

**THE MISSION OF EVERY MEMBER OF THE
BALTIMORE POLICE DEPARTMENT IS THE SAME,
REGARDLESS OF ASSIGNMENT:**

Reduce violent crime through targeted proactive enforcement.



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JANUARY 2005**

The mission of every member of the Baltimore Police Department is the same, regardless of assignment:

Reduce violent crime through targeted proactive enforcement.

To accomplish this mission, the following goals have been put in place:

- Reduce violence with a focus on homicides and shootings
- Remove guns from the street
- Reduce juvenile crime
- Return open spaces to law-abiding citizens
- Operate with integrity and professionalism.

Although the Patrol, Detective, Homeland Security and the Organized Crime Divisions have different responsibilities and utilize different tactics, dramatically reducing violent crime - particularly murders and shootings - guides all deployment and personnel decisions. Through a unity of command and consistency of purpose, the Baltimore Police Department has the ability to reduce homicides and shootings. These acts of violence can and will be prevented. The Department will re-focus its deployment, emphasize a return to basics, and work intensely to achieve the above stated goals. This plan of action will provide the heroic men and women of the Baltimore Police Department the direction, prioritization and focus they need to dramatically decrease violence in this City. This document is based on a deep respect for the traditions of the Baltimore Police Department and best practices in law enforcement. This is the foundation for the Department's renewed pledge of excellence.

Hereafter, before any Departmental decision is made, members will ask: "How will this decision prevent and/or reduce violent crime?" Commanders will scrutinize where and when personnel are deployed, who is supervising and guiding members, and whether the operational tactics that are being used are directly adding value to the crime-fighting mission of this Department. A concentrated focus on violent crime is essential to achieving this mission.

This Department is at its best – and has enjoyed its greatest success – when it embraces the operational, guiding principles of the COMSTAT process and when it places some of its most motivated commanders and supervisors in Patrol to lead the fight against violent crime.

- Accurate, timely intelligence communicated to all
- Rapid deployment which is synchronized and focused
- Effective tactics
- Relentless follow-up and assessment.

By utilizing these core concepts of effective policing in conjunction with a recharged commitment to eliminate violence in the Eastern, Western and Northwestern Districts, the Department will prevent and reduce violence Citywide.

OVERVIEW OF THE PLAN OF ACTION

The primary focus of the Baltimore Police Department is to eradicate violence and the conditions that contribute to violence in the Eastern, Western and Northwestern Districts. Once the flag is planted and those districts are stabilized, the Department will hold that territory. The Department will not pay two, three, and four times for the same real estate.

All discretionary resources will be utilized in a coordinated, focused fashion.

- Operations command staff have identified the most violent areas in the Western, Eastern and Northwestern Districts. Discretionary units commanded by deputy majors have been deployed to these areas to suppress and remove the violent element.
- An analysis of supervisors will begin immediately to ensure that the men and women of the Eastern and Western Districts are led by some of the most motivated and focused supervisors.
- District commanders will redeploy their staffing patterns to ensure the greatest coverage during the evening hours when the violence is occurring, and will draw from their day shift coverage to manage this deployment.
- In addition to the Department's deployment and focus in the Eastern, Western and Northwestern Districts, commanders in the Central, Southeastern, Northeastern, Northern, Southwestern, and Southern Districts will identify embattled areas and commit their discretionary operations personnel to those areas.
- Planning and Research will assist district commanders in analyzing recent violence, CDS/discharge calls for service addresses and areas associated with many open CDS/violence warrants in order to target areas in distress.
- Patrol will be directed to maintain post integrity. For example, School Police and Community Affairs officers assigned to the Eastern and Western Districts will transport juvenile curfew violators.
- The Organized Crime Division, OCD, will be deployed in the most violent areas of the City concentrating on narcotics enforcement and removing illegal firearms from the City's streets. Vice will work primarily in the targeted areas performing bar inspections, enforcing gambling laws and disrupting pockets of prostitution.
- All aspects of the Special Operations Section will be deployed primarily to crime suppression activities. The Traffic Section will focus its resources on car stops and disrupting traffic patterns. Working in conjunction with OCD and K-9, Traffic will be charged with the interception of guns and narcotics. The Deputy Commissioner of Operations will review all funeral and other detail requests to

ensure the operational mission of the Traffic Section is not compromised. The primary mission of the Aviation Unit, QRT, and K-9 will be to play an active role in targeted violence reduction and proactive enforcement.

- The Housing Section will continue to focus its work on the most violent housing developments. Its focus will remain primarily in Cherry Hill and Latrobe while conducting secondary enforcement in O'Donnell Heights, Gilmore, Perkins, McCulloh, Douglas and Poe Homes.
- Community Affairs officers will be deployed to high crime areas focusing on truancy and curfew enforcement. This deployment is designed to reduce juvenile crime and victimization.
- The Administrative Bureau and Internal Affairs Division will provide a total of 15 members for deployment to the Mayor's drug corners. These corners have been identified for targeted enforcement due to their history of violence and drug activity.
- The Education and Training Section will deploy recruits for use in various street initiatives that emphasize omnipresence.
- The TARU truck and surveillance cameras will be deployed to Cherry Hill for high visibility.
- Internal Affairs will closely monitor operational activities to ensure all members of the Department operate with integrity.
- The Criminal Intelligence Section will refocus its mission to support the collection and communication of intelligence directly related to violence within Baltimore City.
- The Detective Division will seek to identify violent trends, patterns and individuals within their caseloads.

Simply put, all personnel will be actively and regularly engaged in the Department's mission of reducing violent crime.

TOOLS, POLICIES AND PROCEDURES TO IMPLEMENT THE PLAN AND ACCOMPLISH THE MISSION

EASTERN DISTRICT DEPLOYMENT

- Coordinated with, and in addition to, the discretionary resources described above, 130 members will be deployed for full-time enforcement related duties in the Eastern District. When this number is combined with the members already assigned to the Eastern District, ***there will be a total of 300 full-duty sworn personnel working in the Eastern District.***
- The Organized Crime Division will focus its resources in the Eastern District. All 100 detectives and supervisors from the Division's Enforcement Section have been deployed and charged with bringing an end to the violence that plagues this District. Included in this 100 member contingent are 4 OCD K-9 units and two gun squads. OCD will lead the ground attack on perpetrators of violence and drug crimes through relentless street enforcement with an emphasis on obtaining search warrants and making gun arrests.
- A primary enforcement area or "mini district" has been identified for its historical link to the most violence in the Eastern District. This enforcement area, under the command of a deputy major, is comprised of 1 lieutenant, 4 sergeants and 24 officers deployed during the most violent hours.
- The Eastern District's midnight and 8 am to 4 pm shifts will work 12-hour deployments focusing on post integrity. This enables the Eastern District's 4 pm to 12 am shift will be deployed from 6 pm to 2 am to the District's most violent areas. This 6 x 2 shift will focus on disrupting street level narcotics activity and seizing firearms.
- The Traffic Unit, in conjunction with K-9 (as needed), will work in the Eastern District performing traffic initiatives during the 11 am to 7 pm and 7 pm to 3 am shifts. The Traffic Unit will conduct traffic stops and redirect traffic patterns in an effort to disrupt narcotics activity.
- The School Police will be asked to enforce daytime truancy laws and perform nighttime curfew sweeps.
- Warrant Apprehension Task Force, WATF, will conduct targeted warrant service every morning in the Eastern District. WATF detectives will focus on fugitives with outstanding warrants for violence and narcotics violations. Priority of warrant service will be determined by coordinated communications between OCD, WATF, the Detective Division, the deputy major assigned to the initiative area and the district commander.

- The Regional Auto Theft Task Force, RATT, will deploy primarily to main traffic corridors that flow east/west through the City. The Task Force will commit to regular and frequent information sharing with other divisions and with the Watch Center (9th floor).
- One Emergency Services Unit vehicle will be deployed in the District on an identified corner to provide visible presence.
- The Aviation Unit will focus on clearing corners and main thoroughfares in the Eastern District. On the 1/2-hour, Foxtrot will activate its spotlight, contact KGA on the Eastern District channel and direct ground units to address the observed activities.
- All units assigned to the Eastern District will compile, complete and submit daily activity forms that report the deployment area, number of officers deployed, and enforcement activity.
- Comstat will be conducted on a weekly basis focusing on violent crime reduction and holding commanders accountable for results.

WESTERN DISTRICT DEPLOYMENT

- Coordinated with, and in addition to the discretionary resources described above, 66 members will be deployed to the Western District for full-time enforcement duties. When this number is combined with the members already assigned to the Western District, ***there will be a total of 212 full-duty sworn personnel working in the Western District.***
- A primary enforcement area or “mini district” has been identified for its historical link to the most violence in the Western District. This enforcement area, under the command of a deputy major, is comprised of 1 lieutenant, 2 sergeants and 18 officers deployed during its most violent hours.
- The Quick Response Team, QRT, comprised of 2 lieutenants, 3 sergeants and 29 officers, will be assigned to the Western District from 9 am to 5 pm and 7 pm to 3 am. QRT will be responsible for disrupting street level criminal activity through the use of targeted street enforcement, effective intelligence gathering and high risk warrant service.
- The Traffic Unit, in conjunction with K-9 (as needed), will work in the Western District performing traffic initiatives during the 11 am to 7 pm and 7 pm to 3 am shifts. The Traffic Unit will conduct traffic stops and redirect traffic patterns in an effort to disrupt narcotics activities.

- WATF will conduct targeted warrant service every morning in the Western District. WATF detectives will focus on fugitives with outstanding warrants for violence and narcotics violations. Priority of warrant service will be determined by coordinated communications between OCD, WATF, the Detective Division, the deputy major assigned to the initiative area and the district commander.
- The Education and Training Section will deploy 24 recruits every Friday night and 25 recruits every Saturday night for omnipresence.
- Ten Community Affairs Section officers will be deployed to the Western District to perform daytime and nighttime curfew enforcement sweeps.
- One Emergency Services Unit vehicle will be deployed in the District on an identified corner for omnipresence.
- The Aviation Unit will focus on clearing corners and main thoroughfares in the Western District. On the 1/2-hour, Foxtrot will activate its spotlight, contact KGA on the Western District channel and direct ground units to address the observed activities.
- All units assigned to the Western District will compile, complete and submit daily activity forms that report the deployment area, number of officers deployed, and enforcement activity.
- Comstat will be conducted on a weekly basis focusing on violent crime reduction and holding commanders accountable for the results.

NORTHWESTERN DISTRICT DEPLOYMENT

- Coordinated with, and in addition to the discretionary resources described above, 20 members will be deployed for full-time enforcement related duties to the Northwestern District. When this number is combined with the members already assigned to the District, ***there will be a total of 166 full-duty sworn personnel working in the Northwestern District.***
- A primary enforcement area or “mini district” has been identified for its historical link to the most violence in the District. This enforcement area, under the command of a deputy major, is comprised of 1 lieutenant, 2 sergeants and 17 officers deployed during its most violent hours.

- The Traffic Unit, in conjunction with K-9 (as needed), will be deployed to the Northwestern District performing traffic initiatives during the 11 am to 7 pm and 7 pm to 3 am shifts. The Traffic Unit will conduct traffic stops and redirect traffic patterns in an effort to disrupt narcotics activities.
- Following the service of warrants in the Eastern and Western Districts, or as needed, WATF will focus on the Northwestern District. Priority of warrant service will be determined by coordinated communications between OCD, WATF, the Detective Division, the deputy major assigned to the initiative area and the district commander.
- The Aviation Unit will focus on clearing corners and main thoroughfares in the Northwestern District. On the 1/2-hour, Foxtrot will activate its spotlight, contact KGA on the Northwestern District channel and direct ground units to address the observed activities.
- All units assigned to the Northwestern District will compile, complete and submit daily activity forms that report the deployment area, number of officers deployed, and enforcement activity.
- Comstat will be conducted on a weekly basis focusing on violent crime reduction and holding commanders accountable for the results.

DETECTIVE DIVISION

Detectives will be encouraged to work cases proactively and in close communication with other divisions. The Detective Division will seek to identify violent trends, patterns and individuals within their caseloads. Detectives will be directed to respond to crime scenes with Patrol and to assist Patrol with locating suspects, obtaining statements, collecting evidence and identifying the elements of the crime.

The Detective Division will be driven by three principles:

- Arrest/Debrief – Detectives will concentrate on violence investigations by *thoroughly* debriefing offenders, victims and witnesses.
- Aggressive, data-driven focus on crime – Detectives will proactively identify crime trends and patterns to prevent future crimes.
- Professional case preparation – All of a detective's work, whether on the street or in the office, will be organized and focused on providing the best information possible to the Office of the State's Attorney. Detectives must prepare and maintain a complete professional case folder for each case. Detectives, on behalf of every division within the Department that may have worked on the case, will work with the State's Attorney to assist with obtaining a conviction and the maximum sentence.

CREATION OF A RESPONSE TEAM

This response team will be comprised of OCD detectives and supervisors who will assist district shooting detectives or Homicide detectives in the investigation of a case. The Response Team will have the ability to immediately deploy based on the sensitive and particularly dangerous nature of the predicate crime.

INTEL SECTION AND THE LAUNCH OF THE WATCH CENTER

The Communications Section will notify Criminal Intelligence of any confirmed shootings or homicides. Criminal Intelligence detectives will rapidly deploy to the scene to assist investigators by gathering and disseminating real-time intelligence from the scene. Information obtained will be immediately checked against all available databases and an investigative course of action, including Detective Division, Organized Crime Division, and Intelligence Section personnel, will be implemented. Additionally, all commands must communicate any violence related intelligence to the Watch Center (9th floor).

A UNIFIED, PROACTIVE AND URGENT HOMICIDE AND SHOOTING RESPONSE

1. Rapid response to the crime scene by patrol officers and detectives to prevent loss of evidence or witnesses.
2. Assessment by on-scene Patrol supervisors of what additional resources are needed to assist with the preliminary investigation.
3. Criminal Intelligence Section will respond to the scene and communicate with the Watch Center (9th Floor).
4. Patrol and Detective commanders will determine the need for the deployment of the OCD Response Team and make necessary notifications.
5. District commander will utilize all available resources to determine an action plan consistent with preventing retaliatory acts of violence.

COMMITMENT TO ADEQUATE STAFFING FOR THE MISSION

An Operations Staffing Database will be created so run-downs and enforcement statistics can be maintained and reviewed by all units in real-time. This will ensure the Department is true to its commitment of deploying officers where and when the violence is occurring.

MEASURES OF SUCCESS

Comstat is the Department's process to ensure its strategies are carried out to their maximum effectiveness. Comstat measures the Department's commitment to the following principles.

Accurate, timely intelligence communicated to all – Information must be gathered in a timely fashion. Real-time data sharing and communication among operations divisions, sections, units, detectives and officers, will eliminate criminal anonymity and prioritize the Department's efforts. Crime analysts from the Planning and Research Section will be initially deployed to the Eastern, Western and Northwestern Districts to ensure district-based crime analysts have the equipment, training, and systems in place to proactively identify and communicate crime problems, patterns, and trends.

Rapid deployment which is synchronized and focused – The launch of the Criminal Intelligence Section's Watch Center, the deployment of two area commanders in Patrol, a proactive Detective Division and the Organized Crime Division's commitment to directing enforcement towards the most violent areas and individuals in the City will immediately enable the Department to focus resources and personnel where they will have the greatest opportunity for preventing and solving crime.

Effective tactics – All units, including specialized and detective units, will be asked to report on enforcement activities and deployments aimed toward violence reduction. The Operations Bureau must identify the best practices in reducing violence and seek to replicate them throughout the City. The Planning and Research Section has been directed to begin analyzing the results of this operation to ensure the Department is getting the maximum return on its investment.

Relentless follow-up and assessment – The Comstat process will reflect the Department's renewed commitment to reducing and preventing violence. Commanders will be dedicated to ensuring accountability and adherence to the strategies and direction of the Department.

CONCLUSION

Homicides and shootings can be reduced and/or prevented. All elements of this Department will work toward achieving this goal.