



COMMUNITY POLICING PLAN



TABLE OF CONTENTS

INTRODUCTION	6
KEY TERMS	7
Community	7
Community Policing	7
Community Engagement	7
Informal Community Engagement	8
Formal Community Engagement	8
Daily Problem Solving	8
Problem-Oriented Policing	9
SARA Model	9
Neighborhood Policing Plans	9
IMPLEMENTING COMMUNITY POLICING	10
Foundation	11
Organizational Redesign	11
Dedicated Officer & Analyst Capacity	11
Community-Oriented Policies	12
Community-Oriented Training	12
Community Partnerships	13
Activities	14
Engagement (Informal & Formal)	14
Daily Problem Solving	14
Problem-Oriented Policing in High-Risk Places	14
Neighborhood Policing Plan Development	15
Procedural Justice in Enforcement Situations	16
Community Policing Metrics Incorporated into COMSTAT	16
Consider Community Policing in Performance Evaluations and Promotions	17
Outputs	17
Positive Daily Interactions	17
District Crime Plans Integrate Problem Solving	18
Implementation of Neighborhood Policing Plans	18
Outcomes	18
Improved Police-Community Relations	18
Crime Reduction	18

ROLES AND RESPONSIBILITIES	19
Patrol Officers	19
District Action Teams (DAT) & District Detective Units (DDU)	20
Neighborhood Coordination Officers (NCOs)	22
District Supervisors	24
Sergeants	24
Lieutenants	25
District Commanders	26
Patrol Support Services	27
Data-Driven Strategies Division	28
Executive Command	29
Community Members	30
IMPLEMENTATION TIMELINE	31
APPENDIX: COMMUNITY POLICING SIGNALS	35



INTRODUCTION

The mission of this Community Policing Plan is to institutionalize Community Policing principles throughout the Baltimore Police Department to:

1. Improve police-community relations, and
2. Reduce crime and disorder through collaborative problem-solving partnerships with the community.

The Community Policing Plan builds upon the Department's *Crime Reduction & Departmental Transformation Plan*¹ to provide specific guidance on implementing Community Policing. The Transformation Plan details foundational department-wide initiatives to support the implementation of Community Policing, from building capacity through recruitment, retention, and technology modernization to supporting officer wellness. This plan provides additional specific guidance regarding the strategic framework and roles and responsibilities for implementing Community Policing. The Department recognizes the feasibility of elements of this plan are contingent on increasing staffing and capacity as outlined in the Department's Staffing Plan.²

The Baltimore Police Department (BPD) developed this Community Policing Plan based on national best practices and feedback from community members and officers, through surveys, focus groups, and conversations. The strategies and actions outlined in this document represent the building block towards institutionalizing the philosophy of Community Policing through organizational design, policy and training development, community partnerships, and problem-solving. Through implementing this plan, the Baltimore Police Department will strive every day to build a safer community in partnership with the community.

1 [Baltimore Police Department Crime Reduction and Departmental Transformation Plan, June 2019](#)

2 [Baltimore Police Department Staffing Plan, February 2020](#)

KEY TERMS

This plan uses the following key terms throughout the document and capitalizes them for emphasis and connection back to their explanations in this section.

COMMUNITY

The community is the people living and/or working in a particular area, as well as people who share formal or informal interests and characteristics that bring them together. This includes but is not limited to people's shared geographies, activities, ideals, languages, and norms. There are many different communities within the overall community of Baltimore City. BPD will develop more of an understanding of the cultural representation in the City through the development of the Neighborhood and District Plans.

COMMUNITY POLICING

Community Policing is a philosophy emphasizing community involvement in crime prevention efforts through three core components: community partnerships, organizational transformation and problem solving (Gill et al. 2014; Office of Community Oriented Policing Services 2012; Skogan 2006).

- Community partnerships are involved in defining, prioritizing, and addressing crime problems.
- Organizational transformation flattens the department, decentralizes units, and provides executive support for community partnerships and collaborative problem solving.
- Problem solving is a process that uses police and community members' expertise to identify, and understand the underlying issues that create crime, disorder, and fear of victimization (Gill et al. 2014).

COMMUNITY ENGAGEMENT

Community Engagement is key to the implementation of Community Policing. Community Engagement refers to activities that foster positive interactions between community members and BPD members, employ Community Policing ideals, create opportunities for constructive exchanges, and foster substantive collaboration between the community and BPD, while enhancing trust and legitimacy. While BPD formerly conducted Community Engagement primarily from centralized units in headquarters, BPD will now expect officers across the Department to engage positively with the community through three specific methods: **Informal Community Engagement**, **Formal Community Engagement**, and **Daily Problem Solving**.

INFORMAL COMMUNITY ENGAGEMENT

Refers to ad hoc opportunities 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.

FORMAL COMMUNITY ENGAGEMENT

Refers to 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.

DAILY PROBLEM SOLVING

Refers to efforts to address or resolve different problems and issues within the communities that BPD serves. These problems can range from minor disputes between neighbors to high-risk environmental conditions or lesser offense issues. While these problems may not always present an immediate public safety concern, if left un-addressed they can lead to future issues and calls-for-service. Through Daily Problem Solving, officers will work with community members to address community concerns on an ongoing basis.

PROBLEM-ORIENTED POLICING

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

SARA MODEL:

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

SCANNING

In collaboration with community input and data analysis, identify, prioritize, and select reoccurring problems.

ANALYSIS

Conduct a rigorous analysis to understand the underlying root causes of the problem(s).

RESPONSE

Determine and implement a response that is contextual to the specific problem through problem solving and crime prevention techniques.

ASSESSMENT

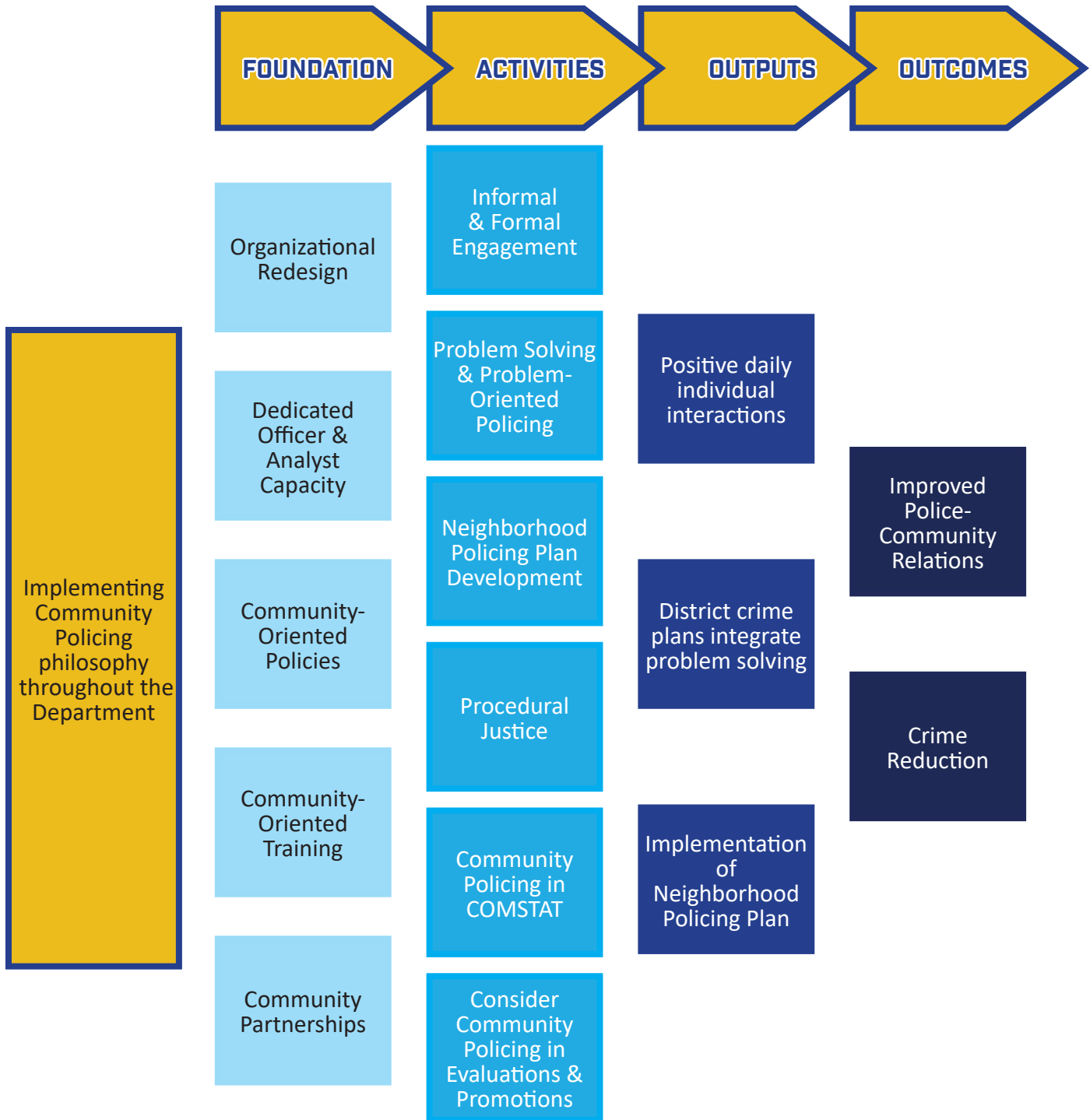
Evaluate the impact of a particular response to determine if the response was effective.

NEIGHBORHOOD POLICING PLANS

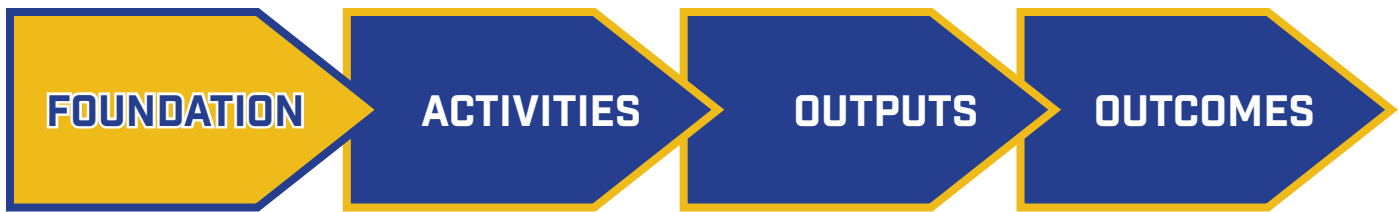
BPD districts will work collaboratively with community members in specific neighborhoods afflicted by high-crime to create Neighborhood Policing Plans. Each plan will identify priorities and strategies to address crime and disorder in the neighborhood by establishing data collection methods, documenting the implementation of the strategies and subsequently analyzing their effectiveness. Through the implementation of the Neighborhood Policing Plan, BPD members will develop a better community understanding and enhance the Department's ability to work collaboratively to address problems.

IMPLEMENTING COMMUNITY POLICING

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



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



ORGANIZATIONAL REDESIGN

- 1. Streamlining chain of command to increase accountability:** In April 2019 Police Commissioner Michael Harrison significantly streamlined management layers within the department to improve lines of communication and increase individual accountability. This flattening of the organization is fundamental to the organizational transformation for Community Policing.
- 2. Every officer is a Community Policing officer:** Through the implementation of this plan, officers across the Department will become Community Policing officers, working closely with the community to build partnerships and solve problems.
- 3. Centralized coordination for Department-wide Community Policing:** The Patrol Support Services Division will coordinate Community Policing efforts across the Department, ensuring consistent implementation of this plan.
- 4. Decentralizing detective units to increase community collaboration:** In June 2019, BPD decentralized the management of detective units who investigate armed robberies, burglaries, and nonfatal shootings. This change allows detectives to develop better relationships and build trust with the residents they serve so that they can more effectively identify crime patterns, trends, and connections.



DEDICATED OFFICER & ANALYST CAPACITY

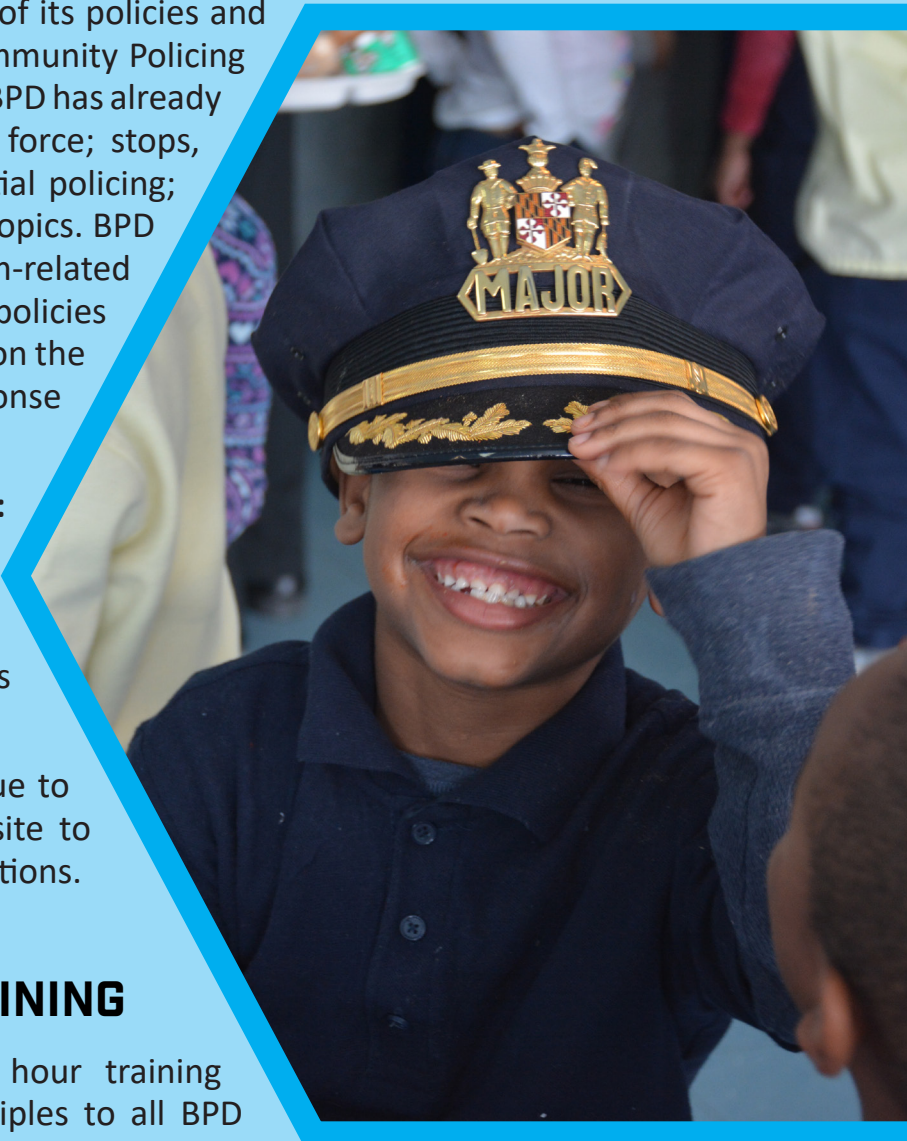
- 1. Dedicated patrol time for proactive Community Policing:** The Department's Staffing Plan seeks to increase patrol staffing to allow patrol officers to spend at least 40% of their time engaging in proactive and Community Policing. The Department will begin implementing the Staffing Plan, resources permitting, in Q1 2020.
- 2. District-level coordination:** Each district has a Neighborhood Coordination Officer to provide district-level support in implementing Community Policing and will serve as the district lead in addressing recurring problems through Problem-Oriented Policing.
- 3. Department-level coordination:** As discussed above, the Patrol Support Services Division

will coordinate Community Policing efforts across the Department, ensuring consistent implementation of this plan.

- 4. **Data-driven analytical support for problem solving:** The Data-Driven Strategies Division will work collaboratively with district personnel and the Patrol Support Services Division to ensure community problem analyses include relevant data. Analysts will also facilitate data-driven analyses of whether problem-solving strategies are effective.

COMMUNITY-ORIENTED POLICIES

- 1. **Revising Policies to Incorporate Community Policing:** As part of its reforms, BPD is revising all of its policies and procedures to ensure they reflect Community Policing principles and national best practices. BPD has already revised policies pertaining to use of force; stops, searches, and arrests; fair and impartial policing; youth interactions; and other reform topics. BPD will complete the revision of all reform-related policies in 2020 and continue to review policies on an annual basis thereafter focused on the most effective and least intrusive response to crime and disorder.
- 2. **Public Input in Policy Development:** BPD will continue to post policy drafts for public input, and incorporate much of the feedback received, so that policies reflect community values and priorities.
- 3. **Transparent Policies:** BPD will continue to post its finalized policies on its website to inform the community about its operations.



COMMUNITY-ORIENTED TRAINING

- 1. **Comprehensive Training:** Deliver 8 hour training on this plan and its underlying principles to all BPD members in Q1 and Q2 2021 (see Implementation Timeline for more detail).
- 2. **Interim Training:** Identify and deliver e-learning on Community Policing practices, as appropriate, in 2020 in advance of the 2021 comprehensive training. Patrol Support Services will also provide specialized professional development to Neighborhood Coordination Officers in all districts to accelerate Problem-Oriented Policing in all districts. See **Roles**

and Responsibilities for more detail.

- 3. Field Training Assessment:** Incorporate Community Policing assessment criteria into field-training assessments. BPD can reinforce entry-level training on Community Policing through continually assessing in field training and subsequent performance evaluations.
- 4. Infuse Community Policing Throughout Curricula:** The Education & Training Division will continue to incorporate Community Policing throughout curricula to reinforce the importance of Community Policing continually. This is including but not limited to training on Use of Force, Fair and Impartial Policing, Procedural Justice, Stop, Search and Arrest, Youth and Sexual Assault (see 2nd year¹ and 3rd year² monitoring plans for training dates).
- 5. Provide Peer Intervention Training:** BPD will adapt the New Orleans Police Department's EPIC (Ethical Policing Is Courageous) peer intervention training curriculum in Q2 and Q3 2020 and deliver the adapted training to all members in Q3-Q4 2020. Peer intervention training helps officers prevent misconduct from occurring and is a fundamental tool for preserving public trust and officer wellbeing.
- 6. Community Training Review Committee:** BPD created the Community Training Review Committee (CTRC) to ensure community feedback on the creation and delivery of training for BPD members. The CTRC is comprised of community members and community organizations, selected through an application process. This community partnership ensures a variety of diverse community voices help shape the training that will direct BPD's future operations.

COMMUNITY PARTNERSHIPS

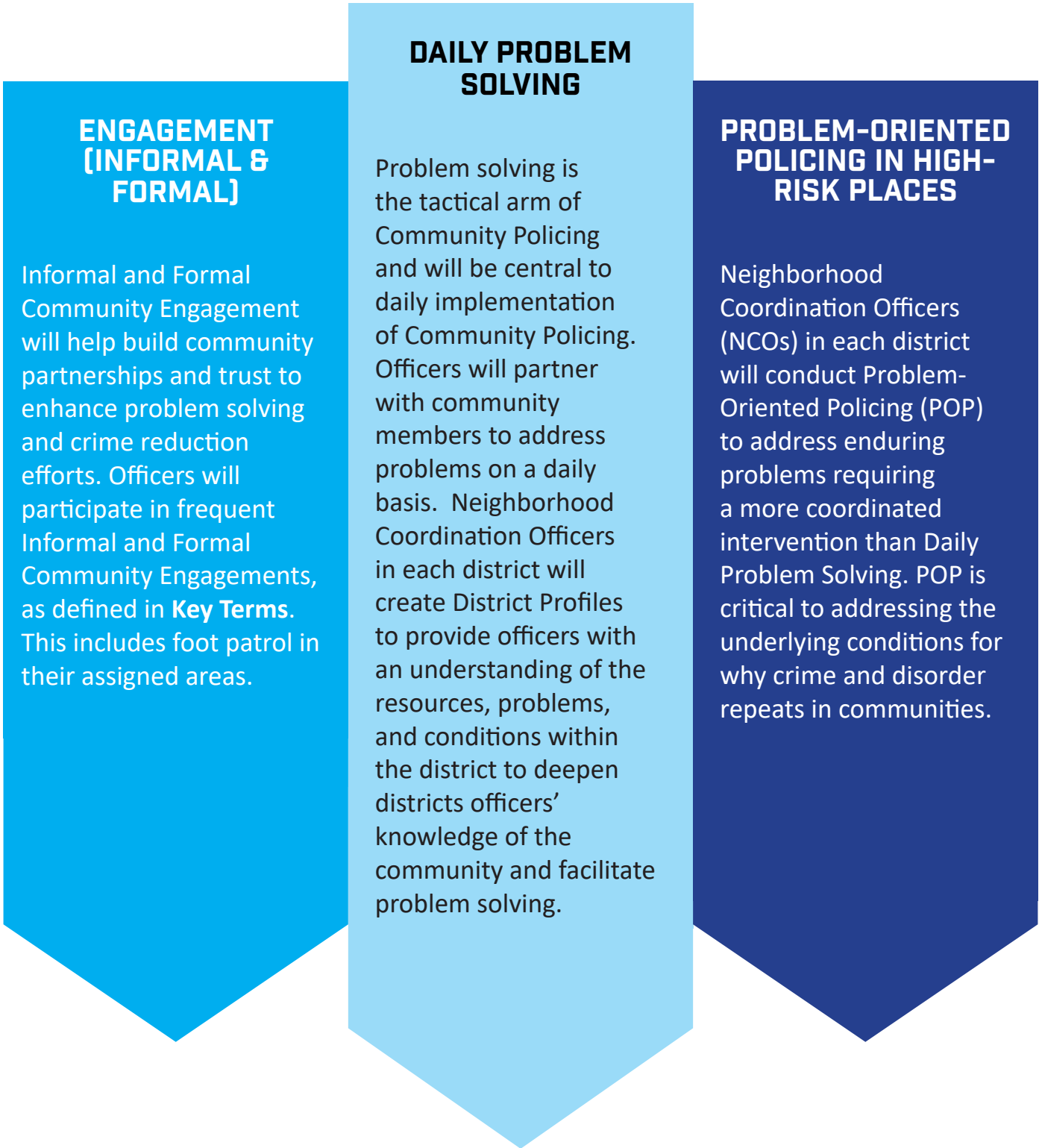
Community partnerships are paramount to building trust and improving public safety through collaborative problem solving. BPD will collaborate with diverse community members, organizations, businesses, and local, state and federal agencies to develop problem solving and crime prevention methods in Baltimore City. BPD will also engage academic partners to support the implementation of evidence-based policing models and evaluate the effectiveness of operational aspects of this plan.

1 [Baltimore Police Department Amended 2nd Year Monitoring Plan, September 2019](#)

2 [Baltimore Police Department 3rd Year Monitoring Plan, January 2020](#)



BPD will undertake the following activities to implement Community Policing on a daily basis. Each of these activities is described in greater detail in the **Roles and Responsibilities** section.



DAILY PROBLEM SOLVING

Problem solving is the tactical arm of Community Policing and will be central to daily implementation of Community Policing. Officers will partner with community members to address problems on a daily basis. Neighborhood Coordination Officers in each district will create District Profiles to provide officers with an understanding of the resources, problems, and conditions within the district to deepen districts officers’ knowledge of the community and facilitate problem solving.

ENGAGEMENT (INFORMAL & FORMAL)

Informal and Formal Community Engagement will help build community partnerships and trust to enhance problem solving and crime reduction efforts. Officers will participate in frequent Informal and Formal Community Engagements, as defined in **Key Terms**. This includes foot patrol in their assigned areas.

PROBLEM-ORIENTED POLICING IN HIGH-RISK PLACES

Neighborhood Coordination Officers (NCOs) in each district will conduct Problem-Oriented Policing (POP) to address enduring problems requiring a more coordinated intervention than Daily Problem Solving. POP is critical to addressing the underlying conditions for why crime and disorder repeats in communities.

NEIGHBORHOOD POLICING PLAN DEVELOPMENT

BPD districts will work collaboratively with community members in specific neighborhoods afflicted by high-crime to create Neighborhood Policing Plans, which will identify priorities and strategies to address crime and disorder in the neighborhood.

To develop Neighborhood Policing Plans, districts will:

1. Gather feedback from neighborhood members and officers through quarterly focus group meetings and annual surveys.
2. Identify policing priorities based on this feedback.
3. Draft strategies to address these priorities and identify data collection methods to track implementation. The Plans will identify expected outputs and outcomes for each priority and the mechanisms for evaluating the effectiveness of implementation.
4. Implement the identified strategies, document implementation activities, and monitor outputs and outcomes of implementation. Executive command will monitor implementation in COMSTAT.
5. Report on outputs and outcomes of Neighborhood Policing Plan implementation during monthly neighborhood meetings.
6. Amend Neighborhood Policing Plans, with community and officer input, as needed to improve the efficacy of the Plans in addressing community priorities.



As described in the **Roles and Responsibilities** section, the Patrol Support Services Division coordinates and oversees the development and implementation of Neighborhood Policing Plans in all districts through the following process:

1. Pilot Neighborhood Policing Plans in two patrol districts in partnership with the National Police Foundation. (Q4 2020)
2. Implement training for all Command Staff and NCOs on how to develop and implement Neighborhood Policing Plans. (Q2 2021)
3. Initiate deployment of Neighborhood Policing Plans in all patrol districts. (Q4 2021)

BPD recognizes that in some neighborhoods it will need to work to stabilize neighborhood crime issues to foster community engagement and improve community-problem solving. BPD will work with city and community-based services to help build community capacity to maximize community participation in developing the Neighborhood Policing Plans.

As the Department’s capacity to implement Neighborhood Policing Plans effectively grows, the Department plans to increase the amount of Neighborhood Policing Plans, resources permitting.

PROCEDURAL JUSTICE IN ENFORCEMENT SITUATIONS

Officers will employ procedural justice in enforcement situations to promote legitimacy and public trust. Officers will promote procedural justice in accordance with the Roles and Responsibilities section of this Plan and associated policies involving stops, searches, and arrests and fair and impartial policing. In 2020, BPD will provide additional training on procedural justice during stops, searches, and arrests and use of force situations to promote fair police-community interactions.

COMMUNITY POLICING METRICS INCORPORATED INTO COMSTAT

1. Officers will document their Community Policing activities in accordance with the Roles and Responsibilities section of this plan.
2. The Data-Driven Strategies Division will build a Community Policing dashboard for COMSTAT for continual monitoring and accountability.
3. The Performance Standards Section will conduct performance reviews of body-worn camera footage and associated reports on incidents to assess procedural justice and compliance with this plan and reform policies. These reviews will become a regular part of COMSTAT, and leadership will hold command accountable for effective implementation.
4. District command will present on the implementation of Neighborhood Policing Plans regularly at COMSTAT, once the implementation of the plans has commenced.
5. Overall, COMSTAT will serve as a forum to:
 - A. Identify performance areas in need of improvement and develop strategies for improvement; and
 - B. Recognize successes in Community Policing to share with other districts for possible replication.
6. Executive command will regularly recognize officers for outstanding Community Policing in COMSTAT to praise exemplary officer performance and reinforce the foundational importance of Community Policing in improving the Department.



CONSIDER COMMUNITY POLICING IN PERFORMANCE EVALUATIONS AND PROMOTIONS

Assessing Community Policing in annual performance evaluations will emphasize the importance of Community Policing within the organization and track members' effectiveness in implementing Community Policing over time, which will factor into promotional decisions. Human Resources and the Consent Decree Implementation Unit will revise performance evaluations for all ranks to incorporate assessments of Community Policing, and all other reform principles, in Q2-4 2020.

BPD will also continue to assess Community Policing understanding and commitment as part of promotional testing to ensure the future supervisors and leaders of the Department embody Community Policing principles and can effectively direct officers to implement this plan.



POSITIVE DAILY INTERACTIONS

To assess whether positive daily interactions are occurring, BPD will:

1. Review the number of Informal Community Engagements documented via Community Policing Signals in CAD as well as the number of Formal Community Engagements.
2. BPD supervisors will review a random sample of Informal Community Engagements to evaluate the quality of these interactions. These reviews will be summarized in annual performance evaluations by supervisors.
3. BPD's Performance Standards Section will conduct at least monthly reviews of procedural justice and compliance with reform policies to evaluate interactions with the public in every district. Review results will be incorporated into COMSTAT for monitoring and performance accountability. Performance Standards will conduct at least three procedural justice reviews per district per month.
4. Community surveys conducted by the Consent Decree Monitoring Team on BPD's performance will reflect on the quality of BPD-community interactions and relations.

DISTRICT CRIME PLANS INTEGRATE PROBLEM SOLVING

Executive command will review whether problem solving is regularly incorporated into crime strategies in a substantive way. Executive command will hold district leadership responsible for implementing the District Crime Plans on a weekly basis during COMSTAT. The Data-Driven Strategies Division will create a dashboard for monitoring of:

1. The number of officer referrals made through the 311 App regarding environmental issues and their resolution status.
2. The number, duration, and location of Informal Community Engagements, which serve as an opportunity for Daily Problem Solving and identification of recurring problems for potential Problem-Oriented Policing. These activities are documented through Community Policing CAD codes.
3. Documentation of ongoing, frequent district Problem-Oriented Policing efforts in the Community Policing Database.

IMPLEMENTATION OF NEIGHBORHOOD POLICING PLANS

Each Neighborhood Policing Plan will identify data collection methods to analyze implementation. Districts will be responsible for documenting implementation activities. Executive command will monitor implementation during COMSTAT meetings and hold district leadership accountable for implementation.



IMPROVED POLICE-COMMUNITY RELATIONS

BPD will measure changes in police-community relations through annual community surveys conducted by the Consent Decree Monitors and any other viable measurements of community perceptions of the Department. BPD will review the results of these surveys and amend plans and operations as appropriate to improve operations and better serve the community.

CRIME REDUCTION

BPD will continue to review trends in crime through ongoing reporting and analysis in the districts and weekly discussions in COMSTAT and expects to see reductions in crime through the successful implementation of this plan and the Department's Crime Reduction & Departmental Transformation Plan.

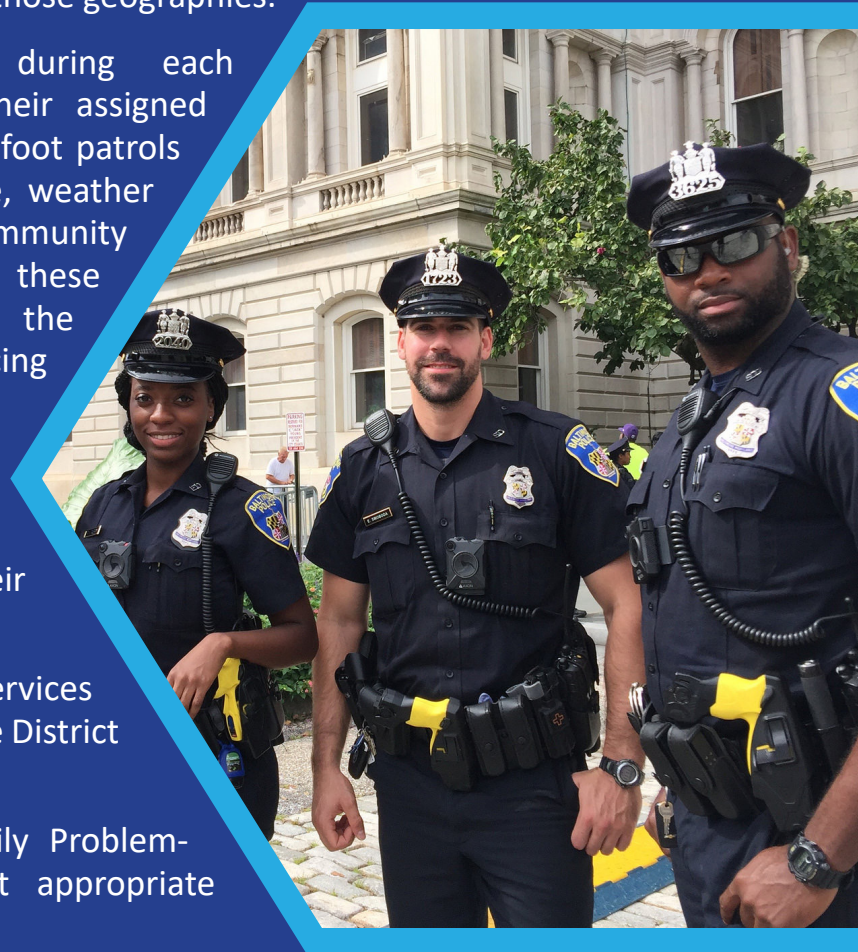
ROLES AND RESPONSIBILITIES

The Baltimore Police Department will implement this Community Policing Plan by executing the following roles and responsibilities on a daily basis.

PATROL OFFICERS

As the front line of BPD's daily engagement with Baltimore communities, patrol officers play the most critical role in BPD's engagement and POP strategies. Patrol Officers will:

1. Maximize positive interactions with the public throughout the shift.
2. Serve in their assigned geographies on a daily basis and build relationships with residents, community groups, and businesses in those geographies.
3. Conduct Informal Engagements during each shift, prioritizing engagements in their assigned geographies. Officers should conduct foot patrols when practical based on call volume, weather conditions, and opportunities for community involvement. Officers will document these Informal Engagement activities with the most appropriate Community Policing CAD signal.
4. Conduct Daily Problem-Solving by:
 - Reporting environmental issues in the 311 App, available on their assigned mobile device.
 - Connecting residents to helpful services known to the officer or listed on the District Profile.
 - Officers will document these Daily Problem-Solving activities with the most appropriate Community Policing CAD signal.
5. Notify a supervisor and the NCO regarding recurring problems that may require a more in-depth, Problem-Oriented Policing approach through sustained action or inter-agency collaboration.



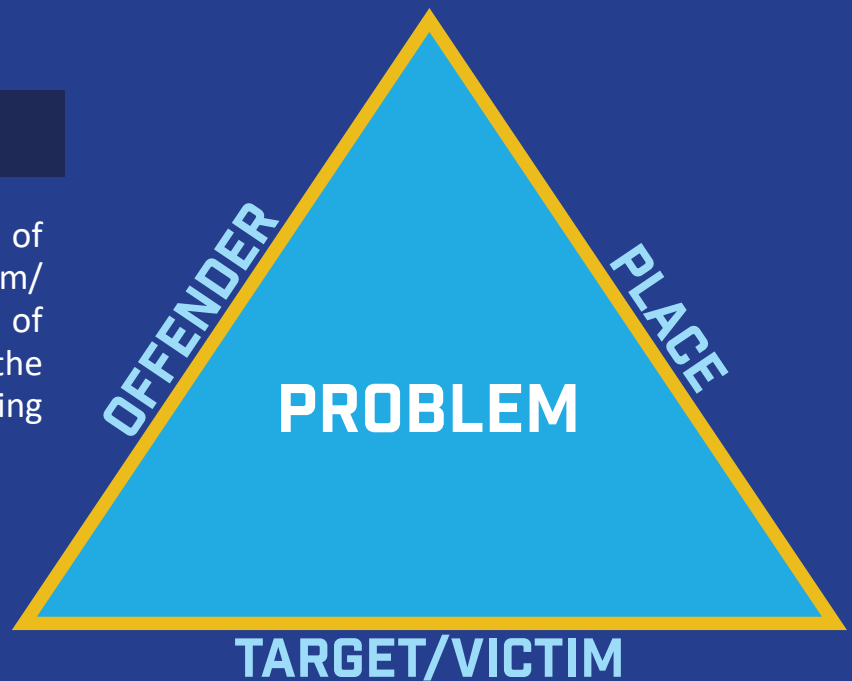
6. Build public trust by acting with procedural justice during enforcement-related situations. This includes the following practices when practical:
 - Introduce yourself
 - Explain the reason for the contact as soon as possible
 - Answer questions from the individual
 - Ensure the contact is no longer than reasonably necessary
 - Provide an explanation at the conclusion of the interaction
 - Be professional and courteous throughout the interaction
7. Participate in Neighborhood Policing Plan focus groups that address their regularly assigned geographies and as scheduled by District Supervisors.
8. Implement the Neighborhood Policing Plans as directed by District Supervisors.
9. Identify, in collaboration with supervisors and Neighborhood Coordination Officers (NCOs), opportunities for Formal Engagement relevant to their assignments and actively participate in those opportunities. Officers will communicate with community members regarding ongoing trends and problem solving at these Formal Engagements; officers will relay any community concerns to supervisors and NCOs for appropriate follow up. Officers will report Formal Engagements to NCOs for documentation in the Community Policing Database.

DISTRICT ACTION TEAMS (DAT) & DISTRICT DETECTIVE UNITS (DDU)

1. As the District's primary resource for proactive initiatives and investigatory capabilities, DAT and DDU officers have an important role in BPD's Community Policing strategies.
2. Maximize positive interactions with the public throughout the shift. Be responsive to community concerns and inquiries.
3. Build public trust by acting with procedural justice during enforcement-related situations. This includes the following practices when practical:
 - Introduce yourself
 - Explain the reason for the contact as soon as possible
 - Answer questions from the individual
 - Ensure the contact is no longer than reasonably necessary
 - Provide an explanation at the conclusion of the interaction
 - Be professional and courteous throughout the interaction
4. Notify a supervisor and the NCO regarding recurring patterns of crime and disorder that may require a more in-depth, Problem-Oriented Policing approach through sustained action or interagency collaboration.
 - Assist with the identification, prioritization, and selection of reoccurring problems to address in the community.

CRIME TRIANGLE

- Utilize the **Crime Triangle** of identifying the offender, victim/target, and place/location of recurring problems to facilitate the development of problem-solving strategies.



- Coordinate with NCOs and Sergeants to ensure the most effective and least intrusive response is taken to address reoccurring problems.
 - Impart necessary information to educate communities of proactive crime prevention measures.
5. When appropriate, participate in the response efforts to the specific problems identified by POP as directed.
 6. Participate in Neighborhood Policing Plan focus groups that address their assigned geographies and as assigned by supervisor.
 7. Participate in the implementation of Neighborhood Policing Plans as directed.

NEIGHBORHOOD COORDINATION OFFICERS (NCOs)

NCOs serve as Community Policing and Problem-Oriented Policing specialists for each district. NCOs liaise between district personnel, the community, the Patrol Support Services Section, and city agencies. NCOs will provide technical assistance for all Officers to make Community Policing a part of their daily function, with a focus on Daily Problem Solving and positive Informal Engagements. NCOs will:

1. Regularly spend portions of their tour of duty responding to community-generated calls-for-service to keep abreast of current conditions and involved in daily patrol operations.
2. Build and maintain partnerships with community members and entities within the District. This includes:

- Regularly work with residents, businesses, officials at public institutions (i.e., schools and hospitals), clergy, and community leaders within the District.
 - Monthly visits to schools, houses of worship, hospitals and similar public institutions.
 - Actively participate and present updates in Community Relations Council (CRC) meetings on a monthly basis.
 - Participate in crime walks and other Formal Engagement opportunities in the district.
 - NCOs shall document all formal engagement by district personnel as well as partnership information in the Community Policing Database.
3. Encourage and support Daily Problem Solving activities by patrol officers and provide follow-up on open cases where external support/additional resources may be required.
 4. Monitor progress by other city agencies addressing problems reported by district personnel, including through the 311 App.
 5. Lead the district's Problem-Oriented Policing efforts by developing and implementing strategies to address crime and environmental issues affecting their district, and coordinate police, city, and community resources.
 - NCOs will use the SARA model to facilitate POP efforts.
 - NCOs will focus POP efforts on high crime areas and other areas with sustained problems.
 - NCOs will work closely with community stakeholders to identify and address the underlying problems.
 - Work with district personnel, BPD's Patrol Support Services and the Mayor's Office of Criminal Justice to coordinate cross-sector responses.
 - NCOs will document all POP efforts in the Community Policing Database.
 6. Facilitate the development and implementation of Neighborhood Policing Plans by:
 - Organizing focus groups and input opportunities for community members and officers in shaping the Neighborhood Policing Plan.
 - Facilitating implementation of the Neighborhood Policing Plan throughout the district and applying Problem-Oriented Policing where appropriate.
 - Documenting implementation efforts in the Community Policing Database.



7. Participating in roll calls to:

- Communicate trends, problems, and engagement opportunities to district personnel.
- Receive input and feedback from officers on problem-solving efforts and issues.

8. Create District Profiles for all districts to provide officers with an understanding of the resources, problems, and conditions within the district to deepen district officers' knowledge of the community and facilitate Daily Problem Solving.

- NCOs shall engage residents, businesses, community groups, officer, and the Mayor's Office of Criminal Justice in creating the District Profiles.
- NCOs shall also consult with the Data-Driven Strategies Division for problem and trend analyses for inclusion in the Profile.
- NCOs shall submit all District Profiles to the Patrol Support Services Division for review and approval.
- NCOs shall provide the District Profiles to all new district personnel upon their assignment to the district and review its contents.
- NCOs shall update these Profiles on an at least annual basis.



DISTRICT SUPERVISORS

Sergeants and Lieutenants across all District units (Patrol, DAT & NCO) are critical to ensure opportunities for engagement and strategies for Daily Problem Solving are integrated into daily assignments. The role of Sergeants is focused on the management of Officers (Patrol, DAT & NCO) to ensure members during their tour of duty are meeting their requirements on a daily basis. Lieutenants must ensure operations are addressing the priorities established in the Neighborhood Policing Plans and District Crime Plans, which incorporate Community Policing strategies.

SERGEANTS

1. Maximize positive interactions with the public.
2. Serve in their assigned geography on a daily basis and build relationships with residents, community groups, and businesses.
3. Participate in the development of Neighborhood Policing Plans.
4. Strive to deploy units consistently to the same geography to foster deeper understanding of neighborhood conditions, increase relationship building, and thereby improve problem-solving capacity, taking officer specialties like language ability into consideration.
5. Inquire with officers regarding ongoing problems in their geographies and connect NCOs to these problems for Problem-Oriented Policing.
6. Build public trust by acting with procedural justice during enforcement-related situations. This includes the following practices when practical:
 - Introduce yourself
 - Explain the reason for the contact as soon as possible
 - Answer questions from the individual
 - Ensure the contact is no longer than reasonably necessary
 - Provide an explanation at the conclusion of the interaction
 - Be professional and courteous throughout the interaction
7. Regularly emphasize Community Policing in roll calls by:
 - Emphasizing Community Policing principles, such as positive Informal Engagements with the community (for example, foot patrols), problem solving, and procedural justice.
 - Communicating weekly crime plan deployment and strategies, which must reflect Community Policing priorities.
 - Discussing ongoing problems and the district's strategy for addressing the problems.
 - Highlighting the need to elevate problems requiring Problem-Oriented Policing to the supervisor and NCO.
 - Updating officers on ongoing Problem-Oriented Policing efforts within the district, with support from NCOs.

- Educating officers about relevant community resources that can help address community needs and problems.
 - Promoting upcoming opportunities for Formal Engagements during roll call and throughout the shift.
 - Consulting with the Lieutenant to recognize officers regularly for effective Community Policing.
8. Assess effectiveness of Officers (Patrol, DAT & NCO) implementing Community Policing in performance evaluations.

LIEUTENANTS

1. Maximize positive interactions with the public.
2. Review and provide recommendations for the Neighborhood Policing Plans.
3. Evaluate the quality of operations and personnel activity to ensure staffing needs are being met for each tour of duty.
4. Assist the District Commander with the weekly crime plan, specifically ensuring the deployment of proactive Community Policing strategies in high crime areas.
5. Review a random sample of Informal Engagement activities and associated body-worn camera footage and provide feedback as appropriate.
6. Build public trust by acting with procedural justice during enforcement-related situations. This includes the following practices when practical:
 - Introduce yourself
 - Explain the reason for the contact as soon as possible
 - Answer questions from the individual
 - Ensure the contact is no longer than reasonably necessary
 - Provide an explanation at the conclusion of the interaction
 - Be professional and courteous throughout the interaction
7. Assess effectiveness implementing Community Policing in performance evaluations of Sergeants.
8. Review performance evaluations of Officers to ensure appropriate guidelines of Community Policing are addressed according to the performance evaluation manual.
9. Recognize Officers for outstanding Community Policing efforts on a monthly basis. Nominate Officers for departmental awards as appropriate.
10. Attend community public safety meetings to work proactively with the community on problem solving and crime prevention.
11. Work to build partnerships with community members, businesses, and organizations and provide partnership information to the NCO for logging in the Community Policing Database.

DISTRICT COMMANDERS

1. Ensure the Community Policing principles, training, and philosophy is carried out in a manner defined by this plan.
2. Continually emphasize the importance of Community Policing to all officers.
3. Approve the finalized Neighborhood Policing Plans.
4. Strive to deploy units consistently to the same geography to foster a deeper understanding of neighborhood conditions, increase relationship building, and thereby improve problem-solving capacity.
5. Collaborate with NCOs, Sergeants, and Lieutenants to determine the appropriate resources needed to address recurring problems. In the event that resources are not readily available, consider what external resources may be available to address the problem and have further discussion about what goals may be attainable given existing resources in the District.
6. Report on status of district-level Community Policing activities during COMSTAT.
7. Work with District Supervisors to ensure community priorities and engagement are included in District deployment strategies and weekly crime plans.
8. Recognize Officers for outstanding Community Policing efforts on a monthly basis.
9. Attend community public safety meetings to work proactively with the community for problem solving and crime prevention.
10. Work to build relationships and partnerships with community members and entities throughout the district.
11. Assess effectiveness implementing Community Policing as part of performance evaluations.
12. Oversee the development and implementation of Neighborhood Policing Plans. District Commanders have final responsibility for creating the plans and ensuring their implementation.



PATROL SUPPORT SERVICES

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

1. Enhance and coordinate Community Policing and Problem-Oriented Policing initiatives across the Department by:
 - Convening monthly coordination and professional development meetings for NCOs, Patrol Support Services members, and other units within the Operations Bureau to review implementation of Community Policing and Problem-Oriented Policing strategies. Workshops will also provide an opportunity for key community partners to present available resources and opportunities for improved collaboration. Participants will also discuss areas where additional support is needed from city agencies and other external partners.
 - Reviewing the Community Policing Database to assess Community Policing and Problem-Oriented Policing efforts in all districts and providing feedback to NCOs and district leadership. Patrol Support Services will identify successes and areas for additional support/training related to Community Policing and Problem-Oriented Policing strategies.
 - Working with NCOs, the Mayor's Office of Criminal Justice, city agencies, and community stakeholders (such as BPD Chaplains, churches, schools, and organizations) to coordinate cross-sector responses to problems.
 - Recognizing officers doing an outstanding job and nominating them for awards as appropriate.
2. Coordinate and oversee the development and implementation of Neighborhood Policing Plans in all districts.
 - Initiate Neighborhood Policing Plans in two patrol districts as a pilot program. (Q2 2020)
 - Implement training for all Command Staff and NCOs on how to create and manage Neighborhood Policing Plans. (Q4 2020)
 - Initiate full deployment of Neighborhood Policing Plans in all patrol districts. (Q2 2021)
3. Review Informal Engagements and Daily Problem Solving activities by patrol officers, by



reviewing Community Policing CAD signal events and associated BWC footage.

4. Coordinate and oversee the development of District Profiles for all districts.
 - Create a template for District Profiles and provide to all districts as a foundation for creating localized District Profiles.
 - Ensure NCOs create thorough District Profiles for all districts and distribute the Profiles to relevant personnel within the district.
 - Ensure the District Profiles are updated on an at least annual basis.
5. Work with NCOs and district leadership to maintain and develop partnerships for Formal Engagement.
6. Coordinate regular meetings of advisory boards to help inform the operations of the Department. These boards include but are not limited to:
 - Youth Advisory Board
 - LGBTQ+ Advisory Board
 - Interfaith Advisory Board
 - Aging Commission
 - Veterans Commission
7. Develop citywide partnerships, with an emphasis on vulnerable populations (e.g. youth, LGBTQ, individuals with limited-English proficiency, etc.).
 - Manage the Police Explorers Program, which promotes and fosters positive police-youth interactions. Explorers receive extensive training and actively participate in community service and non-hazardous law enforcement activities.
 - Manage the Citizen’s Police Academy.
 - Convene vulnerable population stakeholders through working groups where appropriate.
 - Conduct youth dialogues and implement youth engagement programs.
8. Collaboratively develop trust-building programs with community partners, including police-community dialogues
9. Work with Data-Driven Strategies Division to develop and maintain tools for data capture and analysis.
10. Provide regular follow-ups with community members that officers interact with as a customer service/quality control method.
11. Publish annual reports on Community Policing and Problem-Oriented Policing activities.

DATA-DRIVEN STRATEGIES DIVISION

1. Facilitate data-driven problem analysis to support Problem-Oriented Policing throughout the districts in collaboration with Patrol Support Services, NCOs, and district leadership.
2. Collaborate with academics to support the implementation and analysis of evidence-

based policing approaches to Community Policing strategies.

3. Participate in monthly Patrol Support Services meetings on Community Policing and Problem-Oriented Policing to provide analytical support in problem and trend analysis.
4. Work with District Commanders to prioritize geographies for Neighborhood Policing Plans.
5. Work with research partners to develop and oversee community survey/focus group methodology for Neighborhood Policing Plans.
6. Develop a public-facing dashboard and feedback mechanism allowing the public to review the ongoing implementation of the Neighborhood Policing Plans and Community Policing operations.
7. Create a Community Policing and Problem-Oriented Policing dashboard for ongoing supervision and COMSTAT accountability meetings.

EXECUTIVE COMMAND

The support and continued reinforcement of Community Policing from the executive command will be paramount to the success of BPD's Community Policing Plan. Therefore, Executive Command will demonstrate the Department's commitment to Community Policing by:

1. Ensuring an organizational orientation around Community Policing efforts that align with the Department's Staffing Plan.
2. Regularly recognizing outstanding Community Policing efforts, including at COMSTAT.
3. Formally commending officers who conduct exemplary Community Policing and Problem-Oriented Policing at awards ceremonies.
4. Attending community public safety meetings to work proactively with the community on problem solving and crime prevention.
5. Identifying and supporting partnerships with community stakeholders such as BPD Chaplains, churches, schools, and organizations to coordinate cross-sector responses to problems.
6. Considering Community Policing and Problem-Oriented Policing in promotional opportunities.
7. Implementing the Commissioner's Transformation Plan, which is founded on Community Policing.
8. Monitoring the implementation of this plan and holding leadership accountable for effective implementation, including at COMSTAT meetings.

COMMUNITY MEMBERS

Improving police-community relations and addressing community problems require productive collaboration between the police and community members. In early 2020, BPD published drafts of this Community Policing Plan for two rounds of public comment. The public comments recommended the following responsibilities for community members to participate in the implementation of this plan and help address community problems.

1. Engage with District officers and leadership regarding problems in the community and potential ideas to address those problems.
2. Attend BPD-related community meetings, including the Community Relations Council meetings, to discuss how BPD can work with the community to address problems.
3. Invite BPD to participate in community meetings to hear from community members, share information regarding operations, and discuss public safety recommendations.
4. Create and/or participate in community social events that help build relationships between the community and BPD, such as community walks.
5. Inform BPD regarding community resources that could help improve relationships and build capacity to address problems collaboratively.
6. Report suspicious activity to collaboratively address crime and disorder issues.
7. Disseminate public safety information from BPD to community members to help address crime and disorder.
8. Promote the opportunity to [report incidents online](#) to help increase patrol officer availability in the field to respond to incidents and proactively engage.
9. Follow and engage with BPD on social media and through the BPD Mobile App to stay informed and provide feedback to the Department.
10. Communicate feedback on BPD's Community Policing efforts to BPD supervisors to further shape how BPD works with the community.
11. Encourage other community members to engage with BPD to help improve our city.



IMPLEMENTATION TIMELINE

Below is the expected implementation timeline* for core elements of this plan:

TOPIC	ACTIVITY	RESPONSIBLE UNIT	DATE
ANNUAL REVIEW	Publish annual reports on Community Policing and Problem-Oriented Policing activities.	Patrol Support Services	Q2 Annually
COMMENDATIONS	Submit revised commendations policy to include awards and commendations pertaining to Community Policing as described in this plan	Consent Decree Implementation Unit	Q1 2020
COMMUNITY POLICING PLAN	Post Community Policing Plan draft for second public comment period	Patrol Support Services	2/26/20
	Second comment period concludes	Patrol Support Services	3/18/20
	Submit final Community Policing Plan to the Monitoring Team and Department of Justice	Patrol Support Services	3/31/20
	Initiate implementation of Community Policing Plan	Patrol Support Services	4/6/20
COMMUNITY POLICING METRICS	Integration of Community Policing strategies into the weekly crime plans and accountability metrics in COMSTAT	Operations	Q3 2020
	Build a Community Policing dashboard for COMSTAT and discuss on a weekly basis	Data-Driven Strategies Division	Q4 2020
	Conduct regular performance reviews to assess procedural justice and compliance with active reform policies	Performance Standards Section	Q4 2020

*All dates after March 31, 2020 are subject to change due to COVID-19.

COMMUNITY POLICING TRAINING	Implement specialized professional development for Neighborhood Coordination Officers	Patrol Support Services	1/31/20
	Identify and deliver e-learning on Community Policing practices	Education & Training	Q3 2020
	Submit first draft of comprehensive training curriculum to Monitoring Team and Department of Justice for collaboration	Education & Training	6/1/20
	Submit final training curriculum for Monitoring Team and Department of Justice	Education & Training	11/2/20
	Initiate delivery of department-wide training	Education & Training	1/11/21
DEDICATED OFFICER & ANALYST CAPACITY	Initiate implementation of finalized Staffing Plan	Commissioner's Office	2/24/20
DISTRICT PROFILES	Create a template for district profiles and disseminate to district command	Patrol Support Services	Q4 2020
	Collection and approval of district profiles	Patrol Support Services	Q4 2021
	Finalize and post district profiles to the department website	Patrol Support Services	Q4 2021
EPIC: PEER INTERVENTION TRAINING	Submit final training curriculum for Monitoring Team and Department of Justice	Education & Training	7/29/20
	Initiate delivery of department-wide	Education & Training	9/7/20
NEIGHBORHOOD POLICING PLANS	Pilot Neighborhood Policing Plans in two patrol districts	Patrol Support Services	Q4 2020

NEIGHBORHOOD POLICING PLANS	Identify research partner for Neighborhood Policing plan implementation.	Data-Driven Strategies Division	Q4 2020
	Implement training for all Command Staff and NCOs on how to develop and implement Neighborhood Policing Plans	Patrol Support Services	Q2 2021
	Initiate deployment of Neighborhood Policing Plans in all patrol districts.	Patrol Support Services	Q4 2021
PARTNERSHIPS IN THE COMMUNITY	Coordination of regular advisory board meetings to inform the operations of the department.	Patrol Support Services	On-going
	Development of citywide partnerships	Patrol Support Services	On-going
PERFORMANCE EVALUATIONS	Submit draft of performance evaluation policies and materials to Monitoring Team and Department of Justice for collaboration	Human Resources	4/27/20
	Submit finalized performance evaluation policies and materials to Monitoring Team and Department of Justice	Human Resources	10/16/20
	Initiate implementation of finalized performance evaluation policies and materials <i>Note: Members will only be accountable for active department policies/procedures.</i>	Human Resources	10/23/20

PROMOTIONS	Submit draft of promotional policies and materials to Monitoring Team and Department of Justice for collaboration	Human Resources	3/31/20
	Submit finalized promotions policies and materials to Monitoring Team and Department of Justice	Human Resources	9/11/20

APPENDIX: COMMUNITY POLICING SIGNALS

Use the following CAD signals to document your Community Policing activities:

BUSINESS CHECK

For engaging occupants at a business. Members conducting Business Checks during a Foot Patrol should use the Foot Patrol signal.

COMMUNITY MEETING

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

DIRECTED PATROL

Patrolling an area that has been pre-determined as a focus area either by the community or the Department. Directed Patrols are for vehicle patrols only and must be for a sustained period of time (10-15 minutes). Officers patrolling an area on foot shall use the Foot Patrol signal.

FOOT PATROL

For conducting a defined and assigned walking beat.

FURTHER GUIDANCE

- BPD has eliminated the Community Engagement signal to document our activities more specifically in CAD, as outlined above.
- Accurately enter the beginning and end time of Community Policing activities in CAD. The Department is mapping and quantifying the location, duration, and frequency of Community Policing activities to assess impact on crime and community concerns.

COMMUNITY PROBLEM-ORIENTED POLICING

