ensure that it solicits input from its advisory boards and councils representing particular communities in Baltimore, such as the Youth Advisory Board and the LGBT Advisory Council, on policies, practices, training, engagement programs and enforcement strategies that effect the communities those advisory groups represent” (United States of America v. Police Department of Baltimore City, et. al., January 2017. pg.8).

Foremost, as an incentive to actively collaborate with the agency, participants (referred to as Community Collaboration Partners - CCPs), may receive \$250.00 per hour; and receive incentives to participate in or develop community-policing related, equity-related workshops/trainings - relative to community policing.

The Community Collaboration Partners (CCPs) are primarily Baltimore City residents, Maryland residents, or individuals employed within the city. This diverse group represents various communities, including LGBTQIA2+, Latinx, women, men, Muslim, Christian, and Jewish faiths, as well as clergy, African American, and Caucasian individuals. The group also includes specialists in juvenile and family services, youth, returning citizens, academicians, attorneys, community activists, and non-profit organizations. Five of the CCPs operate non-profit organizations from which they engage additional community members to support collaboration with the agency.

From May - December 2023, 52 Community Collaboration Partners, invested 134 hours into supporting, advising, and collaborating with BPD. CCPs earned \$33,500.00 for their exceptional

work. Involvement from the community ranged from short-term, one-time activities to planning and collaboration over a series of meetings and events:

- CCP 4-hour orientation and training
- Reviewed and consulted on Public Equity Dashboard
- Youth Advisory Council planning
- MONSE NPP Grant Application Preparation & Equity Budget Training
- MONSE NPP Grant Application Assessments
- MONSE NPP Grant Application Evaluations
- Policy Review and proposed revisions on Policy 1512 Small Unmanned Aircraft Systems
- Southern District Violent Crime Reduction Strategy Planning Sessions
- Community Training Review Committee meetings

Agency bureaus, sections, units that engaged with CCPs included, Patrol, Consent Decree Compliance Unit, Equity Office, Southern Police District, Education & Training Section, and Community Policing Section. Interested parties can email BPD's Director of Equity, Leslie Parker-Blyther at Leslie.ParkerBlyther@baltimorepolice.org.

Section 4: Problem Oriented Policing

Problem-Oriented Policing (POP) is a preventative model that seeks to understand and address the underlying conditions contributing to recurring crime and disorder in specific areas. Utilizing the Scanning, Analysis, Response, and Assessment (SARA) decision-making model, BPD officers employ this intensive problem-solving approach to identify issues, analyze relevant data, develop appropriate responses, and evaluate the outcomes.

This framework supports the Neighborhood Policing Plans (NPPs), which are co-developed by BPD, Mayor's Office of Neighborhood Safety and Engagement (MONSE) and community members to prioritize and address public safety concerns at the neighborhood level. While NPPs are part of the broader Community Policing Plan, they recognize that not all issues require a police response. In collaboration with MONSE and other City agencies, BPD is working to implement a coordinated interagency response, demonstrated through the piloting of two NPPs.

Key Partners

The Mayor's Office of Neighborhood Safety and Engagement

In coordination with -

- Department of Transportation
- Department of Public Works
- Department of Recreation and Parks
- Department of Housing and Community Development
- Baltimore City Information and Technology



Neighborhood Policing Plan

After extending the timeline of the Neighborhood Policing Plans (NPP) in 2022, the NPP sites were able to allocate the necessary time to complete the Scan and Analysis phases of the SARA Model for Pilot Phase 2. GBA (Greater Baybrook, including Brooklyn and Curtis Bay) and FSO (Fayette Street Outreach), the two selected pilot communities, led the collection of survey, focus group, and listening session data within their neighborhoods. This approach allowed the community to own and manage the data, fostering trust between BPD, MONSE, and residents while deepening understanding of their experiences.

From this data collection, BPD, MONSE, the communities, and our evaluation partner, the University of Baltimore (UB), reviewed findings to identify concerns being addressed, areas needing more resources, and any new issues emerging from community perceptions and 311 data.

Each NPP site began solidifying program infrastructure and incorporating city agency participation and coordination in their NPP templates. In collaboration with the community and city agency partners, MONSE developed a standardized NPP template that any site can use to create its own self-sustaining neighborhood policing plan. After GBA and FSO completed their NPP templates, MONSE, BPD, and other city partners worked to establish their commitments to plan implementation. MONSE and BPD focused on reconciling GBA and FSO's proposed plans with the city's broader efforts to address crime and improve police-community relationships¹⁵.

As the Neighborhood Policing Plans fall under the Consent Decree as micro-policing plans, the Department of Justice and the Monitoring Team reviewed the initial plans from GBA and FSO, tasking MONSE and BPD to outline their commitments to the plans and their implementation through evidence-based strategies¹⁶.

Simultaneously, MONSE issued a call for applications for a third NPP site. In partnership with the BPD Office of Equity and Community Collaboration Partners, MONSE reviewed applications and selected the next site through an equitable process. While the creation of the

¹⁵ [Neighborhood Policing Plans: Pilot Phase II Findings Report](#) page 43.

¹⁶ [Neighborhood Policing Plans: Pilot Phase II Findings Report](#) page 43.

Community Policing Section at BPD and changes within MONSE caused slight delays, this has improved both agencies' understanding of the NPP process. BPD hosted training for NCO officers, and the Community Policing Section aims to enhance interagency partnerships through community training in 2024:

- **NPP sites will attend Safe Growth training**, a comprehensive program focused on enhancing community well-being through economic resilience, environmental sustainability, and crime mitigation. This training equips participants with skills in data collection, analysis, problem-solving, and project design, empowering them to drive meaningful improvements.

Although the pilot has taken longer than anticipated, BPD is encouraged by the insights gained from working with GBA and FSO and the strong foundation laid for the third pilot site, North Ave. Task Force. For a detailed overview of the NPP process, please refer to the NPP Phase II Findings Report¹⁷ conducted by the University of Baltimore (UB).

Section 6: Consent Decree Related Community Meetings

The Consent Decree Implementation Unit (CDIU) proactively informs the public about reform updates through both in-person and virtual meetings across all nine police districts each year. During these meetings, CDIU briefs the public on Consent Decree requirements and the progress made in meeting those requirements. CDIU also addresses community concerns related to the implementation of the Consent Decree. This section details BPD's 18 mandated community briefings, updates provided at district commander meetings, community meetings and workshops held in coordination with agency and system partners.

In 2023, CDIU participated in over 35 community briefings and meetings to educate over 800 Baltimore City community members about the progress of reforms. Outreach efforts also included engaging universities and youth groups to inform students about the public comment process, misconduct reporting, and filing complaints. CDIU organized a youth-focused tour of the Compliance Department, where No Boundaries Youth Organizers visited to learn about the Consent Decree, audits, inspections, and the Public Information Unit. This tour provided a deeper understanding of how the department is working to become self-assessing and corrective under the Consent Decree.

CDIU also sends a monthly e-newsletter to over 4,800 BPD and community members. The newsletter includes public comment deadlines, event reminders, the latest reports and assessments, and other ways the community can engage in the reform process. It also lists upcoming community meetings and invites groups or organizations to schedule their own meetings with CDIU. Community associations typically promote these meetings via email and

¹⁷ [Neighborhood Policing Plans: Pilot Phase II Findings Report](#)

social media. CDIU frequently partners with the Mayor’s Office to expand the promotional reach of these community feedback sessions.

Section 7: Looking Towards the Future

Consent Decree Engagement

CDIU will continue to look for more ways to educate and inform city residents about the Consent Decree process, as well as improve community engagement in the policy development and training curriculum process. The Unit work to expand its social media outreach and improve the website to make it easier for people to understand where we are in the Consent Decree process.

Data Collection

The BPD Community Policing Plan recognizes the importance of tracking the number of 311 referrals, as well as the number, duration, and location of informal community engagements. While these metrics are important, BPD aims to enhance its community policing efforts by improving the collection of qualitative data from community meetings, foot patrols, business checks, and other interactions, with a focus on problem-solving. This information will help assess whether daily problem-solving efforts are sufficient or if more comprehensive, long-term strategies are needed at the district level. BPD understands that enhancing the relationship between community members and officers’ hinges on the visibility of officers in daily positive interactions while patrolling the streets. However, BPD also believes that improving the efficiency of officer problem-solving will contribute to relationship-building and promote a safer, better quality of life for city residents.

Foundational Organization Redesign

BPD’s Community Policing Plan outlines the need to redesign the department’s structure to strengthen its capacity for implementing Community Policing activities and programs. The unit formerly known as Patrol Support Services, which served as a centralized hub with all officers responsible for community policing, is now the Community Policing Section. Established by Commissioner Worley in late 2023, the Community Policing Section aims to unify various department elements focused on community engagement. In the coming year, we look forward to developing new policies, updating standard operating procedures to provide clearer direction to specialized community units, strengthening sworn officers with civilian staff, and offering comprehensive training and opportunities aligned with the principles of the Community Policing Plan.