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TRUST



2018 Community Policing Report



2018 Community Policing Report

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Executive Summary

The Baltimore Consent Decree (“the Decree”) mandates that Baltimore Police Department (BPD) “prepare a publicly available report of its community policing efforts, including a breakdown by district on at least an annual basis...identify deficiencies and opportunities for improvement in initiatives for community policing and engagement...and describe the ways BPD has sought input from the Community related to the Decree’s implementation.”

During 2018, BPD consent decree outreach team worked collaboratively with Command staff, Neighborhood Coordination Officers (NCOs), the Community Collaboration Division, and various other departments to assess BPD’s community policing and engagement efforts. This report summarizes the assessment of those efforts in accordance with the Consent Decree paragraph 22.¹

In this reporting year, the document captures areas of improvement that emerge from the collaborative assessment. While each BPD district and community component strives to implement community engagement and facilitate programs that encourage community policing, the lack of staffing and technology resources continues to serve as a barrier to fully operationalizing distinct community policing and engagement efforts. The areas of improvement section of this report outlines the specific strategies BPD will employ to mitigate future challenges and support increased community policing and engagement to include a mechanism for tracking community engagement in each district, creation and tracking of micro-community policing plans, and interim solutions for capturing this essential data.

Despite challenges in these areas, the 2018 reporting document demonstrates BPD’s tenacity in the facilitation of robust community policing and engagement programming. BPD districts and community components partnered with local churches, businesses, schools, and community members to develop real and tangible solutions to quality of life issues within the community. The dedication shown at the BPD district and community level by civilian and sworn members is a beacon of light and evidence that incremental efforts can lead to real change.

As current efforts are being made to improve community policing and engagement within BPD, the department is in the process of developing a Comprehensive Community Policing Plan in accordance with the Baltimore Consent Decree requirements summarized in paragraph 19. According to the U.S. Department of Justice (DOJ), Office of Community Oriented Policing Services (COPS Office), “*Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear of crime.*”² The Comprehensive Plan will provide a framework for BPD’s vision for community policing and the intended steps for incremental implementation of the plan with input from best practices in the field, and feedback from the community at large.

This report provides a summation of BPD’s efforts pursuant to community policing and engagement in accordance with the aforementioned definition of community policing, in addition to its key components to include: community partnerships, organizational transformation, and problem-solving. While the report does not capture each individual event, it demonstrates the progress the department continues to make in the area of community policing and engagement. As we move forward, BPD is committed to creating new partnerships, supporting businesses and working with community organizations as we all strive for a better Baltimore.

¹ Baltimore Consent Decree, <https://www.justice.gov/opa/file/925056/download>

² *Community Policing Defined*, (Washington, DC: Office of Community Oriented Policing Services, 2014), <https://ric-zai-inc.com/Publications/cops-p157-pub.pdf>

Community Associations

Each district in Baltimore City is made up of small communities and neighborhoods. In order to address local issues, some neighborhoods hold community association meetings on a regular basis to collect and distribute information pertinent to community members.

Community Partnerships

Community partnerships are collaborative problem-solving activities and engagement activities between the Department and the individuals and organizations the Department serves to develop solutions to problems, build relationships, and increase mutual trust.

Community Relations Council (CRC)

Each district in the Baltimore Police Department is assisted by a Community Relations Council (CRC). The CRC consists of one appointed President, and is supported by other community members from the district. CRC's meet monthly at the district with the Major, Captain, other patrol officers, and community members to discuss crime and quality of life issues.

Consent Decree Community Engagement Advisory Board

The advisory board consists of (50) Community stakeholders (Community Relations Council Presidents, Community Organizations, Faith-Based Organizations and individual community advocates) who advise on how to best reach out to the community in reference to the Baltimore Consent Decree.

Neighborhood Coordination Officer (NCO) Program

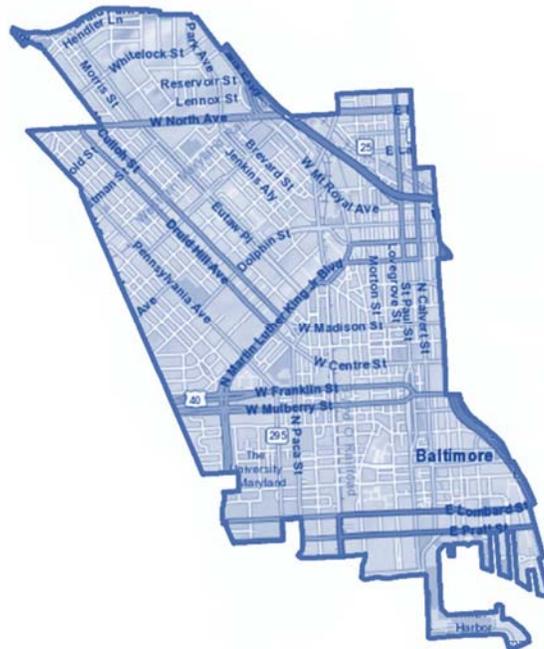
The Neighborhood Coordination Officer (NCO) Program is a component of the Violence Reduction Initiative (VRI), piloted in the Baltimore Police Department in early 2017 after a neighborhood policing model in New York City Police Department (NYPD). NCO's serve as community policing specialist with the VRI Zones, with the goals of leading community outreach efforts; coordinating the Department's resources with the other city agencies; directing problem-solving; and contributing to criminal investigations.

Violence Reduction Initiative (VRI) Zones

The Violence Reduction Initiative (VRI) Zone, formerly known as the Transformation Zones, is a targeted area within Baltimore where the breath of City government resources, community partnerships, and other key stakeholders support will be focused to drive reductions in violent crime.



Central District at a Glance



500 E. Baltimore Street
Baltimore, MD 21202
(410) 396 – 2411
Commander: Major Daryl Gaines

The Central District is dedicated to personally reaching the community. The Central District's Major or Captain attend all events in the district along with one officer detailed to community engagement. Central District uses social media to keep the community up to date on community events and public safety issues; and also work to stay in contact with community members who call or e-mail to discuss issues. Central District representatives attend weekly community meetings, participate in basketball and football teams, assist clean-up efforts in Violence Reduction Initiative (VRI) zones, and support pop-up events. Central District officers try to be creative, using the time they spend handling calls to engage with business owners and other community members and build relationships while they police.

Between January and November of 2018, Central District officers participated in a wide range of community events, including:

- Regularly attending monthly Community Relations Council (CRC) meetings to discuss top concerns and priorities of community residents and how to partner to solve community issues;
- Attending all community association meetings to provide safety tips, deliver crime reports to community members, identify concerns, and develop a collaborative policing strategy to address them;
- Participating in community safety walks with the Chief of Patrol's office, to determine areas in the community that need assistance from other city agencies or the police department; and

high school students, and an after-school program with children at a recreation center. Officers play in softball games with community members and McGruff the Crime Dog has engaged with children at various events. Around Christmas and Thanksgiving, officers help deliver charitable donations of food and gifts to residents of the Southeastern District.

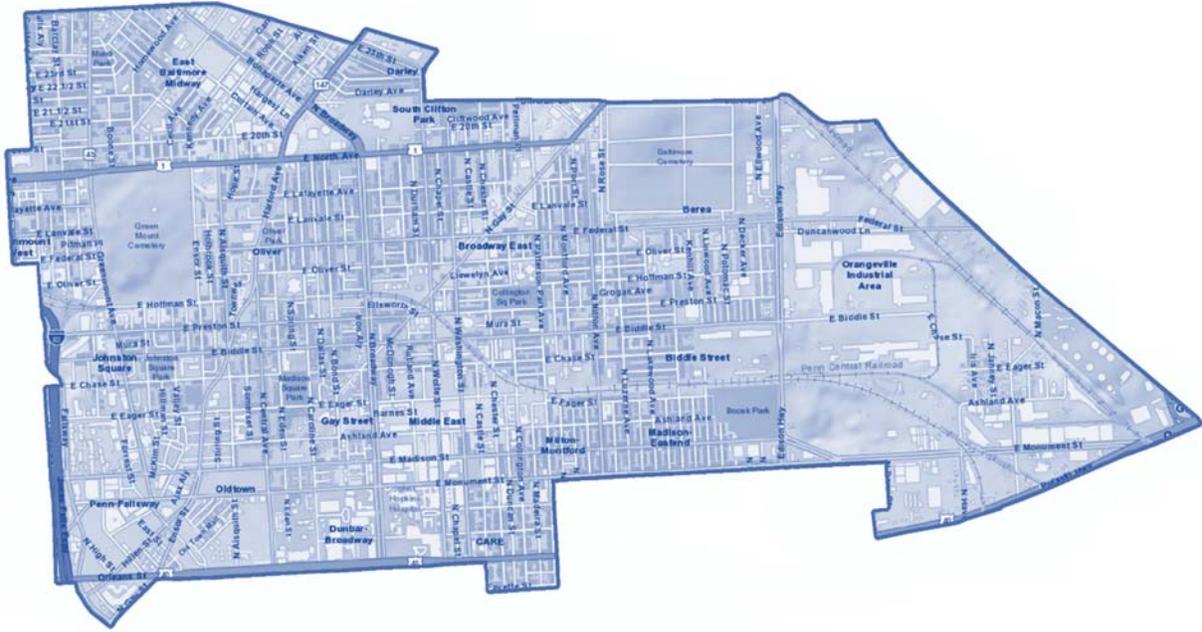
Southeastern District officers are encouraged to perform foot patrols in between calls for service. Officers receive books on the history of Baltimore to help them develop a better understanding of the city and connect with the neighborhoods they police. Command staff ensure that officers attend special events in the neighborhoods where they frequently work. The District Command staff gives awards to officers during roll call, acknowledging them for merit.

Between January and November of 2018, Southeastern District officers participated in additional community engagement activities, including:

- Participation in the Special Olympics basketball team to support local athletes;
- Hosting a pre-Halloween party at the Virginia Baker Recreational Center to provide a safe space for youth in the community and improve police/youth relations;
- Disseminating information about public safety by coordinating neighborhood meetings and distributing flyers throughout the community;
- Outreach to the Hispanic Community with the assistance of BPD's Hispanic liaison and other officers in an effort to promote public safety and positive relationships throughout the District; and
- Assist with community cleanup initiatives to ensure residents have safe and pleasant neighborhood.

The Southeast District continues to strategize around its efforts to address quality of life and environmental issues within the community. To more effectively reach and collaborate with community members, the Southeast District seeks to create more opportunities for engagement through: community round table discussions, Community Relations Counsel (CRC) meetings, and additional officer foot patrol and business checks. Additionally, community focus groups and stakeholder surveys would assist the district with developing strategies that better serve the local community.

Eastern District at a Glance



1620 Edison Highway
Baltimore, MD 21213
(410) 396 – 2433
Commander: Major Lloyd Wells

The Eastern District staff devotes particular attention to improving relationships with young people in the community. While patrol officers cannot always be involved in community outreach work, the Eastern District has three officers from the Neighborhood Coordination Officer (NCO) program focused in VRI zones who volunteer at schools, start dialogue with older youth, and participate in afterschool programs. The District works with BPD's Community Collaboration Division and officers have taken kids on field trips to help them explore other parts of the city and state. They have also helped to build playgrounds in the District.

Eastern District officers participate in walks with the community and the District Command staff attend regular neighborhood meetings. Officers and community leaders collaborate to hold neighborhood cookouts and officers support the community by assisting with local tutoring programs, mediating conflicts, and engaging in re-entry work. Between January and November of 2018, Eastern District officers participated in a wide range of other community events, including:

- Conducting weekly Turnaround Tuesdays at Zion Baptist Church to help facilitate community engagement and support the successful re-entry of citizens who are returning home from prison;
- Serving youth at the Club at Collington to build trust and enhance interactions between youth and the police;
- Participating in neighborhood walks with the faith-based community to promote public safety in a collaborative and unified way;
- Supporting various community events, including the Mayor's summer block parties and community walks, to connect with residents, hear the concerns of the community, and develop solutions in partnership; and

- Engaging youth at first day of school events and Halloween walks to provide a safe and encouraging environment for young people in the community.

Limitations of the physical space at the Eastern District station and the lack of dedicated funding pose a barrier to the District hosting community engagement activities. Improved recruitment and training for NCOs are also necessary in order to successfully cultivate and sustain community policing strategies throughout the Eastern District.

Northeastern District at a Glance



1900 Argonne Drive
Baltimore, MD 21218
(410) 396 – 2444
Commander: Major Natalie Preston

In the Northeastern District, the Major and Captain personally attend approximately 35-40 community meetings per month where they provide crime prevention strategies and other safety recommendations. The Major also participates in neighborhood walks with the community association presidents in order to improve public safety in collaboration with residents and increase participation in neighborhood associations. Northeastern District has one sergeant detailed to community engagement efforts who dedicates approximately 20 hours per month to hosting community members in ride-alongs. . The District has created a flyer to spread information about crime prevention and uses social media to maintain communication with the community.

Northeastern District participates in a number of community initiatives with young people in the district. “Officer Friendly” reads to students at the local elementary and middle schools in the District’s VRI zone every Monday and Wednesday. Each year, the Northeastern District supports a “Haircut for the Holidays” initiative, where participating barbers give free haircuts to boys with perfect school attendance. As an additional way to engage youth, the district took 50 youth to see the movie Black Panther earlier this year. The District also sponsors scavenger hunts in the neighborhoods to get kids outside to play, and officers sometimes walk kids to school. Officers attend little league baseball games to support youth engagement in positive activities.

Officers help neighbors to clean local streets, work directly with community groups, support efforts to help residents find jobs, and assist with re-entry efforts. At least eight community organizations use group text message threads to share information with the District Command. The District also occasionally partners with the Fire Department to collaborate on engagement events.

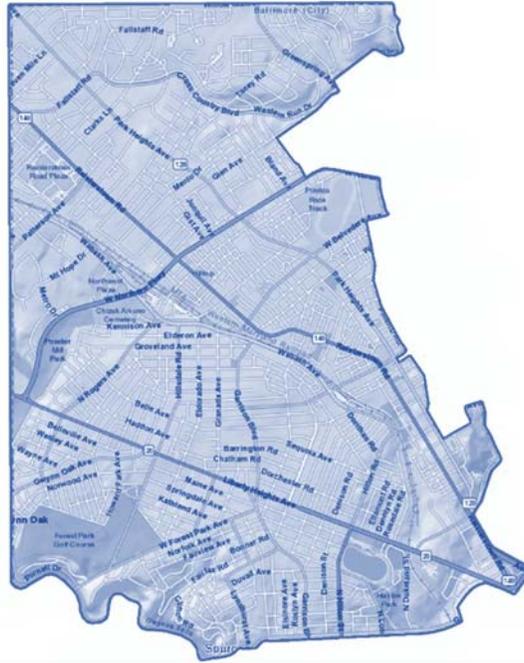
In response to particular public safety issues arising in businesses within the District, command staff and store owners collaborated to develop a procedure that facilitates ongoing communication and ensures increased police presence at agreed upon sites.

Between January and November of 2018, Northeastern District officers participated in a wide range of other community events, including:

- Attending weekly meetings with neighborhood associations to address local concerns and develop partnerships with residents in an effort to engage in community policing;
- Coordinating the “Bless the Northeastern District” event with faith-based community leaders who came together to pray for the district;
- Hosting community prayer walks every Saturday afternoon in partnership with the district chaplains to create a safe environment for the community and work together in community policing efforts;
- Coaching youth flag football for the B.O.L.O. (Baltimore Officers Lending Opportunities) enhancing the relationship between officers and high school youth;
- Attending two Baltimore Ceasefire events to join the community in calling for murder-free weekends throughout the city;
- Participating in 4 National Night Out events within the Northeast District to promote safety and vigilance within the community;
- Hosting an Annual Community Holiday dinner and Turkey Basket giveaway, as well as an Annual Breakfast with Santa and Easter Egg Hunt to meet the needs of community members;
- Coordinating an Annual Trunk or Treat event on Halloween night to provide a safe environment for the children and youth in the community;
- Participating in Coffee with and Cop and Shop with Cop initiatives;
- Taking NED Police Explorers to compete in the National Police Explorers Program in Indiana; and
- Hosting an Annual “Cops vs Kids” Back to School Baseball event handing out 200 book bags and school supplies.

Command staff and officers frequently spend their own money to fund these community engagement efforts. With additional, dedicated funding for community engagement activities, the Northeastern District could expand upon and institutionalize these efforts. Increased staffing would allow the Northeastern District to permanently designate additional officers as Neighborhood Coordination Officers (NCOs). Together, dedicated community engagement funds and increased numbers of trained NCOs would help the Northeastern District strengthen ties with the community and build trust, thereby improving public safety.

Northwestern District at a Glance



5271 Reisterstown Road
Baltimore, MD 21215
(410) 396 – 2466
Commander: Major Ettice Brickus

Northwestern District participates in multiple efforts to engage members of their community including weekly Drug Abuse Resistance Education (D.A.R.E.) trainings, and meetings with business owners in the district to explain the process for how to best communicate with law enforcement regarding public safety concerns. Neighborhood Coordination Officers (NCOs) help recruit community members for basketball and football games with officers. Northwestern District representatives regularly attend events at local recreation centers and support events such as job fairs. In June 2018, the district participated in a “30-Day Initiative” that identified an area in need of health and wellness resources; helped community members to plan and hold a block party, yard sale, community walk, and other events; and encouraged community-led expansion of the initiative to other neighborhoods.

Northwestern District engages in a number of youth-focused initiatives. Officers have read to kids in schools and the Major has detailed an officer full-time to PeacePlayers, an organization that aims to create safe places and provide free after-school basketball programming. In addition, Northwestern District has engaged boys aged 14-17 with the Boys and Girls Club at Baltimore City Community College in conversation and role modeling. The District plans to take 21 of the boys to the Police Academy to experience their Firearms Training Simulator.

There are multiple neighborhood watch organizations in the Northwestern District that work alongside police to improve public safety by supplementing patrol and providing tips to officers and command staff.

Between January and November of 2018, Northwestern District officers participated in a wide range of community events, including:

- Northwest Neighborhood Coordination Officers (NCO) coached youth flag football for the B.O.L.O. (Baltimore Officers Lending Opportunities) enhancing the relationship between police officers and high school students;

- Taught D.A.R.E. classes at Arlington Elementary School, where 5th grade students learned about life skills such as responsibility, future goals, risks and consequences, and the danger of using drugs and alcohol;
- Developed partnerships with local businesses to share tips about keeping commercial areas safe;
- Partnered with Serve and Connect Tennis and Art with Heart to increase police engagement with youth in the community;
- Participation on the Park Heights Trauma Task Force to discuss the effects of violence and trauma on youth in the Park Heights community;
- Performed outreach in partnership with the Mayor's Office of Criminal Justice to coordinate activities to help meet the needs of community members; and
- Partnered with Peace Players Basketball team to work with youth at KIPP Academy.

During 2018, community policing and engaging efforts in the Northwestern District were limited by incomplete command staffing, which prevented District leadership from attending every neighborhood association meeting. The physical plant of the District station poses another barrier to community engagement. Without a designated space for group activities with members of the public, officers struggle to sponsor meetings or events for the community. Finally, the lack of dedicated funding for community engagement limited activities and events to those that officers or command staff could pay for out of pocket.

Northern District at a Glance



2201 W. Coldspring Lane
Baltimore, MD 21215
(410) 396 – 2455

Commander: Major Richard Gibson

Over the last two years, the Command staff have worked to bolster communications and relationships with residents through social media and other initiatives, including regular community meetings and neighborhood walks. The District Command staff have used the social media platforms to successfully retain input from the community and to acknowledge officers for their achievements

Twice a month, the Major and district officers volunteer in soup kitchens in the district. Each week, one or two officers attend church in the district and each year, the Major delivers a bike to the most improved sixth grader at an awards ceremony at each school in the district.

Northern District representatives have collaborated with local institutions and the business community to develop programs tailored to their community. For example, Johns Hopkins University sponsored a bus tour of the entire district for the presidents of neighborhood associations, community leaders, and Northern District staff. Starbucks sponsors Coffee with a Cop, which brings residents together with the Major and a few officers to engage in conversation and get to know each other. Northern District also works with Heaven on Earth NOW, a national organization by delivering healthy food packages to food deserts in the District. Officers have received donations of footballs and basketballs that they use to play with young people in the District.

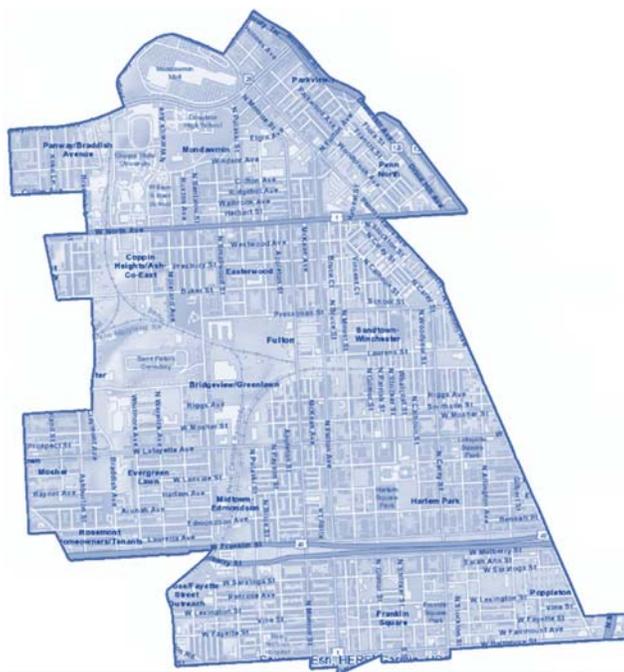
Between January and November of 2018, Northern District officers participated in a wide range of community events. Northern District officers:

- Led seven neighborhood safety walks to assess local needs in collaboration with the community and provide solutions through coordination with the Violence Reduction Initiative (VRI);
- Participated in the National Night Out to promote community policing efforts;

- Attended two Baltimore Ceasefire events to join the community in calling for murder-free weekends throughout the city;
- Visited with Cub Scouts, young patients at Mt. Washington Pediatric, and students at KIPP Academy and Baltimore Design School to build positive relationships between youth and police;
- Attended local Light City installation, HampdenFest, and Independence Day celebrations in the community;
- Hosted a potluck for the community at the Northern District to welcome residents into the district station;
- Participated in two Northern District neighborhood dinners, Coffee with a Cop, and a neighborhood movie night to join in community-building activities; and
- Served the community by working alongside residents in the Northern District cleanup and supporting food drives.

Additional partnerships with local community organizations have facilitated solution oriented community policing efforts in the Northern District. Notably, the Northern District partnered with the York Road Partnership and the Waverly Improvement Association to develop a plan of action to hold local businesses accountable in response to community concerns. Moreover, the district continues to address environmental issues to booster public safety efforts on York Road. To strengthen community policing efforts, Northern District would benefit from assigned Neighborhood Coordination Officers (NCOs) to assist with creating partnerships and addressing community concerns.

Western District at a Glance



1034 N. Mount Street
Baltimore, MD 21217
(410) 396 – 2477
Commander: Major John Webb

The Western District has Neighborhood Coordination Officers (NCOs) that work outside their Violence Reduction Initiative (VRI) zones two days per week; one sergeant and two officers who work with patrol to engage community members; and officers on foot patrol. Western District staff regularly attend about two or three community meetings every week. Patrol officers are required to get out of their cars between calls and engage in conversation with community members. Patrol officers in Western District know the neighborhoods they police and want to engage community members.

Officers regularly work with students at local elementary schools in reading programs and mentorships. They created a flag football program to operate based on the times that youth typically engage in risky activities. They also participate in a basketball program, hold a National Night Out, partner with a vocational high school to disperse food, hold a Western Resource Day to provide residents with information about basic services, partner with Amazon to connect residents with jobs, hold a coat drive with Burlington and other stores and organizations, hold go-cart races, and support job preparedness and higher education initiatives. Western District holds a Halloween House in their community room where 350 bags of candy and toothbrushes are disseminated to kids. In past years, the District has given out 118 turkey dinners on Thanksgiving Day in partnership with Sam's Club, provided 25 Christmas baskets to community members and sponsored needy families with dinner and gifts. Officers work with the nonprofit Roca, which helps young adults gain employment skills and avoid arrest. The Western District's renovated building includes an event space specifically designated for the community to use.

Following a shooting near the end of the year, District residents and officers organized a community walk to improve public safety and foster a sense of solidarity in the face of violence in the area. In response to an uptick in burglaries during the year, residents of the District and officers collaborated to identify patterns and post flyers alerting neighbors to crime trends and

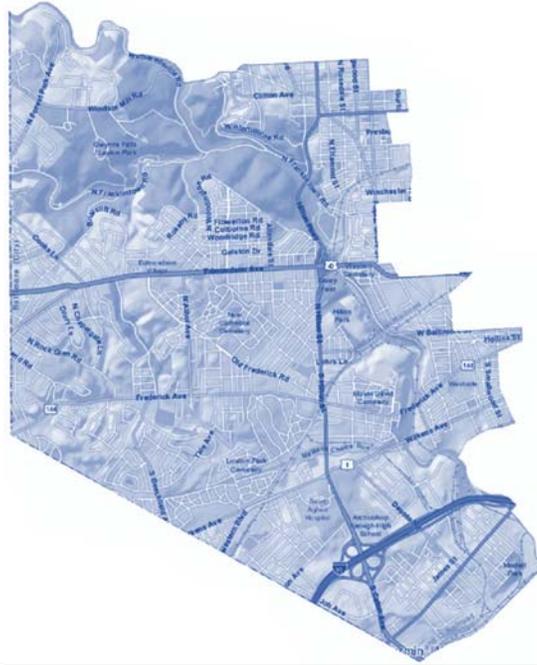
steps to take to stay safe. Residents of the District maintain close and ongoing communication with command staff to help officers stay informed and solve crimes.

Between January and November of 2018, Western District officers participated in a wide range of community events, including:

- Attending monthly community meetings to foster ongoing communication with residents of the Western District;
- Playing in the Community Collaboration Division's B.O.L.O. weekly flag football games and holding two six-week sessions of the Future Leaders of Baltimore mentorship program to build positive relationships and have fun with youth in the District;
- Organizing weekly block parties during the summer in neighborhoods throughout the district to spend time with community members;
- Helping out on a day of community cleanups across the District to enhance public spaces and support neighborhood associations;
- Welcoming kids and their families into the Western District station's Halloween SafeZone to provide a safe and welcoming activity for trick-or-treaters; and
- Western District Neighborhood Coordination Officers helped coordinate a number of additional events including festivals and celebrations, summer block parties, and a job fair at Amazon.

While the Western District receives some donations from local businesses to support community engagement activities, the lack of a dedicated funding stream for these purposes limits what officers can do. With additional and dedicated funding, officers could improve the quality of programs including recreational sports leagues and D.A.R.E. classes and develop additional opportunities for community engagement. Additionally, improved planning with other city agencies is necessary to avoid duplication of community engagement efforts at certain times of year.

Southwestern District at a Glance



424 Font Hill Avenue
Baltimore, MD 21223
(410) 396 – 2488
Commander: Major Dwayne Swinton

The Southwestern District uses social media and regular attendance at community meetings to communicate with neighborhood and business leaders. District Command provides various methods at community meetings to allow community members to express concerns.

The District has dedicated two officers to check on businesses, specifically checking licenses and permits. The District also has some foot patrols in business areas known to have controlled dangerous substance (CDS) issues. While Southwestern District has developed a crime plan that encourages officers to walk a beat for at least an hour, staffing issues prevent full implementation of the plan.

Southwestern District has held Officer Appreciation Days to improve morale and encourages community association presidents and members to join. The Major also recognizes officers that “go above and beyond” to help community members.

This year, the Southwestern District conducted seminars with community members in partnership with Ring doorbell to provide information and tips regarding burglary prevention strategies. Additionally, the district major coordinated ride alongs with all neighborhood association presidents to strategize and collaborate around issues within the community.

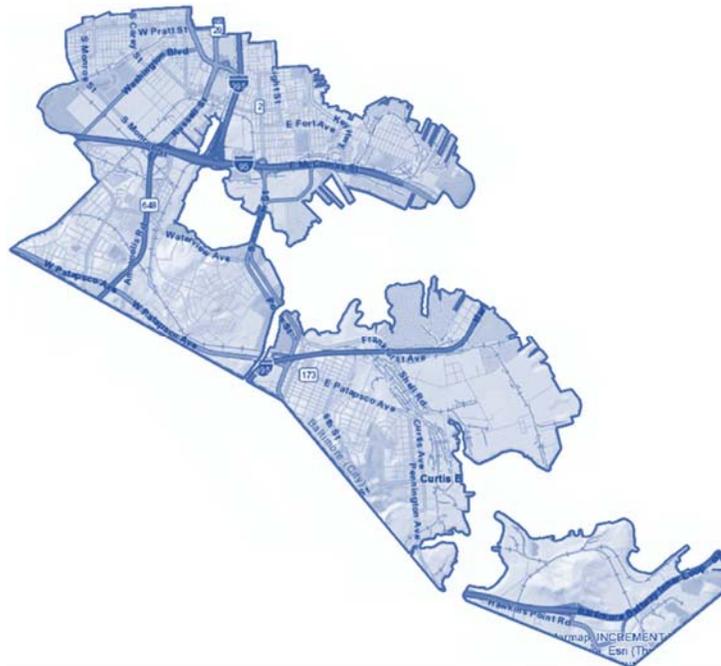
Between January and November of 2018, Southwestern District officers participated in a wide range of community events, including:

- Hosting Coffee with a Commander in the mornings to discuss local safety concerns with seniors in their neighborhoods;
- Participating in the Mayor’s Violence Reduction Initiative (VRI) Zone walks to identify local issues, and engage with residents to collaborate and address their concerns;

- Coordinating a ‘Safe Haven for Kids’ on Halloween Night to provide a safe space for youth in the community; and
- Attending ‘Cease Fire’ events to support community-led anti-violence efforts in the and promote safer neighborhoods.

The Southwestern District continues to experience challenges in capacity and staffing which prevents full community collaboration. Although the Major has made great progress in building partnerships with community associations and local community members, the district would benefit from additional community officers to assist in community engagement efforts. Additionally, empowering community members to engage in community policing in collaboration with law enforcement and build programs such as neighborhood watch would yield positive results.

Southern District at a Glance



10 Cherry Hill Road
 Baltimore, MD 21225
 (410) 396 – 2499
Commander: Major Monique Brown

Southern District has Neighborhood Coordination Officers (NCO) who teach in schools, attend graduations, and take other steps to support students in the District. Southern District representatives regularly attend community meetings and events, and participate in “COP Walks” where officers walk with community members and share information or express concerns about safety and policing. Southern District has foot patrol officers in two districts located in strategically deployed areas based on input and collaboration from community members. The District uses e-mail and social media outlets to disseminate information to community members.

The Southern District hosts the monthly Community Relations Council meeting with community and neighborhood leaders. Staff from the Southern District regularly attend community meetings and other community events. Administrative staff members compose and distribute flyers, coordinate schedules, return phone calls, and create social media content to help coordinate police-community relationship building activities.

The Southern District has collaborated with the Greater Bay Brook Alliance this year, developing a task force with city agencies and community members to address the issue of prostitution within the community. The task force meets regularly to strategize and develop solutions to community concerns around prostitution.

Between January and November of 2018, Southern District officers participated in additional community events, including:

- Hosting back to school events in the Southern District, to encourage youth in the area to attend school and forge a relationship between young people and law enforcement in the community.
- Coordinating a “Trunk or Trick” event on Halloween night to provide a safe environment for youth in the community.

The largest deficiency in the Southern District for community engagement and community policing effort is time and resources. Additional Neighborhood Coordination Officers (NCOs) would allow more interaction in the community, addressing numerous community complaints and developing viable solutions. The additional support and expanded outreach would allow Southern District to gain the trust of the community through solution oriented community policing.

Violence Reduction Initiative

The Violence Reduction Initiative (VRI) brings together City agency representatives with Baltimore Police Department district commanders on a daily basis to coordinate public safety resources and address neighborhood issues in an expedited and collaborative manner. This initiative is an essential element of community policing as it acknowledges the need for collaboration to problem solve in the community. There are currently eight geographic VRI zones within Baltimore identified for high levels of violence and need for specialized services.

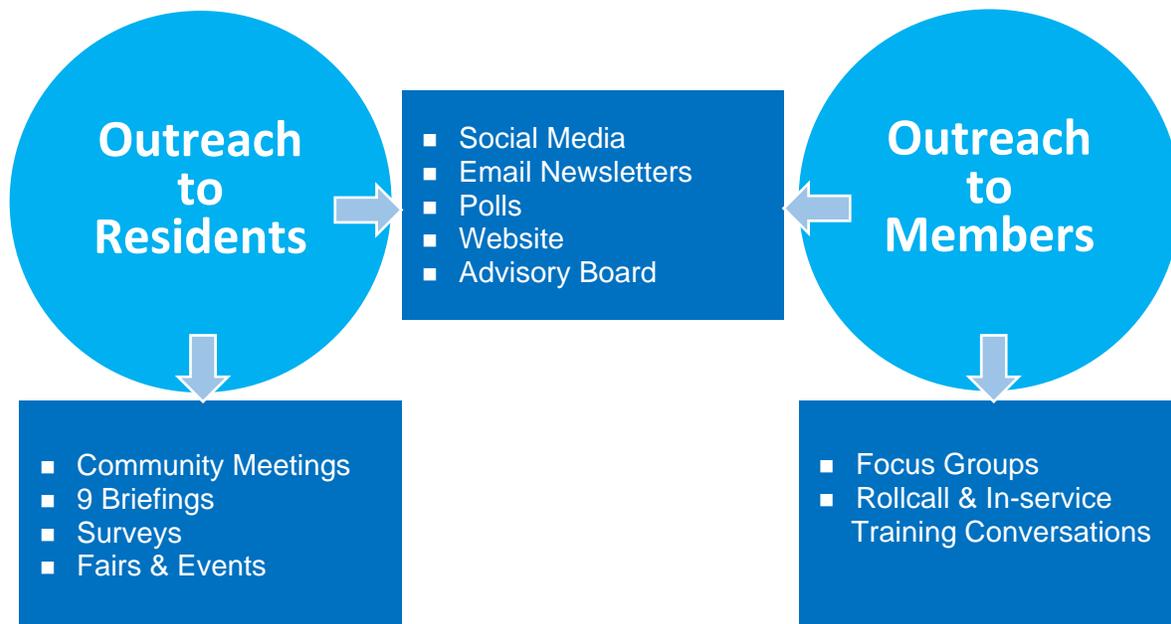
The VRI team is comprised of the following agencies within Baltimore:

- Baltimore Police Department
- Baltimore Fire Department
- Baltimore City School Police
- Transportation
- Recreation and Parks
- Planning
- Public Works
- Mayor's Office of Neighborhoods
- Mayor's Officer of Criminal Justice
- Housing
- Mayor's Office of Employment Development

The VRI Initiative centers around daily meetings at Baltimore Police Department headquarters where the Baltimore Police Commissioner, Baltimore Mayor, and City agency heads are in attendance. This community policing effort allows BPD majors to discuss issues in the community, such as trees obstructing the street lights, to other agency heads to ensure they are addressed in a timely and efficient manner. Additionally, the Mayor hosts VRI Walks on a weekly basis to assess neighborhood issues and speak with community residents about their concerns.

Consent Decree Implementation Outreach

The Consent Decree Implementation Unit (CDIU) outreach team has participated in over 129 events in the community since January 2018 in an effort to inform the community about the Baltimore consent decree. The meetings and community events are organized and/or attended to include the community in the consent decree reform process and increase awareness of its intended long term effects in the city of Baltimore.



Since January 2018, the following events have been organized and/or attended by the Consent Decree Implementation Unit:

- **Over 100** Community Fairs/Association Meetings/Partner Collaborations
- **2** Parades (Cease Fire & Pride)
- **9** Consent Decree Community Briefings (one in each district)
- **1** briefing at Morgan State aired live on 88.9
- **3** Citywide Conferences (Strong City, Why Women Cry, and Youth Entrepreneurship)
- **3** meetings with Campaign for Justice, Safety, and Jobs (CJSJ) leadership
- **10** meetings with Community Oversight Task Force (COTF) leadership
- **1** Consent Decree Advisory Board Meeting
- **2** Officer Focus Groups (conducted at MICA and Morgan)
- **12** Officer/Civilian Focus Groups (conducted with the Police Foundation)
- **9** Roll Calls (one in each district)
- **1** walk with BPD's Hispanic Liaison, the Mayor's Hispanic Advisory Council, Southeastern District Major, and BPD's Language Access Coordinator to talk with Latino business leaders within the Southeastern District.

Community Engagement

- Canvassing neighborhoods to distribute information on reforms and upcoming Consent Decree meetings and events.
- Assist in facilitating community discussions by distributing materials, collecting contact information, administering surveys, and translation services.

- Attendance at meetings throughout the City in order to gain community input and provide information on the reform process.
- Organization of and attendance at public meetings in each police district to provide an opportunity for BPD command staff and the Consent Decree Implementation Unit (CDIU) to hear directly from the community.
- Data collection including short surveys to gauge public interest and feedback on police reform for programmatic and/or policy change.
- Online engagement using social media, e-mail, online surveys and other outlets to share and collect information related to the Consent Decree.

Community Briefings

- Community briefings are open to all community members to engage directly with the Consent Decree Implementation Unit. With a focus on successful reform with the Department, and how to best work together to better serve and protect our shared communities, these briefings provide an opportunity for the general public to be heard, ask questions, and interact directly with local law enforcement leaders.
- Prior to each meeting, CDIU staff distribute flyers and send e-mail blasts to invite community members to the briefing.
- Consent Decree Implementation Unit, 311 Representatives, and Legal Aid staff an informational table at each session.
- Acting Commissioner Tuggle or Deputy Commissioner Bonaparte, Chief Wirzberger, District Commander, and Community Relations Council President serve as panelists.
- Chief Wirzberger provides a 20-minute overview of the Consent Decree updates.
- Residents discuss concerns about their specific district.
- Interactive draft policy scenarios are provided by the Consent Decree Implementation Unit and demonstrated to explain the current draft policies open for public comment on the BPD website.
- A Community Focus Group sign-up sheet is offered at each meeting if residents want to participate in the process of developing a Community Policing Plan.

Consent Decree (CD) Community Engagement Advisory Board

- The CD Advisory Board will provide a forum to garner advice and guidance from leaders throughout Baltimore on how to best communicate reform efforts; where, when, and how to hold public meetings; and the best ways to gain input from residents.
- CD Advisory Board will meet once per month monthly meetings for approximately 1.5 hours at various sites in the community.
- CD Advisory Board members will help shape outreach efforts.
- Subcommittees will be organized around the following topics: policy and training, organizing, and faith-based organizations.

Community Collaboration Division

BPD's Community Collaboration Division (CCD) is primarily responsible for the Department's regular, day-to-day, community policing policies and strategies. CCD, currently under the command of Colonel Melvin Russell, helps establish partnerships between BPD and the communities it serves, as well as other government agencies, non-profits, private businesses, schools, and media. CCD utilizes a data-driven approach to target its resources on communities experiencing both quality of life issues and problems stemming from violence.

CCD is organized around four (4) pillars: Community Policing, the Faith Community, Re-Entry, Explorers and Youth Matters.

Community Policing:

This pillar involves galvanizing community stakeholders within each of the City's nine police districts, primarily through the Department's Community Collaboration team members. Community Collaboration team members regularly attend community meetings and are responsible for building strong working relationships within each district. Officers assigned to this function plan, coordinate, and host community events such as crime walks, town hall meetings and forums, and neighborhood clean-ups. Officers also help to establish crime watch organizations throughout their districts, and assist in the coordination of resources for seniors and disabled citizens.

For the last several years, CCD has engaged in several major, pre-planned, annual events to include: "The Day of Hope (DOH) Summer Series Event, ServeFest and Summer Peace Meals.

Day of Hope (DOH) – The Day of Hope is designed as a one-day, special community event that serves the natural and spiritual needs of residents. During the event, 300 to 400 police and civilian volunteers join together to assist underserved communities. DOH is led by CCD leadership in partnership with local churches, nonprofits and various sponsors. The event intends to demonstrate hope to community members in a manner that expresses care. Each DOH event serves 1,500 to 2,000 residents and leaves such an inspiring impact that violent crime in the area served decreases by approximately 23% over the preceding 90 days after the event.

ServeFest – ServeFest gathers over 4,500 volunteers to participate in projects throughout the city. Event volunteers partner with residents to provide assistance with clean ups, transform overgrown and condemned lots, and providing schools and churches with fresh coats of paint during the month of April.

Summer Peace Meals – Summer Peace Meals is a project facilitated by CCD members, Mercy Chefs and community residents. Volunteers set up mobile kitchens in underserved, violent neighborhoods. Healthy meals are prepared and served to residents, encouraging engagement with law enforcement to ultimately heal relationships. Over the course of the summer, CCD coordinated 36 meals sites, garnering the appreciation of residents.

ServeFest and Summer Peace Meals are expected to resume upon allocation of resources to CCD.

BPD Unity Bowl – the BPD Unity Bowl was developed by CCD in response to the 2015 Civil Unrest. The flag football game and family day is hosted annually in November for officers and residents. The event encourages unity between officers, gang members and residents in an effort to continuously heal relationships. This initiative has inspired increased dialogue and promotion of healing in the areas affected by the Civil Unrest.

ANCHOR of CP - Community Collaboration Teams (CCT) is an initiative developed by CCD members to increase community involvement by engaging disconnected residents. Residents team up with CCD members and their local officers to develop solutions for quality of life issues. In a collaborative setting, residents provide strategies to address the designated quality of life issues. At the end of the collaboration period, residents are encouraged to assist with implementation of agreed upon solutions, independent of law enforcement action.

This initiative allows law enforcement to serve as a resource for residents, and encourages shared community policing. Additionally, the community is empowered to implement solutions to solvable issues by working with law enforcement and other residents.

Faith-Based:

Under this pillar, CCD establishes partnerships between the police and all faith-based (FB) organizations and faith leaders throughout the City. Specifically, CCD has three faith-based initiatives: the Chaplaincy program, the faith-based collaborative outreach program, and the prayer alter program.

Faith Based Collaborative Outreach – This initiative brings together faith-based organizations to conduct asset mapping exercises that determine the resource gaps within the community. Using the gaps analysis, the faith-based organizations collaboratively develop a comprehensive list of resources to better serve the residents of the community.

Prayer Alter Program – CCD works with faith-based leaders to coordinate prayer sites strategically throughout the city to provide sustained and daily prayers for the leaders and community members.

ANCHOR of FB is The Chaplaincy Program. CCD developed a 24-27 hour chaplaincy academy where candidates learn how to serve officers and residents. After successful completion from the chaplaincy academy, chaplains are assigned to a BPD district. Chaplains are required to volunteer 20 hours each month, participating in ride-alongs with officers in assigned sectors and engaging residents. Since 2015, CCD has trained and graduated over 200 chaplains. Chaplains have a vital role in bridging the trust gap between police and the communities they serve, and provide fundamental support to individual officers and the Department as a whole.

Re-Entry:

The CCD works with commanders in each district to identify violent and non-violent individuals who have recently been released from prison or have an impending date of release. A re-entry officer works with the State's Division of Parole and Probation, the State Department of Public Safety and Correctional Services, the Baltimore City State's Attorney Office, the United States Army, the Judiciary, service providers and with the BPD to develop a strategy for successful re-entry into the community and a set of expectations for the released individual.

To date, resources have been provided to over 500 ex-offenders with the goal of stopping young adults from continuing down a path toward re-incarceration and helping them become productive, self-fulfilling members of society.

ANCHOR of Re-Entry are Call In sessions conducted 3 to 6 times per year. Call in sessions are coordinated by parole and probation in collaboration with re-entry partners in response to communities experiencing a spike in violence. Ex-offenders are encouraged to participate in a series of dialogues with the collaborative re-entry team and successful returned citizens. During the Call in session, successful returned citizens receive awards and share their journey towards success. The session concludes with information sharing by service providers and a meal for attendees.

Police Explorers and Youth Matters:

The Police Explorer – The Police Explorer Program is a program designed to introduce Baltimore high school students to law enforcement and public safety. The Explorers program provides positive exposure to police and law enforcement in hopes that Baltimore's youth will choose a career as a BPD police officer.

Officers assigned to this function are tasked with establishing and fostering relationships with young people in each police district, as well as developing programs to create opportunities for positive interactions between young people and the police. The establishment and expansion of the Baltimore Police Explorers Program is a major function of the CCD unit. BPD Explorer Program is the only program in the state of Maryland tied to an in school career path curriculum into law enforcement.

The Bridge Program – CCD Bridge Program is a successful Monday through Friday after school mentoring program for elementary and middle school aged youth. Officers provide mentorship, tutoring assistance, and teach youth the principles of respect and citizenship. During the summer, youth continue to be mentored with the additional component of sports and clubs that promote teamwork.

Love U 2Life Camp – The Love U 2Life Camp is conducted each summer two weeks before city schools return to session. Each year, the camp services 60 challenged youth (8th to 11th graders) identified through select criteria. The youth are welcomed to the Love U 2Life Leadership Camp Summit by officers, clinicians, chaplains, community members, social workers and military officers at a selected camp site outside of the city limits. Youth participate in early morning exercises, workshops, teambuilding exercises and a nightly inspirational dialogues. The most transformed youth are awarded with certificates at the end of the week.

Hermanos Mios Mentorship Program – Hermanos Mios is a BPD mentorship program in partnership with the Hispanic Law Enforcement Association (HNLEA) facilitated at Patterson High School at risk Latino youth. Youth are selected by school counselors to participate in sessions with BPD officers.

Between January and November of 2018, the Community Collaboration Division participated in a wide range of community events, including:

- Hosting community prayer walks and good neighbor walks in partnership with the BPD Chaplains and various community associations to create opportunities for safer communities through faith-based initiatives;
- Reaching out to seniors in the community through safety visits and workshops that provide seniors with tips on how to better protect themselves in the community;
- Conducting Senior Exercise Walks to empower seniors in creating an engaged presence to help keep their communities safe;
- Partnering with local summer camps, to include the Fellowship of Christian Athletes (FCA) Power Camp, Our Legacy Camp, and GBTW Summer Camp to connect BPD police officers and CCD staff with youth in the community, and enhance police/youth interactions;
- Training and participation in events supporting the LGBTQ community, creating relationships with diverse members of the Baltimore community;
- Hosting VRI Re-entry pop-ups throughout the community to connect returning citizens with jobs and various other resources;

- Participation in job fairs, downtown festivals, National Night Out, Adopt-A-Block and various community block parties to connect BPD with the community in a positive manner; and
- Initiating 3 pilot Police Athletic League (PAL) locations during the summer of 2018 in partnership with the DC/MD/VA PAL Office to create safe havens for youth.

Police Training Academy in the Community

The Training Academy coordinates various community policing programs to ensure that officers' education continues beyond the Academy. Veteran officers and trainees are involved in the following projects:

Police Youth Challenge/Outward Bound:

BPD currently partners with the Baltimore Chesapeake Outward Bound School to coordinate the constructive interactions between officers and school-aged youth from Baltimore City schools. Youth attend as part of a field trip to Outward Board, while officers attend as a part of their in-service or entry-level training.

All participants, youth and officers alike, share their perceptions of each other with one another, communicate stories with one another during groups, workshops, and then work on team projects to build mutual trust. The overall goal is to create lasting relationships, build trust, and change negative and incorrect perceptions of each other.

Project PNEUMA:

BPD partners with Project PNEUMA during the school year in order for all male school-aged youth to interact with both sworn officers and trainees. Students work on developing methods to build positive communication skills, while officers learn the value of establishing and maintaining critical relationships with the students.

Citizens Police Academy

The Police Development and Training Academy hosts a Citizens Police Academy, which includes "Shoot, Don't Shoot" seminars. The purpose of the seminars is for City residents to learn about BPD methodologies and training on keeping real-world interactions peaceful and calm.

Areas of Improvement

The Baltimore Police Department works every day to find more creative ways to engage the Baltimore community and contribute to its wellbeing. To tie all community policing and engagement activity together, guide efforts and provide the support necessary to grow and strengthen ties with the community, the BPD is making the following strides to meet consent decree requirements:

- The department recognizes its deficiencies regarding community engagement and policing efforts. While each district participates in CRC meetings to address community concerns and develop appropriate community policing solutions, there is currently no mechanism to capture this information at this reporting time. The Baltimore Police Department is committed to developing a centralized mechanism for each district that will track specific problems addressed and steps taken by BPD towards their resolution.
- As a part of the consent decree efforts, Baltimore Police Department will work on a strategy to create micro-policing plans in each district as a mechanism for tracking and resolving community concerns and quality of life issues. The plan will include steps toward addressing those concerns within the district. A centralized reporting mechanism will be created to collect and track progress on micro-community policing plans.
- As of this reporting date, BPD also recognizes the lack of centralized reporting process to capture community engagement efforts in the districts. This prevents creation of benchmarks from which to measure improvement. As an interim solution, BPD has created a Community Engagement Reporting Form by District to collect information regarding community engagement efforts within the district. BPD intends to create a more robust system for community engagement reporting that will ensure centralized and accurate reporting during the next reporting year.
- Baltimore Police Department is currently working with the RMS and technology staff to create a category for officer community policing and engagement. This category will assist BPD with additional tracking of officers' positive interactions in the community. As of this reporting period, BPD is still working to develop how this tracking mechanism will be implemented and connect to the goals of the upcoming Community Policing Plan.
- The Baltimore Police Department continues to see progress in the creation of a Comprehensive Community Policing Plan (CP) that will provide a broader vision for community policing and engagement in the department. Currently, the department lacks a unified vision for community policing. This CP Plan, along with the drafting of new policies, will guide our efforts moving forward and ensure officers and the community have a clear scope on the expectation for community policing and engagement in the department.
- The department continues to experience challenges in the area of staffing and technology. Staffing levels currently hinder the capacity of patrol officers to fully operationalize community policing and engagement. Under the consent decree, recent Staffing Plans³ seek to remedy the staffing challenges. Additionally, plans are underway to overhaul the department technology as described in the BPD Technology Plan⁴. Solutions in the area of staffing and technology will begin to address the current challenges and increase the capacity of patrol officers in the coming years.

³ [Baltimore Police Department Staffing Study, August 2018](#)

⁴ [Baltimore Police Department Technology Plan, November 2018](#)