BALTIMORE POLICE DEPARTMENT
2021 Staffing Plan Update
August 2021

In 2019, the Baltimore Police Department (BPD) hired Dr. Alexander Weiss and his research team to develop a staffing plan to guide the department in establishing sufficient personnel requirements to properly cover the Department's operational and administrative needs including, but not limited to, community policing, misconduct investigations, and supervision.

The 2020 Version of the BPD Staffing Plan was filed with the court on February 27, 2020. As part of the filing, BPD drafted a response to the Plan. The response covered two areas: Workload Analysis, and Responses to Key Findings and Recommendations. The following is an update to those sections, and assumptions are based on a review of operational priorities as of April 2021:

Workload Analysis
Dr. Weiss' team used calls for service (CFS) data from 2018 to conduct their workload analysis. Aspects of CFS such as the response time, time to close out calls, and call type were used to determine the time and number of officers needed to handle all call for service in Baltimore City that require a police response. This information factored with the shift relief factor (SRF), minimum level of service needed per district, and the 40/60 split for proactive/reactive policing vs. managing calls for service that produced the total number of officers needed for patrol activity. Sizes of non-patrol units are based on best practices for caseload management, appropriate supervision levels, span of control, and proper unity of command.

Ordinarily, BPD would have updated its staffing model analysis with more recent calls for service data than 2019 data however, due to the COVID-19 pandemic, the data for 2020 is not representative of calls for service volume that is suitable for long term staffing projections. For this reason, the 2021 Staffing Plan Update continues to utilize 2019 CFS data as the foundation for its analysis.

New to the 2021 Staffing Plan are a number of specific initiatives designed to reduce calls for service volume. These include a reduction in the following categories, all of which require long-term project implementation strategies to achieve:
- False Alarm Reduction (25% reduction target)
- Diversion of Traffic Accident Management to 3rd Party Vendor (25% diversion target)
- Reduction of "Other" CFS types (25% reduction target)
- Diversion of Larceny CFS to Online or Telephone Reporting (75% diversion target)
- Diversion of Disorderly Persons CFS (25% diversion target)

The diversion percent targets are based on what BPD views as feasible based on the structure of alternatives to police response availability and structure of policy changes that impact these call types. Reducing the call volume in these categories results in a moderate reduction of 53 sworn members assigned to patrol functions in the districts, there was also a reduction of 18 members from non-patrol functions (2 fewer sworn members in each intelligence center assigned to the districts).

With that said, the updated goal for the Operations Bureau increased by almost 100 and will largely be experienced by the Criminal Investigation Division (40) to increase the number of detectives assigned to the Group Violence Reduction Strategy; the Data-Driven Strategies Division (38) for operational needs of a 24/7 real-time crime center; and Communications (19) for the Telephone Reporting Unit for call diversion strategies.

A full accounting of the differences in staffing allocations between the 2020 and 2021 versions of the BPD Staffing Plan are outlined in Appendix C of this report. An overview is presented in Table 1 below and the new totals for the 2021 Plan Update are in Appendix B.

Staff	2020 Plan Assumption	Status as of February 2020	Status as of April 2021	2021 Plan Assumption
CFS for which BPD sent a police officer	441,000 CFS (2019 data)	441,000 CFS (2019 data)	Quality of Data impacted due to COVID-19.	388,000 CFS (2019 data) (adjusted for call diversion)
# Patrol Officers	956	735 assigned	739 assigned	908
# Sergeants Supervising Patrol Officers	133	84 assigned	104 assigned	128
Total # Sworn Staff (including trainees)	2,785	2,434	2,398	2,785
Total # Civilians	675	531	550	750
Total # BPD Personnel	3,460	2,965	2,948	3,535

Table 1: 2020 v 2021 Plan Assumptions and Staffing Statuses

There are several factors influencing BPD's ability to meet its long term staffing goals. A few are:

- Budget Authorization: The Department recognizes that achieving this goal will take time and resources. BPD was/is budgeted for:
    - FY 2020 authorized 586 civilian, 62 contractor/civilian positions, and 2648 sworn positions
    - FY 2021 authorized 553 civilian, 62 contractor/civilian positions, and 2640 sworn positions (reduction in positions due to budget cuts associated with COVID-19 revenue shortfalls, Kirwan Commission budgetary impact, and additional cuts made by City Council during budget development for FY2021)
- Attrition:
    - From 2002 – 2019 the rate of attrition has varied between 175-250 sworn members who separate per year.
    - Based on this attrition rate, BPD needs to budget for at least 230 trainees per year to be on track to becoming full-time officers to overcome attrition.
    - BPD's trainee goal in 2020 was 240-300 trainees. There were 224 trainee actual hires that year.
    - BPD's trainee goal in 2021 is 220-250 trainees.
- Ability to Hire Civilians:
    - While the City established a spending freeze in FY21 on filling vacant civilian positions, for the FY22 budget, the City has now lifted that restriction.
    - Recent legislation at the State-level will soon allow BPD to hire civilians who are retired law-enforcement personnel as investigators at the Public Integrity Bureau. Previously, only current BPD sworn members were permitted to perform misconduct investigations.
    - Hiring civilians to perform investigatory/research tasks to assist detective units and background investigators.

A summary of the total numbers of actual and budgeted staff in the department since 2017 are provided below:

BPD Actual Staff Totals	Sworn		Civilian/Contractor		BPD Total	
	Total	% Change	Total	% Change	Total	% Change
As of Dec 31, 2017	2,525		447		2,972	
As of Dec 31, 2018	2,477	-1.90%	480	7.38%	2,957	-0.51%
As of Dec 31, 2019	2,438	-1.57%	513	6.88%	2,951	-0.20%
As of Dec 31, 2020	2,439	0.04%	550	7.21%	2,989	1.29%
As of April 30, 2021	*2,398*	*-1.68%*	*550*	*0.00%*	*2,948*	*-1.37%*

BPD Budgeted Staff Totals	Sworn		Civilian/Contractor		BPD Total	
	Total	% Change	Total	% Change	Total	% Change
As of July 1, 2017 (FY18)	2,622		551		3,173	
As of July 1, 2018 (FY19)	2,725	3.93%	580	5.26%	3,305	4.16%
As of July 1, 2019 (FY20)	2,655	-2.57%	649	11.90%	3,305	0.00%
As of July 1, 2020 (FY21)	2,640	-0.56%	615	-5.24%	3,255	-1.51%
As of July 1, 2021 (FY22)	2,640	0.00%	615	0.00%	3,255	0.00%

Tables 2 & 3: Staff Totals Since 2017 through April 2021 and *Budgeted Staff Totals from FY18 to FY22*

Using the analysis provided in the 2020 Staffing Plan, which was submitted to the Federal Court, the BPD has developed responses to the all the key findings and recommendations provided by Dr. Weiss and his team.

BPD Reponses to Key Findings and Recommendations:

Patrol	
1	The present patrol deployment and work schedule is based on the "constant." The constant defines the number of officers that must be on duty at all times. That number is based on the number of posts (beats) and sectors in each district. So, for example, if a district has 14 posts that means that 14 police officers must be in duty (one in each post). In addition, each shift must deploy a desk officer and an officer to staff the wagon. It requires 987 police officers to meet these staffing demands. This staffing scheme is nominally the same on all three shifts, and as a general rule if the number of personnel falls below that number those positions are filled through overtime. Because the number of officers currently available for duty to patrol is not enough (688 as of December 2019) to regularly meet the constant level, the agency must spend significant amounts on overtime.
BPD 2020	BPD is willing to move to a workload-based allocation to determine staffing levels that vary on each shift, however we are currently bound to contractual obligations on work schedules. The current contract will expire on June 30, 2021, though the Department will start the collective bargaining negations later this year.
BPD 2021	BPD is planning a move to a permanent, non-rotating shift format, such that personnel for each shift can be assigned in the most optimal way, based on calls for service volume in each shift. Patrol constants for nighttime shifts have already been updated to more optimal levels, which has resulted in savings on overtime spending. The Department is currently engaged in contract negotiations to finalize notification of schedule changes that can further optimize staff allocations and reduce overtime.
1.1	BPD should strive to increase officer availability through closer management of benefit time off, light duty, and long-term absence from duty.

BPD 2020	BPD agrees with this recommendation. In fact, new measures to ensure that limited/light duty personnel are being actively managed back to full health through the creation of the Administrative Duties Division has already resulted in over 100 officers returning to full duty.
1.2	BPD should adopt a work schedule that does not require that equal numbers of officers be assigned to the day and afternoon shifts.
BPD 2020	BPD agrees with this recommendation in concept, however we are currently bound to contractual obligations on work schedules.
1.3	Replace sworn officers at front desk with nonsworn staff, and add required security and architectural improvements.
BPD 2021	Efforts to hire private security to replace officers for these functions have been delayed due to contractual issues. Infrastructure improvements as recommended are also delayed due to funding restrictions and budgetary shortfalls.
1.4	Reassign district operations officers to sector policing.
BPD 2020	BPD agrees with this recommendation in concept, provided the duties of district operations officers can be sufficiently covered.
BPD 2021	BPD has reassigned several administrative officers (to include some of these "operations officers") in the district back to sector policing as a result of budget reductions made in FY2021
1.5	BPD should examine realigning or consolidating police districts.
BPD 2020	BPD is required by state legislation to review district boundaries by the year 2022. BPD will not only consider population changes in this process to determine district boundaries but also calls for service data to determine workload requirements for each district are equitable. BPD does not agree with consolidating police districts.
BPD 2021	No change from previous responses. BPD is awaiting receipt of 2020 census data at the neighborhood level to be able to proceed.
1.6	We concluded based on our workload analysis that in order to provide adequate officer time to spend 60% of their time on community generated calls for service and 40% of their time on community outreach, proactive enforcement and problem-solving it will require 805 police officers, 115 sergeants, and 27 lieutenants.
BPD 2020	BPD has completed a comprehensive review of 2019 calls for service data that can be leveraged for staffing analysis. Under the 60% / 40% split described above, BPD will require 956 officers, 133 sergeants, and 27 lieutenants to handle approximately 441,000 calls per service throughout the city per year. Data provided by BPD to the consultants in the draft staffing plan erroneously omitted calls for service data with no "end time" or "start time," resulting in approximately 150,000 calls for service being inadvertently omitted from the original analysis.

BPD 2021	BPD continues to use 2019 calls for service data as a basis of analysis due to the 2020 calls for service data being impacted by the COVID-19 pandemic. After applying several initiatives designed to reduce call volume that officers must handle, the updated totals for patrol are 908 officers, 128 Sergeants, and 27 lieutenants.

Calls for Service	

2	Our review of calls for service suggests:
	  a) The second largest category of calls is "other," providing very little information about the nature of the call.
	  b) BPD responded to many calls, including alarms, minor traffic crashes, and parking complaints, that may be better handled through methods other than dispatching a police officer.
	  c) A substantial fraction of calls involves disturbances or other forms of public disorder
	BPD should adopt policy to better manage demand for calls for service such as alarms, property damage crashes, and larceny from auto.

BPD 2020	BPD has already begun a comprehensive review of 2019 calls for service data to make determinations on how calls can be better managed. BPD fully supports the use of online reporting, telephone reporting, and alternative 311 responses for non-emergency calls. BPD will also conduct a review of the types of calls that are being categorizes as "other" to determine alternative response measures.

BPD 2021	In consultation with the Mayor's Office, BPD has identified 5 categories for all reduction or diversion:
	  1) Change in false alarm ordinance to allow only 5 false alarm activations per year instead of 15 currently allowed before placed into no response status.
	  2) Hire a third party vendor to handle traffic accident management for non-injury, non-DWI incidents.
	  3) Full review of CFS that have the designation of "other."
	  4) Diversion of Larceny CFS to telephone reporting/online reporting.
	  5) Diversion of Disorderly Persons CFS to an alternative to police response (which will need to be created outside BPD first).

3	BPD officers enter their arrival time on calls in fewer than one half of all dispatched calls. Thus, we are unable to measure travel time. BPD should ensure that officers notify dispatch when they arrive on the scene of a call
BPD 2020	BPD agrees that better training must be implemented and better technology must be deployed to ensure officers are able to notify dispatch of arrival and closure of calls for service.
BPD 2021	BPD can achieve greater compliance with this requirement with fully capable and fully connected computers in cars - installation of connectivity devices is scheduled for completion by the end of 2022.
4	Sworn Shift Supervisors at the 911 call center should be returned to field duty.
BPD 2020	BPD will review the duties assigned to these supervisors to determine if civilian supervisors can augment or replace some of these positions, however, having some amount of sworn supervisors in the call center can be a valuable asset in ensuring supervisors in the field are closing cases and releasing officers to service.
BPD 2021	Due to COVID related budgetary constraints and civilian hiring freezes - BPD cannot implement this recommendation without quality trained civilian supervisors.

Supervision

5	In the current patrol work schedule, there are three day-off groups. On each squad, the sergeant and one-third of the sergeant's subordinates are assigned to one day-off group, while the remaining officers are split between the other two. This means that a sergeant has limited contact with a substantial fraction of subordinates. This is a serious deviation from unity of command. (Report page 53).
5.1	The three sergeants on a patrol shift should be assigned to the same day off group as their subordinates
BPD 2020	BPD agrees with this recommendation and will implement by the end of 2020. Staffing plan incorporates recommendation.
BPD 2021	Completed by adding additional Sergeant personnel to each district.
5.2	BPD should assign an additional sergeant to each shift principally as the shift administrative sergeant and to serve as a backup when shift sergeants use benefit time off.
BPD 2020	BPD agrees with having an administrative sergeant for the patrol district, but not for each shift. There is not sufficient workload to warrant full time positions for administrative sergeants on evening and night shifts.
BPD 2021	No change to previous response.
5.3	BPD should consider work schedules that facilitate both span of control and unity of command and that ensure adequate field supervision.
BPD 2020	BPD agrees with this recommendation and will ensure alignment of leave groups with direct supervisors (unity of command) and to provide that no more than 8 subordinate officers are under the command of a patrol sergeant (span of control).
BPD 2021	This status is ongoing, staffing numbers in patrol continue to fluctuate, but the goal of 8:1 ratio continues to guide how new patrol officers are assigned to districts and shifts once their field training is completed.

Patrol Support Services and Criminal Investigations

6	BPD maintains a wide array of support and investigative units. Some of these units are quite small and their mission highly particularized. This approach has many effects on performance: a) There is a high risk of redundancy b) Many units have a very small span of supervisory control (e.g. one sergeant for two or three officers.) c) Most units could not provide empirical evidence of their contribution to BPD d) Communication is difficult, particularly when units are in different chains of command e) When a unit has a highly specialized set of tools and qualifications it makes it more difficult to use them in different settings.

BPD 2020	BPD agrees that all units that provide a specialized skill set or function for the department must have sufficient workload to justify a full time position. Units that are entirely redundant with other specialized units should be consolidated so that span of control is sufficient to warrant a full time supervisory position.
BPD 2021	BPD completed a review of several specialized units and moved over 60+ officers back to patrol assignments in July 2020. A summary of these movements is in the Appendix C of this report.
6.1	**SWAT:** The BPD may wish to consider reducing the amount of daily and weekly training time to advance service availability of SWAT team members.
BPD 2020	BPD agrees with this recommendation and has already begun implementation.
BPD 2021	Completed. Staffing Plan includes recommendation.
6.1.1	As discussed below, it may wish to consider assigning all warrant service-related duties to this unit. This is the approach used by the New Orleans Police Department, and the Nashville Police Department. Doing so would ensure predictable, accountable, and reliable warrant service strategies, techniques, equipment, etc. This would allow SWAT unit officers to further refine their skills in dynamic entry, as well as to serve as the single point of command to prioritize warrant service. From our interviews, we learned the SWAT unit is used frequently to support warrant service efforts, all the more reason to have these activities under one command.
BPD 2020	BPD does not agree with this recommendation at this time. The Warrant Apprehension Task Force (WATF) provides specialized support to the Homicide/Robbery Section and to the Chief of Detective's Office to clear warrants for individuals suspected of committing murders, shootings, and armed robberies. While SWAT provides support on executing high risk warrants, consolidating WATF into the same command structure as SWAT would detract from WATF's focus area on clearing these important cases.
BPD 2021	No change from previous responses.
6.2	**Marine:** The city should consider combining BPD and BFD marine unit services to streamline service delivery and achieve cost efficiencies.
BPD 2020	BPD has reviewed this possibility, however, there are several tasks related to port security that do not fall under the purview of the Fire Department. In addition to providing life/safety services around Baltimore's waterways, the Marine Unit also provides security support to the Department of Homeland Security in protecting Baltimore's critical infrastructures, harbors and ports. The Marine Unit provides police services to the eight marinas in the Harbor. This includes a community of nearly 2,800 live-aboard boats, additional this number can increase exponentially during peak times in the summer. There are certain functions related to boat/vessel recovery that will be shifted to State level departments when needed so that the Marine Unit's focus can remain on security and safety.
BPD 2021	Due to budgetary cuts, the Marine Unit's function has been consolidated with the Mobile Metro Unit and functions only on an on-call/as-needed basis for harbor related emergencies. Harbor patrol functions previously performed by the Marine Unit have been significantly reduced or moved to other agencies. Staffing Plan includes recommendation.
6.3	**Property Officers:** All BPD officer positions with property duties should be civilianized and officers holding these positions assigned to other department needs.

BPD 2020	BPD agrees with this recommendation. Staffing Plan includes recommendation. Additional civilian hires and the deployment of technology will be needed to enact this recommendation.
BPD 2021	Given cuts to budget [in FY2021] directed by City Council, we have redeployed administrative officers back to patrol - some of these property officer positions are included in that move while those that remain have picked up additional duties that were being managed by previous administrative officers.
6.4	**Citiwatch:** Given the growing importance of real-time analysis centers in monitoring crime, the BPD may wish to consider adding civilian and, where appropriate, limited numbers of sworn personnel to CitiWatch operations.
BPD 2020	BPD agrees with this recommendation and it seeking to implement a strategy that allows for deployment of additional civilian analyst resources at every patrol district to create what will be known as Baltimore Community Intelligence Centers (BCICs) that provide real time analytical capabilities to support enforcement and deployment strategies. BPD is also exploring a long-term plan to create a Real Time Crime Center to support patrol operations that would be staffed with civilian capacity.
BPD 2021	BPD has currently stood up BCIC capabilities in 4 police districts: Western, Eastern, Southwestern, and Central Districts. BPD continues to look to the future to staff these capabilities in the remaining 5 police districts as outlined in the staffing plan. (See *Operations Bureau* in the Staffing Charts in Appendix B. At the bottom of each districts' section, there is a row for *BCIC* with projections for 3 officers and 1 civilian).
6.5	**Motors:** Considering the few resources dedicated to the Motors unit, and the duties it must assume in support of the professional franchise sports, the BPD may wish to consider reassigning its Motors Unit personnel to other needs.
BPD 2020	BPD agrees with this recommendation and will ensure that this unit is provided for traffic enforcement and investigation functions as well as supporting the efforts of the Mobile Metro Unit that assists with stabilizing neighborhoods and controlling traffic.
BPD 2021	Staffing Plan includes recommendation.
6.6	**Towing/Fleet Safety:** The Towing function appears to be purely regulatory and therefore should be converted to a civilian unit, with sworn personnel reassigned to other BPD needs. The Fleet Safety unit appears to be primarily a disciplinary accountability function and should be realigned to either the Chief of Patrol, Internal Affairs, or Academy offices, supported by either one sergeant to evaluate findings or a sufficiently trained civilian.
BPD 2020	BPD agrees with this recommendation and will determine if a civilianization strategy can be implemented to cover these functions.
BPD 2021	Recommendation implemented, functions have been assumed by the Accident Investigation Unit. Staffing Plan includes recommendation.
6.7	**Dirt Bike:** Assign Dirt Bike unit personnel to Mobile Metro Division.
BPD 2020	BPD agrees with this recommendation. These personnel will move to the Mobile Metro Unit but continue play a lead role in Dirt Bike related investigations as needed.

BPD 2021	Recommendation implemented. Staffing Plan includes recommendation.
6.8	**Mobile Metro:** Expand the use of Mobile Metro Unit (MMU) into a METRO Division. We propose a strategy to significantly improve BPD capacity to deploy rapidly, and strategically, and to be much more responsive to district and neighborhood problems. This plan consists of creation of the Metro Division, commanded by a major. The key attribute of this unit would be flexibility and capacity to address a myriad of issues. The new division will be constructed by combining several existing units. There are two critical elements. First, although members would be specialists (e.g. K-9 or Motors) they would not be limited to those skills. Their tasks will be defined by the mission. Some tasks will require uniformed responses, while others may not. Second, all members of the division must agree, as condition of joining the division, that they will work whenever and wherever the department needs them, subject, of course to standard HR procedures.
BPD 2020	BPD agrees with this recommendation, in part. The size of the Mobile Metro Unit will be increased to allow for greater capacity and support to patrol districts, however, the recommendations in the report related to consolidating Special Operations Section (SOS) and WATF into Mobile Metro do not represent, in our view, and appropriate reporting structure.
BPD 2021	Based on an operational review, BPD has determined that the staff resources dedicated to the Bomb Unit should be consolidated with the MMU to achieve greater efficiency and productivity. (See under *Special Operation Section* under the *Patrol Support Services* in Appendix B: Staffing Charts and in Appendix C: *Summary of Staffing Plan Chart and Changes from 2020 to 2021)*
6.9	**Special events/OT unit**: The BPD should consider having sufficiently trained civilian staff, supervised by one lieutenant or sergeant, assume all these duties, thereby freeing other sworn personnel for other needs.
BPD 2020	BPD agrees with this recommendation, in part. "Overtime" unit in this context refers to the management of secondary employment details that are filled by sworn officers from across the agency. Sworn supervisory personnel are currently needed to approve secondary OT requests. Special events management requires sworn perspective on safety plan/resource allocation for the hundreds of special event permits that BPD processes each year. Other administrative functions for the OT/Secondary Employment/Special events unit can be fulfilled by civilian personnel.
BPD 2021	BPD is exploring whether and how it can outsource these functions to a 3rd party vendor.
6.10	**Arson:** If Fire Department employees can be trained and cross-certified to perform all Arson-related investigations (excluding perhaps Homicide by Arson).
BPD 2020	BPD does not agree with this recommendation. The Fire Department does not have sufficient capacity or jurisdiction to investigate Arsons. Personnel assigned to Arson crimes can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity.
BPD 2021	No change from previous responses.
6.11	**Economic Crimes:** Close the Economic Crimes Unit and decentralize its investigations. Return personnel of these units to other BPD duties.
BPD 2020	BPD does not agree with this recommendation. The skill set required to investigate economic crimes is specialized, and it requires dedicated personnel to fully investigate these properly. Personnel assigned to economic crimes can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity.
BPD 2021	No change from previous responses.

6.12	**Animal Abuse:** Close the animal abuse function and reassign the detective to other BPD needs.
BPD 2020	BPD does not agree with this recommendation. The skill set required to investigate animal abuse crimes is specialized, and it requires dedicated personnel to fully investigate these properly. Personnel assigned to animal abuse can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity.
BPD 2021	No change from previous responses.
6.13	**Witness Services:** Close this function, transfer its duties to the Homicide unit, and reassign its detective to other BPD needs.
BPD 2020	BPD does not agree with this recommendation. This function plays a key role in coordination with the State's Attorney's Office to ensure witnesses are available for court.
BPD 2021	No change from previous responses.
6.14	**Bridge:** Given the pressing demands for BPD patrol services, and the high likelihood that other government or private advocacy groups can perform the duties of this section, we recommend the BPD close this section or limit its staffing to one (civilian, sufficiently trained) liaison, freeing sworn staff here to serve other BPD needs.
BPD 2020	BPD plans to cross- train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. Staffing Plan includes recommendation.
BPD 2021	Recommendation implemented.
6.15	**Auxiliary and Chaplaincy**: Given the pressing demands for BPD patrol services, and the high likelihood that other government or private advocacy groups can perform the duties of this section, we recommend the BPD close this section or limit its staffing to one (civilian, sufficiently trained) liaison, freeing sworn staff here to serve other BPD needs.
BPD 2020	BPD plans to cross-train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. Staffing Plan includes recommendation.
BPD 2021	Recommendation implemented.
6.16	**Homeless Outreach Team**: The BPD may wish to consider decentralizing work of the team to the most affected districts.
BPD 2020	BPD plans to cross-train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. Staffing Plan includes recommendation.
BPD 2021	Recommendation implemented.
6.17	**Community & Youth Services Administration:** The BPD should have a properly trained civilian perform these

	duties, freeing one officer and one detective for other BPD needs.
BPD 2020	BPD plans to cross-train all personnel within the Community and Youth Services Section to be able to provide maximum capacity for all neighborhood services functions. BPD agrees that civilians should be performing these administrative functions where possible. Staffing Plan includes recommendation.
BPD 2021	Recommendation implemented.
6.18	**Internet Crimes against Children (ICAC) / Sex Trafficking:** Considering the type of work that ICAC performs and the need for highly specialized computer skills, the BPD should consider consolidating this unit with the Special Activities Unit. This would help ensure requisite knowledge, skills, abilities, and equipment are standardized and accountable.
BPD 2020	BPD agrees with this recommendation. Personnel assigned to ICAC can be cross-trained to handle other types of Special Investigations cases so that BPD can fully utilize their capacity. Staffing Plan includes recommendation.
BPD 2021	Recommendation implemented.
6.19	**Special Activities (aka Special Investigation Section):** The specialized knowledge, skills, abilities, and equipment of this new and emerging police investigative strategy are best centralized so as to maintain standards and accountability. We recommend maintaining this unit and investing in it as necessary. This unit may require more BPD capital and personnel expenditures in coming years. The BPD may wish to consider re-hiring well-vetted retirees who could be trained as needed in these critical fields
BPD 2020	BPD agrees with this recommendation and incorporates additional staff to support SIS functions in the staffing plan.
BPD 2021	Recommendation implemented. Additional investigative personnel were added to SIS in 2020. Further expansion is dependent on availability of personnel resources and growth of the sworn personnel in the department. BPD currently has 14 detectives in the Sex Offense Unit with a goal to increase to 24 as outlined in the staffing plan. (See *Special Investigation Section* under the *Criminal Investigation Division* in Appendix B, Staffing Charts.)
6.20	**Criminal Intelligence**: Consider a more strategic approach to the use of this unit.
BPD 2020	BPD agrees with this recommendation. Personnel assigned to Criminal Intelligence can be cross trained to handle other types of Special Investigations functions so that BPD can fully utilize their capacity.
BPD 2021	Recommendation implemented. Criminal Intel will be placed under the span of control of the Data Driven Strategies Division. Staffing plan includes recommendation.
6.21	**HIDTA and ATF:** The BPD should consider the partnerships that are valuable from these assignments. At the same time, in reassessing this work and reviewing it with federal partners, it should assert that the primary mission of BPD members must be the needs of the BPD in its service to Baltimore.
BPD 2020	BPD agrees with this recommendation. We have strong partnerships with our Federal law enforcement counterparts in Baltimore. Our goal is to have the correct balance of personnel resources dedicated for these partnerships while ensuring their missions are fully aligned with a coordinated enforcement strategy.
BPD 2021	Recommendation implemented. Staffing plan includes recommendation.
6.22	**Warrant Apprehension Task Force (WATF):** Given the specific techniques of this unit as well as the equipment partnerships it requires with other agencies, the BPD should consider placing this unit within the SWAT command so as to provide better continuity in mission, accountability, techniques, and strategies.

BPD 2020	BPD does not agree with this recommendation at this time. The Warrant Apprehension Task Force (WATF) provides specialized support to the Homicide/Robbery Section and to the Chief of Detective's Office to clear warrants for individuals suspected of committing murders, shootings, and armed robberies. While SWAT provides support on executing high-risk warrants, consolidating WATF into the same command structure as SWAT would detract from WATF's focus area on clearing these important cases.
BPD 2021	No change from previous responses.
6.23	**Gangs Unit:** Given the low commitment of personnel to this unit, the BPD should consider disbanding it.
BPD 2020	BPD does not agree with this recommendation, due to the fact that we will be pursuing a renewed strategy of focused deterrence and gang/group violence interventions (GVI). BPD will consolidate the current function of this unit to the GVI effort.
BPD 2021	The updated Staffing Plan now considers a new component for the Group Violence Intervention / Group Violence Reduction Strategies (GVRS) as approved by the Mayor's Office of Neighborhood Safety & Engagement. This unit has been folded into the larger GVRS strategy.
6.24	**Gun Violence Enforcement Division (GVED):** The BPD should consider disbanding this unit and training District and detective-unit supervisors to oversee these investigations. This would allow reassignment of 1 sergeant and 2 detectives to other needs.
BPD 2020	BPD does not agree with this recommendation, due to the fact that we will be pursuing a renewed strategy of focused deterrence and gang/group violence interventions (GVI). This function plays a key role in coordination with the State's Attorney's Office. BPD will consolidate the current function of this unit to the GVI effort so that BPD can fully utilize their capacity.
BPD 2021	The updated Staffing Plan now considers a new component for the Group Violence Intervention / Group Violence Reduction Strategies (GVRS) as approved by the Mayor's Office of Neighborhood Safety & Engagement. This unit has been folded into the larger GVRS strategy.
6.25	**Undercover Squad:** The BPD should consider a more strategic use of these resources. This would free 1 sergeant and 11 detectives to BPD needs.
BPD 2020	BPD agrees with this recommendation, in part. We are currently reviewing the roles and functions that undercover squads currently play to ensure that BPD can fully utilize their capacity.
BPD 2021	The updated Staffing Plan now considers some of these resources to be dedicated for Sex Trafficking Investigations, while other remaining undercover units are contributing to the larger GVRS strategy.
6.26	**Homicide Operations:** The BPD may wish to consider consolidating this unit with the SWAT unit, which may be better equipped, staffed, and supported for serving subpoenas.
BPD 2020	BPD does not agree with the recommendation to consolidate with SWAT, however, we do agree that the functions served by this unit need to be reviewed to ensure that BPD can fully utilize their capacity.
BPD 2021	BPD has reversed its decision on its position regarding this unit, and has disbanded it.
6.27	**Homicide:** We suggest that homicide detectives only work homicide cases, with other death cases shifted to District detectives after sufficient training, and with homicide detectives available to consult on cases as needed. This would permit 50 homicide detectives to adopt six new cases yearly, or a total of 300.

BPD 2020	BPD does not agree with this recommendation at this time, due to a lack of trained capacity in the districts to be able to handle these cases. BPD does agree that staffing allocations of the Homicide unit should be increased to ensure that there are sufficient detectives so that no more than 6 new cases per year are assigned to a detective. BPD has already allocated additional staff to Homicide to achieve this goal.
BPD 2021	Staffing Plan includes sufficient detectives to maintain a ratio of 6 new cases per detective.

Public Integrity

7	BPD Is experiencing a significant backlog in the investigation of complaints lodged against employees. Moreover, the consent decree will require greater resources to ensure that complaints are handled according to best practices. • In order to address its backlog and anticipated workload the Public Integrity Bureau will have to add 46 investigators.
BPD 2020	BPD agrees with the recommendation to increase the staffing, however, it will need to add personnel over several years in order to achieve the correct workload balance per detective. BPD has already begun this effort by assigning 7 additional staff to Public Integrity to increase capacity. The Staffing plan incorporates the full recommendations above.
BPD 2021	No change from previous responses. Continued progress on meeting plan goals are dependent on availability of personnel resources and growth of the sworn personnel in the department, however the goal is to continuously add members to Public Integrity to adhere to the plan.

Recruitment

8	BPD, like many other law enforcement agencies, has struggled to recruit high quality individuals to serve as police officers. Moreover, the agency continues to experience the loss of officers through retirement, and other forms of separation at a pace that exceeds its capacity to add new sworn personnel.
8.1	Increase the size of recruit classes. This would have to be examined relative to facility space and the ability to maintain instructional quality (e.g., by incorporating enough facilitators to assist instructors).
BPD 2020	BPD agrees with this recommendation, maximum capacity of classes has already been increased to 50 per class.
BPD 2021	Recommendation implemented. In 2020, the average class size ranged between 40-48 for the start of each recruit class.
8.2	Increase the annual number of academy classes. This would also have to be examined relative to facility and instructor availability. One option may be to look for opportunities to reduce the length of BPD training, as it currently is substantially longer than other training programs in the state, thereby making facilities and instructors more available.

BPD 2020	BPD agrees with this recommendation, and we have already shortened the length of BPD training by eliminating unnecessary down-time and creating a master training schedule. In the next few years, the annual number of academy classes should increase to 6 that start per year with up to 4 classes happening simultaneously under the new Academy facilities at the University of Baltimore.
BPD 2021	Recommendation implemented. As many as 3-4 classes can be in training simultaneously with the goal of between 5-6 classes beginning each year.
8.3	Reduce the current academy attrition rate of 18%. An analysis of the difficulties recruits have during the academy and the reasons that they drop out or fail can help guide attrition reduction strategies.
BPD 2020	BPD agrees with this recommendation. A review of this data is ongoing.
BPD 2021	Based on a review of academy attrition data, in 2018 there were 28 separations out of 184 recruits hired (15.2%), in 2019 there were 19 separations out of 157 recruits hired (12.1%), and in 2020 there were 21 separations out of 224 recruits hired (9.3%). Of all these separations, 2/3 are due to voluntary separations with the most common response of "personal reasons" given. Other reasons for voluntary separations have included "family reasons," "child care issues," "medical reasons," and a few resigned in lieu of termination because they had failed their courses. The remaining 1/3 of separations were involuntary terminations due to disciplinary infractions or failure to pass their courses. The Bureau of Justice Statistics did an analysis of nationwide police academy data in 2011-2013 that showed 86% of those that started an academy completed it successfully. (14% attrition rate). Based on that, BPD appears to be on par with national standards on separations at the Academy.
8.4	Reduce the overall attrition rate of the department. As noted above, there are many strategies the BPD can explore to boost officer retention and develop evidence-based strategies for reducing it.
BPD 2020	BPD agrees with this recommendation and is committed to following through on its Recruitment and Retention plan, which is under development.
BPD 2021	BPD has completed a retention plan through its consent decree monitoring process. Working conditions is among the primary issues identified for the reason for voluntary separations. Significant resources are required to invest in capital improvements and fleet purchases to achieve improvements in this area. 2019 saw the fewest number of separations in ten years, but 2020 separations were on par with the average (between 220-230 per year)

Education and Training

9	Implementation of the Consent Decree will result in significant demands on the training staff for in-service programs. We anticipate that officers will spend 20 workdays in in-service training each year.
BPD 2020	BPD agrees with this recommendation. This factor has been included in the shift relief constant calculations in the staffing plan.

9.1	More civilian staff to help create, deliver, and facilitate instruction. The city is becoming more flexible in hiring back sworn officers as civilians to facilitate training, considering compensation issues on a case-by-case basis. Nevertheless, some bureaucratic obstacles remain, such as the requirement for staff to wait 90 days between separating and being hired again.
BPD 2020	BPD agrees with this recommendation. Staffing plan includes this recommendation. Our goal is to start with the firing range to civilianize several of these positions and also add additional civilian capacity in E&T to accommodate training needs without additional reliance on sworn resources. The total staff profile of the Education and Training division is provided at the end of this document.
BPD 2021	Staffing plan includes these increased civilian positions, but actual implementation of this recommendation has been delayed due to budgetary hiring freezes for civilian positions.
9.2	A civilian staff member to help input and maintain all training records.
BPD 2020	BPD agrees with this recommendation, which has been included in the staffing plan.
BPD 2021	Recommendation implemented.
9.3	Assessing with a civilian analyst how to increase training efficiency. For example, staff report that the law course is the most difficult for recruits to successfully complete at the academy. It would be helpful to understand why this is the case and develop strategies (e.g., study groups, primers, group tutors, materials that can be reviewed earlier in the process) to assist the recruits. It would also be helpful to see how education level correlates with success at the academy in general and in the law courses in particular. Similarly, recruits report about four weeks of "down time" during academy training. Process assessments may illustrate ways to streamline operations and reduce the overall length of the academy.
BPD 2020	BPD agrees with this recommendation. Staffing plan includes this recommendation. Our Academic Director has already developed a new master training schedule that eliminates unnecessary down time. We are also envisioning an expansion of training capacity through the addition of civilian instructors.
BPD 2021	Recommendation implemented. Law instruction has been fully civilianized; however, further implementation of plan goal of hiring more civilian training personnel is dependent on availability of new budget resources.
9.4	Improving training facilities so as to conduct the necessary training in a more efficient and professional manner.
BPD 2020	BPD agrees with this recommendation. The Department recently signed a five-year lease to use space at the University of Baltimore in order to conduct much of the Department's training needs.
BPD 2021	Recommendation implemented for the Training Academy, the Gun Range facilities still require significant capital improvements to fully achieve this recommendation.

Communications

10	As we described earlier in the Response Time Analysis, the time from when a call is received in the 911 center and when it is dispatched is too long, particularly for high priority calls. The causes of this are multifaceted, but there are things that can be addressed in Communications to remedy this:
10.1	BPD should make necessary changes to the system so that they can track the process time (time from receipt of call to entry into the system) separately from the time the call is waiting for an available officer.
BPD 2020	BPD is conducting a review of all technology applications used by the department, including the Computer Aided Dispatch (CAD) system to determine if this can be accomplished with the current system or if a new system is required.
BPD 2021	The CAD technology recently received a new upgrade in March 2021. This capability was not determined to be possible in the previous version of the technology, but BPD will review the new version of CAD to determine if this is possible.
10.2	BPD should re-think its policy of how it handles low priority calls in the event of a serious incident (G-2, G-3). This policy seems unnecessary given that the queue is dynamic. That is, as the incident unfolds, the effects on capacity will occur normally-it need not be artificially imposed.
BPD 2020	BPD agrees with this recommendation. The use of G-2/G-3 policies has been discontinued.
BPD 2021	Recommendation implemented.
10.3	Call screening should be improved to reduce the likelihood of duplicate calls. For example, during observations a call came in about a disturbance at a business. A few minutes later the same complainant called 911 with a slightly altered set of facts, but at the same address. The call taker created a new call.
BPD 2020	BPD agrees with this recommendation and will work with the Fire Department, who employs and trains the entry level call takers, to ensure this can be completed.
BPD 2021	BPD continues to observe duplicate call issues, but with the updates to the CAD system, and additional Q/A procedures being added to 911, further study will need to be conducted to achieve this recommendation.
10.4	Dispatchers can, at present, only see calls assigned to their district. This limits their capacity to see incidents occurring in other districts, and particularly, incidents occurring on streets that serve as boundaries for the districts.
BPD 2020	BPD is conducting a review of all technology applications used by the department, including the Computer Aided Dispatch (CAD) system to determine if this can be accomplished with the current system or if a new system is required.
BPD 2021	The CAD technology recently received a new upgrade in March 2021. This capability was not determined to be possible in the previous version of the technology, but BPD will review the new version of CAD to determine if this is possible or whether recommendations on a new CAD system can be made for the BCFD.
10.5	Communications staff should work with field supervisors to ensure that as calls are closed, assigned units are released to return to service.
BPD 2020	BPD agrees with this recommendation, the new RMS system will assist in providing visibility on these cases.
BPD 2021	With the new RMS, officers are released for service when they submit a report. Need an accountability mechanism to follow up.

Building Security

11	BPD devotes a substantial number of personnel to building security. First, the front desk at each district station is staffed 24/7. The cost of this is 62 police officers (9 stations X 3 shifts X SRF of 2.3 =62). In addition, there are 9 police sworn staff currently assigned to security at headquarters and City Hall. Aside from the actual cost there is also the opportunity cost. Police officers should not be doing building security-as there are alternatives. Security for headquarters could be provided under contract, or the city could engage security staff for this service. In many police departments the front desk of a police station is staffed by a nonsworn member perhaps a community service officer. This may require some changes to the physical space, but the cost is very modest when compared to the personnel costs.
BPD 2020	BPD agrees with these recommendations, in part. Private security will be used for HQ, but not for City Hall at this time. Desk officers at the district stations are responsible for direct interaction with the public who may need to file a police report. We agree that our building physical space in the front desks of the district stations require renovations to create more secure environments.
BPD 2021	Efforts to hire private security to replace officers for these functions have been delayed due to contractual issues. Infrastructure improvements as recommended are also delayed due to funding restrictions and budgetary shortages.

Appendix A: Key Terms:

The following section provides the long term staffing levels recommended for the Baltimore Police Department based upon the workload analysis and a summary of the above key findings and recommendations.

To provide clarity, this section defines acronyms, abbreviations, and key terms that are used in the staffing level charts:

Classification	Description
Trainees	Police Recruits in the Academy or in Field Training
P/O	Police Officer (sworn members to also include Flight Officers)
SGT	Sergeant - a front line supervisor
LT	Lieutenant - a mid-level supervisor
Capt	Captain - first level command staff rank - head of a section or executive officer of a district
Maj	Major - second level command staff rank - head of a section or senior commander of a district
LTC	Lieutenant Colonel - first level executive command staff rank - assistant chief of an operational division
Col	Colonel - second level executive command rank - chief of an operational division
DC	Deputy Commissioner - direct report to the Police Commissioner - head of a Bureau
PC	Police Commissioner - head of the entire agency
Civilian MGR	Civilian Manager - positions with titles that include Chief, Managing Director, Director
Civilian Superv.	Civilian Supervisors - positions with titles that include Deputy Director, Coordinator, Supervisor, etc.
Civilian Invest.	Civilian Investigators - contracted positions that perform investigations or administrative functions
Civilian Support	All other Civilian / non-sworn personnel classifications

Academic Section	Section within the Education and Training Division in charge of curriculum development and management
Admin	any portion of a section or division for which administrative assignments requires personnel support
Admin Staff / NCOs	any portion of a section or division for which administrative assignments requires personnel support to include Neighborhood Coordination Unit personnel
Administrative Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to crime lab, evidence management, fiscal services HR management, recruitment and applicant investigation, facilities, fleet, asset management, medical and light duty personnel, officer safety and wellness, records management
Administrative Duties Division	division within the Administrative Bureau responsible for managing the assignments and investigating the medical status of all light duty and long term medical personnel
Adult & Juvenile Booking	responsible for intake of inmates to the jail facility and juvenile detention facility
Adv. Technical & Digital Evidence Team (ATT)	unit within the Anti-Crime Section responsible for collecting digital evidence and supporting investigative efforts of the Criminal Investigation Division and the District Detective Units
Analytical Sciences Branch Comparative Sciences Branch	Branches of the crime lab dedicated to analysis of DNA and forensic evidence, firearms, and latent prints used in court cases
Anti-Crime Section	a section within the Criminal Investigation Division - responsible for coordinating with federal agency task forces on joint enforcement efforts, undercover work, and warrant execution
Asset Management Division	a division within the Administrative Bureau - responsible for maintenance and acquisition of fleet and facilities used by the department
ATF Task Force/CGIC	unit within the Anti-Crime Section that coordinates with the Alcohol Tobacco and Firearms federal agency and the Crime Gun Intelligence Center
Aviation Unit (+Flight Officers)	unit within the Special Operations Section in charge of flight operations / helicopter support
BCIC	Baltimore Community Intelligence Center(s) - formerly designated the Strategic Decision Support Centers - district level intelligence centers and real time analysis capabilities
Body Worn Camera Unit	unit within the Forensic Sciences & Evidence Services Division responsible for reviewing all body worn camera footage and processing footage into evidence packages for case files
Bomb/ESU Unit	unit within the Special Operations Section responsible for coordinating response to emergency situations that involve or could involve explosives
Budget Management Section	section within the Finance Division that is responsible for developing and updating departmental budget requests

Cadets in Training	personnel ages 18-20 that are not yet qualified to serve as academy trainees, but are members of the department who are pre-cleared for hire as trainees once they reach the age of 20.5
Casino	specialized assignment to patrol the area in and around the casino district within the Southern Police District
Central Booking	unit responsible for intake at the adult jail facility
Central District	one of nine geographical police districts
Chief of Patrol & Dep Comm Offices	support staff for the Chief of Patrol and the Deputy Commissioner of Operations
Chief of Staff's Office	support staff for the Chief of Staff to the Police Commissioner
Child Abuse Unit	unit within the Special Investigations Section responsible for handling all crimes against children
CitiWatch	unit within the Data Driven Strategies Division responsible for monitoring camera feeds and reporting any evidence of crimes that have been captured on video by citiwatch cameras
City Wide Robbery	unit within Homicide/Robbery Section responsible for investigating city-wide patterns of robberies and investigating commercial robberies
Civilian Applicant Investigation	unit within HR Division responsible for investigating the background of all civilian position applications
Communications	section responsible for handling 9-1-1 dispatch and radio transmissions
Community & Youth Services	section responsible for community engagement programs and youth outreach programs that are conducted by sworn members
Compliance Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to education and training, consent decree compliance, performance standards, audits & inspections, and information technology
COMSTAT	a unit with the Data Driven Strategies Division responsible for managing all data provided for regular reporting used in the weekly accountability process known as COMSTAT
Consent Decree Implementation	a division within the Compliance Bureau - responsible for managing all efforts related to demonstrating and monitoring compliance with the federal consent decree
Continuing Education Section	a section within the Education and Training Division responsible for in-service annual training for sworn members to remain certified as law enforcement officers
CRB/ER/Front Desk	Administrative functions of the public integrity bureau: civilian review board, expedited resolutions, and front desk/intake of external complaints
Crime Analytics	a unit with the Data Driven Strategies Division responsible for managing crime data analysis needed to impact criminal intelligence gathering and enforcement efforts
Crime Laboratory	a section within Forensic Sciences & Evidence Services Division responsible for processing all physical evidence collected for criminal investigations
Criminal History	a unit within the records management division that is responsible for running the criminal history of individuals at the request of patrol officers
Criminal Intel	a unit within the Criminal Investigation Division that conducts intelligence gathering to support situational awareness of enforcement operations and criminal investigations
Criminal Investigation Division (CID)	a division within the Operations Bureau that is responsible for central investigations of homicides, city wide robberies, family crimes, sexual assaults, child abuse, warrant enforcement, federal task force coordination, and major case investigations
Critical Response Team (CRT)	a unit within the Community and Youth Services Section that is responsible for providing a secondary response to scenes of violent crime or situations where there a person in mental or medical distress that requires additional resources for de- escalation
Data Driven Strategies Division	a division that reports to the Deputy Commissioner of Operations - responsible for data analytics, camera monitoring, accountability programs, and intelligence gathering
Dispatchers	civilian personnel responsible for handling 9-1-1 dispatch from the call center
District Action Teams	dedicated enforcement and proactive engagement units assigned to each patrol district
District Detective Units	district level detective units responsible for investigating all property crimes, robberies, shootings, and assaults that occur in a district
Economic/Arson/Cyber Crimes	a unit within the Special Investigation Section that is responsible for investigating criminal activity that takes place online or crimes related to fraud and technology also responsible for investigating arson cases
Education and Training Division	a division within the Compliance Bureau - responsible for managing all efforts related to training of new members to the department as well as annual in service of all current members
Employee Affairs	a unit within the HR Division responsible for managing retiree benefits and previous members' death benefits
Employee Benefits	a unit within the HR Division responsible for managing current members insurance coverages, pension information, etc.
Employee Wellness	a section within the HR Division responsible for ensuring the well-being of current officers that experience trauma, mental stress, or financial hardship
Entry Level Section	a section within the Education and Training Division responsible for training recruits to become sworn members of the department

EOD Investigations	a section within the Public Integrity Bureau responsible for investigating cases where employees claim discrimination
Equal Opportunity	a section with in the HR Division responsible for managing intake and interfacing with employees that claim discrimination based on a status as a protected class
Ethics-FBI	a section within the Public Integrity Bureau - responsible for internal investigations related to officer conduct that could violate ethics or corruption related laws or policies where the FBI is required to assist
Evidence Control Unit	a section within Forensic Sciences & Evidence Services Division responsible for storing physical evidence collected for criminal investigations
Executive Office Functions	Police Commissioner's staff support
Executive Protection Units	BPD personnel assigned as personal security for either the Mayor, State's Attorney, or the Police Commissioner
Facilities Management	a section within the Asset Management Division responsible for coordinating with the Department of General Services to manage all property used by the BPD
Family Crimes	a unit within the Special Investigation Section that is responsible for handling all crimes related to domestic violence
FBI-TFOs	Task force officers assigned to work in coordination with the FBI on cases related to officer misconduct
Finance Division	a division within the Administrative Bureau responsible for managing all budget, fiscal, and grants related functions of the department
Firearms Training Section	a section within the Education and Training Division responsible for ensuring all officers qualify on their service weapons on an annual basis
Fiscal Services Section	a section within the Finance Division responsible for managing all accounting, payroll, procurement, and fiscal transactions carried out by the department
Fleet Management	a section within the Asset Management Division responsible for coordinating with the Department of General Services to manage all vehicles used by the BPD
FOP Personnel	pursuant to the FOP agreement with the BPD, there are dedicated personnel funded by the agency to support FOP lodge business
Forensic Sciences & Evidence Services Division	a division within the Administrative Bureau responsible for managing all crime lab, evidence, and records management functions of the department
General Investigations	a section within the Public Integrity Bureau responsible for investigating all cases of police misconduct or policy violations
Grant Management Section	a section within the Finance Division responsible for managing all grant requests and spending carried out by the department
Group Violence Reduction Strategy	This unit is part of a comprehensive model to provide for a focused deterrence approach to preventing group and gang violence in the city.
HIDTA/DEA Task Force	unit within the Anti Crime Section that coordinates with the Federal Drug Enforcement Agency
Homeless Outreach Team	a unit within the Community and Youth Services Section that is responsible for providing a community engagement response to complaints related to homeless persons
Homicide Detectives	A unit within the Homicide/Robbery Section that is responsible for all death investigations, to include homicides, suicides, and unknown deaths
Homicide/Robbery Section	a section within the Criminal Investigation Division - responsible for investigating all deaths that take place in the city, and robbery patterns that take place in multiple districts, or impact commercial locations
Hot Desk/Chase	a unit within the records management division that is responsible for running the criminal history of individuals at the request of patrol officers
HQ and City Hall Security	a unit within the Asset Management Division that is responsible for securing City Hall and Police HQ for visitors to the building
HRIS/Workday Support	a unit within HR Division to ensure personnel movements that occur across the department are accurately tracked and managed in the payroll system
Human Resources Division	a division within the Administrative bureau responsible for all HR functions of the department
ICAC/Sex Trafficking	Internet Crimes and Against Children and sex trafficking cases are handled by this unit of detectives
Information Technology Division	a division within the Compliance bureau responsible for technology functions of the department
Inner Harbor Patrol	specialized assignment to patrol the area in and around the inner harbor
Intake/Classification	a section within the Public Integrity Bureau responsible for determining the nature of police misconduct or policy violation complaints
Integrity Assurance	a section within the Public Integrity Bureau responsible for conducting integrity checks
Juvenile Booking	responsible for intake at the juvenile detention facility
K9 Unit	a unit within the Special Operations Section responsible for providing canine support for drug and explosive detection

Mail room/Copy Room	a unit within the records management division that is responsible for ensuring interoffice and external mail is properly delivered across the department and to outside recipients
Major Case / Gang Unit	a unit within the Anti-Crime Section that is responsible for long term investigations of gang activity
Marine Unit	a unit within the Special Operations Section responsible for harbor security, investigations of crimes that occur in the water, etc.
Missing Persons/Animal Abuse	a unit within the Special Investigations Section responsible for leading investigations on animal abuse cases and missing persons cases
Mobile Metro Unit	a unit within the Patrol Division that provides rapid response to stabilize areas that experience violence
Mounted Unit	a unit within the Special Operations Section responsible for providing crowd management support using horses
NCO Staff	Neighborhood Coordination Officers who serve as Community Policing and Problem-Oriented Policing specialists for each district.
Neighborhood Coordination	a unit within the Community and Youth Services Section responsible for overall management of city-wide community engagement efforts
Operations Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to patrol and investigation functions
Patrol Support Services Division	a division within the Operations Bureau that is responsible for providing support to Patrol operations, to include Special Operations Section, Communications, Community and Youth Services, and Adult/Juvenile Booking
Patrol Staffing (Day/Evening/Night)	patrol functions where officers are handling 9-1-1 calls and conducting community engagement, foot patrols, business checks, and visibility efforts – combines all staffing for the district on day, evening and night shifts together
Pawn Shop	responsible for cross referencing stolen property with pawn shop activity
PC's Office	office of the Police Commissioner
Performance Evaluations	a unit with HR that is responsible for ensuring all members complete annual performance evaluations
Performance Standards Section	a section with the Compliance Bureau responsible for audits and inspections of departmental functions and activities to ensure compliance with policy
Public Information Office	a section within the Police Commissioner's Office responsible for interfacing with media and public records requests
Public Integrity Bureau	one of the four established bureaus of the BPD - led by a Deputy Commissioner - encompasses all functions related to internal investigations of police misconduct or policy violations
Quartermaster	a unit within the Asset Management Division that is responsible for providing all members with uniforms and BPD property
Radio Support Personnel	a unit within Communications Section that is responsible for managing all radios
Recon & Anti-Violence Enforcement	RAVEN squad - a dedicated enforcement unit responsible for investigating high risk, multiple offenders that are responsible for armed robberies and shootings
Records Management Division	a division of the Administrative Bureau responsible for securing all police reports and records maintained by the department
Records Management System	a unit within the records management division responsible for inputting police reports into the records management system
Recruitment & Applicant Investigation Division	a division of the Administrative Bureau responsible for recruiting and conducting background investigations on all applicants to become sworn members of the BPD
Recruits in Training	all police academy recruits
Re-entry Support Team	a unit within the Community and Youth Services Section responsible for assisting with re-entry programs
Regional Auto Theft Task Force	also known as RATT - represents BPD's participation in a multi jurisdictional effort to investigate auto thefts and car jackings
Secondary Employment	a unit within the Special Operations Section responsible for approving and filling of off-duty details
Sex Offender Registration	a unit within Special Investigations Section responsible for ensuring compliance with sex offender registry laws
Sex Offense/Cold Case Unit	a unit within Special Investigations Section responsible for investigating sex crimes and cold cases within the Criminal Investigations Division
Sex Trafficking Unit	a unit within Special Investigations Section responsible for investigating patterns and crimes related to sex trafficking
SIRT	Special Incident Response Team - a section within the Public Integrity Bureau responsible for investigating police shootings and critical incidents involving police
Special Events	a unit within the Special Operations Section responsible for approving and filling of special event details
Special Investigation Section	a section within the Criminal Investigations Division responsible for investigating several types of crimes that require specialized training, including sex crimes, domestic violence, child abuse, animal

	abuse, economic crimes, cyber crimes, and arson
Special Operations	a section within the Patrol Support Services Division responsible for providing specialized tactical resources, traffic management, and special event planning
Staff Review	a unit within the records management division that is responsible for reviewing reports for completion and accuracy
Strike Force	unit within the Anti-Crime Section that coordinates with several federal and state agencies on enforcement
Summons/Subpoenas	a unit within the records management division that is responsible for ensuring all officers who are subpoenaed or summoned to court receive notification
SWAT/Tactical	a unit within the Special Operations Section that provides specialized support for high risk enforcement actions
Sworn Applicant Investigations	a unit within Recruitment Division that is responsible for processing all background investigation of police applicants
Sworn Recruitment Unit	a unit within Recruitment Division that is responsible for actively recruiting new officers into the BPD
Traffic Enforcement	a unit within the Special Operations Section that provides traffic enforcement of speeding, red lights, and improper vehicle usage laws
Traffic Investigation (AIU)	a unit within the Special Operations Section that investigates vehicle accidents
Vice/Undercover	a unit within the Anti-Crime Section that is responsible for undercover investigations
Victim-Witness Asst	a unit within the Homicide/Robbery Section that is responsible for ensuring all victims and/or witnesses of cases are debriefed and ensure they are protected prior to court appearances
Warrant Apprehension Task Force	a unit within the Anti-Crime Section that is responsible for executing homicide, shooting, robbery, and various other types of warrants in support of activity from the Criminal Investigations Division
Warrants/Identification	a unit within the records management division that is responsible for running the criminal history of individuals at the request of patrol officers
Watch Center	a unit responsible for data analytics, camera monitoring, accountability programs, and intelligence gathering
Youth Services	a unit responsible for youth engagement programs conducted by BPD

Appendix B: 2021 Staffing Plan Assumption Staffing Charts:

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian CTR	Civilian Support	Civilian Totals
Operations Bureau	**2365**	**1822**	**335**	**80**	**16**	**16**	**3**	**2**	**1**	**90**	**3**	**18**	**11**	**229**	**261**
Operations Bureau Admin															
DC OPS Staff	5	1	2		1				1		1			1	2
Patrol Division	**1894**	**1459**	**257**	**61**	**12**	**12**	**2**	**1**	**0**	**90**	**1**	**12**	**6**	**152**	**171**
Chief of Patrol Staff	7	2	2	2				1						1	1
Neighborhood Districts	**1683**	**1312**	**214**	**47**	**9**	**10**	**1**	**0**	**0**	**90**	**0**	**0**	**0**	**37**	**37**
Deputy Chief of Patrol Staff	3	1	1				1							1	1
Night Commanders	1					1									0
Central District	**206**	**162**	**26**	**6**	**1**	**1**	**0**	**0**	**0**	**10**	**0**	**0**	**0**	**4**	**4**
CD Management (LTs/CAPT/MAJ)	8			6	1	1									0
CD Admin Staff / NCOs	5	3	2											3	3
CD Day Watch (B Shift)	42	37	5												0
CD Evening Watch (C Shift)	42	37	5												0
CD Night Watch (A Shift)	32	28	4												0
CD DDU/DAT Supervisors	7		7												0
CD District Detectives	18	18													0
CD District Action Team Members	18	18													0
CD BCIC	3	3												1	1
CD Inner Harbor Patrol	21	18	3												0
CD Police Officer Trainees	10									10					0
Southeastern	**188**	**147**	**24**	**5**	**1**	**1**	**0**	**0**	**0**	**10**	**0**	**0**	**0**	**4**	**4**
SED Management (LTs/CAPT/MAJ)	7			5	1	1									0
SED Admin Staff / NCOs	5	3	2											3	3
SED Day Watch (B Shift)	40	35	5												0
SED Evening Watch (C Shift)	42	37	5												0
SED Night Watch (A Shift)	38	33	5												0
SED DDU/DAT Supervisors	7		7												0
SED District Detectives	18	18													0
SED District Action Team	18	18													0
SED BCIC	3	3												1	1
SED Police Officer Trainees	10									10					0
Eastern	**172**	**133**	**22**	**5**	**1**	**1**	**0**	**0**	**0**	**10**	**0**	**0**	**0**	**4**	**4**
ED Management (LTs/CAPT/MAJ)	7			5	1	1									0
ED Admin Staff / NCOs	5	3	2											3	3
ED Day Watch (B Shift)	34	30	4												0
ED Evening Watch (C Shift)	38	33	5												0
ED Night Watch (A Shift)	32	28	4												0
ED DDU/DAT Supervisors	7		7												0
ED District Detectives	18	18													0
ED District Action Team	18	18													0
ED BCIC	3	3												1	1
ED Police Officer Trainees	10									10					0
Northeastern	**206**	**163**	**26**	**5**	**1**	**1**	**0**	**0**	**0**	**10**	**0**	**0**	**0**	**4**	**4**
NED Management (LTs/CAPT/MAJ)	7			5	1	1									0
NED Admin Staff / NCOs	5	3	2											3	3
NED Day Watch (B Shift)	48	42	6												0
NED Evening Watch (C Shift)	52	46	6												0
NED Night Watch (A Shift)	38	33	5												0
NED DDU/DAT Supervisors	7		7												0
NED District Detectives	18	18													0
NED District Action Team	18	18													0
NED BCIC	3	3												1	1
NED Police Officer Trainees	10									10					0

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian CTR	Civilian Support	Civilian Totals
Northern	**174**	**135**	**22**	**5**	**1**	**1**	**0**	**0**	**0**	**10**	0	0	0	4	4
ND Management (LTs/CAPT/MAJ)	7			5	1	1									0
ND Admin Staff / NCOs	5	3	2											3	3
ND Day Watch (B Shift)	40	35	5												0
ND Evening Watch (C Shift)	40	35	5												0
ND Night Watch (A Shift)	32	28	4												0
ND DDU/DAT Supervisors	6		6												0
ND District Detectives	15	15													0
ND District Action Team	16	16													0
ND BCIC	3	3												1	1
ND Police Officer Trainees	10									10					0
Northwestern	**182**	**142**	**23**	**5**	**1**	**1**	**0**	**0**	**0**	**10**	0	0	0	4	4
NWD Management (LTs/CAPT/MAJ)	7			5	1	1									0
NWD Admin Staff / NCOs	5	3	2											3	3
NWD Day Watch (B Shift)	40	35	5												0
NWD Evening Watch (C Shift)	42	37	5												0
NWD Night Watch (A Shift)	32	28	4												0
NWD DDU/DAT Supervisors	7		7												0
NWD District Detectives	18	18													0
NWD District Action Team	18	18													0
NWD BCIC	3	3												1	1
NWD Police Officer Trainees	10									10					0
Western	**168**	**130**	**21**	**5**	**1**	**1**	**0**	**0**	**0**	**10**	0	0	0	4	4
WD Management (LTs/CAPT/MAJ)	7			5	1	1									0
WD Admin Staff / NCOs	5	3	2											3	3
WD Day Watch (B Shift)	34	30	4												0
WD Evening Watch (C Shift)	34	30	4												0
WD Night Watch (A Shift)	32	28	4												0
WD DDU/DAT Supervisors	7		7												0
WD District Detectives	18	18													0
WD District Action Team	18	18													0
WD BCIC	3	3												1	1
WD Police Officer Trainees	10									10					0
Southwestern	**178**	**138**	**23**	**5**	**1**	**1**	**0**	**0**	**0**	**10**	0	0	0	4	4
SWD Management (LTs/CAPT/MAJ)	7			5	1	1									0
SWD Admin Staff / NCOs	5	3	2											3	3
SWD Day Watch (B Shift)	38	33	5												0
SWD Evening Watch (C Shift)	40	35	5												0
SWD Night Watch (A Shift)	32	28	4												0
SWD DDU/DAT Supervisors	7		7												0
SWD District Detectives	18	18													0
SWD District Action Team	18	18													0
SWD BCIC	3	3												1	1
SWD Police Officer Trainees	10									10					0
Southern	**205**	**161**	**26**	**6**	**1**	**1**	**0**	**0**	**0**	**10**	0	0	0	4	4
SD Management (LTs/CAPT/MAJ)	8			6	1	1									0
SD Admin Staff / NCOs	5	3	2											3	3
SD Day Watch (B Shift)	42	37	5												0
SD Evening Watch (C Shift)	42	37	5												0
SD Night Watch (A Shift)	38	33	5												0
SD DDU/DAT Supervisors	9		9												0
SD District Detectives	18	18													0
SD District Action Team	18	18													0
SD BCIC	3	3												1	1
Casino	12	12													0
SD Police Officer Trainees	10									10					0

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian CTR	Civilian Support	Civilian Totals
Patrol Support Services	**204**	**145**	**41**	**12**	**3**	**2**	**1**	**0**	**0**	0	1	12	6	114	**133**
Deputy Chief of Patrol Support Staff	3	1	1				1							1	**1**
Special Operations Section	**126**	**100**	**18**	**6**	**1**	**1**	**0**	**0**	**0**	**0**	0	1	0	7	**8**
SOS Management & Admin Staff	9		1	6	1	1								3	**3**
SWAT/Tactical Units	35	30	5												**0**
SWAT/Training Unit	5	4	1												**0**
Aviation Unit (+Flight Officers)	18	16	2									1		4	**5**
Mobile Metro Unit	35	30	5												**0**
K9 Unit	24	20	4												**0**
Bomb/ESU/Marine Unit	0														**0**
Special Services Section	**47**	**29**	**11**	**5**	**1**	**1**	**0**	**0**	**0**	**0**	0	0	2	18	**20**
SSS Management & Admin Staff	7			5	1	1								3	**3**
Traffic Section Supervisors	3		3												**0**
Traffic Enforcement	6	6													**0**
Traffic Investigation (AIU)	10	10													**0**
Special Events and Secondary OT (Supervisors)	4		4												**0**
Special Event / Secondary Employment	0												2	4	**6**
Community and Youth Services	15	12	3											9	**9**
Pawn Shop	2	1	1											2	**2**
Mounted Unit	0														**0**
Communications	**28**	**15**	**11**	**1**	**1**	**0**	**0**	**0**	**0**	**0**	1	11	4	88	**104**
KGA Section Management & Admin Staff	3	1		1	1						1			3	**4**
Sworn Comm Liaisons (TRU/911)	6		6												**0**
Telephone Reporting Unit (TRU)	19	14	5									2	4	6	**12**
Radio Support Personnel	0											1		4	**5**
Dispatcher Supervisors	0											8			**8**
Dispatchers	0													75	**75**
Adult & Juvenile Booking	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	0	0	0	**0**
A&J Booking Section Management & Admin Staff	0														**0**
A&J Booking Night Shift (A Shift)	0														**0**
A&J Booking Day Shift (B Shift)	0														**0**
A&J Booking Evening Shift (C Shift)	0														**0**
Data Driven Strategies Division	**43**	**31**	**9**	**2**	**0**	**1**	**0**	**0**	**0**	**0**	1	4	5	35	**45**
DDSD Management & Admin Staff	2			1		1					1			2	**3**
Crime Analytics/COMSTAT	1		1										2	12	**14**
Watch Center	18	15	3									2	5	5	**12**
CitiWatch	7	6	1											12	**12**
Criminal Intel	**15**	**10**	**4**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	0	0	0	4	**4**
Criminal Intel Management & Admin Staff	1			1										1	**1**
Criminal Intel Supervisors	4		4												**0**
Task Force Units	6	6													**0**
Operations Unit	2	2													**0**
Shield/Crit. Infrastructure	2	2													**0**
Intel Analysts	0													3	**3**

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian CTR	Civilian Support	Civilian Totals
Criminal Investigation Division	**423**	**331**	**67**	**17**	**3**	**3**	**1**	**1**	**0**	**0**	0	2	0	41	**43**
Chief of Detectives Staff	4	1	1	1				1						1	**1**
Deputy Chief of CID Staff	3	1	1				1								**0**
Robbery/Homicide Section	**122**	**99**	**16**	**5**	**1**	**1**	**0**	**0**	**0**	**0**	0	2	0	16	**18**
RHS Management & Admin Staff	11	3	1	5	1	1								4	**4**
Homicide Squads (Supervisors)	7		7												**0**
Homicide Detectives	56	56													**0**
Cold Case / Homicide Unit (Supervisors)	3		3												**0**
Cold Case Homicide Detectives	10	10													**0**
ATF Group/CGIC	4	4													**0**
Victim Advocates	0											2		12	**14**
City Wide Robbery Squads (Supervisors)	5		5												**0**
City Wide Robbery Detectives	18	18													**0**
Regional Auto Theft Team (RATT)	6	6													**0**
City Yard	2	2													**0**
Special Investigation Section	**135**	**107**	**21**	**5**	**1**	**1**	**0**	**0**	**0**	**0**	0	0	0	9	**9**
SIS Management & Admin Staff	7			5	1	1								3	**3**
Sex Crimes Unit (Supervisors)	6		6							-					**0**
Sex Offense Detectives	24	24													**0**
Cold Case SIS Detectives	4	4													**0**
Registry Unit	3	3												1	**1**
Child Abuse Unit (Supervisors)	6		6												**0**
Child Abuse Detectives	18	18												2	**2**
ICAC/Sex Trafficking Detectives	12	12													**0**
Missing Persons Detectives	4	4													**0**
Fam Crim/An. Abuse/Witness Svcs Unit (Supervisors)	4		4												**0**
Family Crimes Detectives	18	18												2	**2**
Witness Services/Animal Abuse	4	4												1	**1**
Special Activities Unit (Supervisors)	3		3												**0**
Advanced Technical Team (ATT)	6	6													**0**
Cyber Crimes Detectives	4	4													**0**
Covert Detectives	4	4													**0**
Arson/Econ Crimes Unit (Supervisors)	2		2												**0**
Economic Crime Detectives	2	2													**0**
Arson Detectives	4	4													**0**
Anti-Crime Section	**158**	**123**	**27**	**6**	**1**	**1**	**0**	**0**	**0**	**0**	0	0	0	15	**15**
ACS Management & Admin Staff	8			6	1	1								3	**3**
Warrant Apprehension Task Force (Supervisors)	5		5												**0**
WATF Squads	18	18													**0**
Fugitive Squad	6	6													**0**
Witness Response Team	4	4													**0**
WATF Admin	2	1	1												**0**
Vice/Undercover/HSI Unit (Supervisors)	7		7												**0**
Vice/UC Squad Detectives	12	12													**0**
FBI Safe Streets	4	4													**0**
Asset Forfeiture	2	2													**0**
HSI Strike Force	4	4													**0**
Homeland Security Task Force	4	4													**0**
IRS/SAR Task Force	2	2													**0**
ATF Task Force Groups	10	8	2												**0**
HIDTA Groups	20	16	4												**0**
Strike Force Groups	7	6	1												**0**
Group Violence Reduction Strategy (Supervisors)	7		7												**0**
Major Case Units	16	16												12	**12**
Firearms Intelligence Unit	2	2													**0**
GVRS Pro-active Units	12	12													**0**
GVED/Gun Registry/GORA	6	6													**0**

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian CTR	Civilian Support	Civilian Total
Administrative Bureau	**67**	**32**	**23**	**8**	**1**	**2**	**0**	**0**	**1**	0	14	36	20	256	326
DC Admin Staff	3			1	1				1					1	1
FOP Personnel	3	1	2												0
Finance Division	1	1	0	0	0	0	0	0	0	0	3	3	0	20	26
Finance Division Management & Admin	1	1								–	1	–	–	–	1
Fiscal Services Section	0										1	1		10	12
Grant Management Section	0											1		5	6
Budget Management Section	0										1	1		5	7
Forensic Sciences & Evidence Services Division	4	0	3	1	0	0	0	0	0	0	7	15	0	139	161
FSED Management & Admin	1			1							3			6	9
Crime Scene and Evidence Control Mgmt	0										2				2
Crime Scene Sciences (Supervisors)	0											6			6
Crime Scene Technicians	0													48	48
Evidence Control Unit (Supervisors)	3		3									3			3
Evidence Counter/Warehouse/Vault Staff	0													25	25
Forensic Laboratory Section Mgmt	0										2				2
Comparative Sciences (Supervisors)	0											4			4
Comparative Sciences Lab Staff	0													30	30
Analytical Sciences (Supervisors)	0											2			2
Analytical Sciences Lab Staff	0													30	30
Records Management Section	7	4	2	1	0	0	0	0	0	0	0	12	0	57	69
RMS Management & Admin	1			1										2	2
Central Records (Supervisors)	1		1									8			8
Hot Desk/Chase	1	1												15	15
Warrants/Identification	1	1												12	12
Mail room/Copy Room	0													4	4
Criminal History	1	1												12	12
Staff Review (Supervisors)	1		1									4			4
Staff Review/Report Review	1	1												6	6
Report Data Entry/Online Reporting	0													6	6
Human Resources Division	2	1	1	0	0	0	0	0	0	0	1	2	6	17	26
HR Management & Admin	0										1	2		3	6
HR Business Functions	0													6	6
HRIS/Workday Support	0													6	6
Civilian Applicant Investigations	1		1										6		6
Employee Affairs	1	1												2	2
Officer Wellness & Safety Section	4	1	2	1	0	0	0	0	0	0	1	1	0	5	7
OWS Management & Admin	1			1							1			1	2
Early Intervention System	1		1											2	2
Employee Wellness	2	1	1									1		2	3
Recruitment & Applicant Investigation Section	25	18	5	1	0	1	0	0	0	0	1	0	12	1	14
Recruitment Management & Admin	3	1		1		1					1			1	2
Sworn Recruitment Unit	3	2	1										2		2
Sworn Applicant Investigations	19	15	4										10		10
Asset Management Section	12	6	4	2	0	0	0	0	0	0	1	3	0	14	18
AMS Management & Admin	1			1							1			1	2
Fleet Management	1		1									1		5	6
Quartermaster	1		1									1		3	4
Facilities Management	0											1		5	6
HQ and City Hall Security	9	6	2	1											0
Administrative Duties Division	6	0	4	1	0	1	0	0	0	0	0	0	2	2	4
ADD Management & Admin	2			1		1							2	2	4
Light Duty and Medical Supervision	4		4												0

Location	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian CTR	Civilian Support	Civilian Total
Public Integrity Bureau	**99**	**71**	**17**	**7**	**2**	**1**	**0**	**0**	**1**	0	0	0	22	3	**25**
DC PIB Staff	2	1							1					2	2
PIB Management/Admin Staff	10			7	2	1									0
CRB/ER/Front Desk	2		2										6	1	7
OAH/DRC and Training	4	2	2										4		4
Investigations Section	56	48	8										8		8
Ethics Section (Supervisors)	3		3												0
Ethics Investigators	6	6													0
FBI TFOs	2	2													0
Integrity Assurance	2	2													0
Special Incident Response Team (SIRT)	5	4	1												0
Equal Opp. & Discrimination Investigations	7	6	1										4		4
Compliance Bureau	**232**	**48**	**29**	**9**	**3**	**2**	**0**	**0**	**1**	140	8	17	29	61	**115**
DC Comp Staff	2				1				1	1				1	2
Information Technology Division	**2**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	0	5	2	0	15	**22**
IT Division Management & Admin	0										1			1	2
IT Services Section	2	1		1							1	2		4	7
Applications Systems Section	0										1			4	5
IT Governance Section	0										1			4	5
Cybersecurity Section	0										1			2	3
Consent Decree Implementation	**2**	**0**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	0	1	2	0	13	**16**
CDIU Management & Admin	1		1								1			2	3
Compliance Managers/Policy Development	1		1									2		11	13
Performance Standards Section	**28**	**10**	**12**	**4**	**1**	**1**	**0**	**0**	**0**	0	0	2	14	6	**22**
PS Management & Admin	6			4	1	1									0
Audit/Inspections/Special Engagements	10	8	2									2	4	6	12
Body Worn Camera Review	4		4										4		4
Use of Force Review	8	2	6												0
Court Liaisons	0												6		6
Education and Training Division	198	37	15	4	1	1	0	0	0	140	1	11	15	26	53
E&T Management & Admin	9	2	1	4	1	1						1		3	4
Entry Level Section	21	16	5									2		5	7
Recruits in Training	125									125					0
Cadets in Training	15									15	1			3	4
Continuing Education Section	15	12	3									2		5	7
Crisis Response Team	7	6	1												0
Academic Section	1		1								1	5		10	16
Firearms Training Section	5	1	4										15		15
Police Commissioner's Office	**23**	**16**	**4**	**1**	**0**	**0**	**0**	**0**	**1**	0	5	3	0	15	**23**
Executive Office Functions	**2**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**1**		4	0	0	5	**9**
PC's Office	2		1						1		1			2	3
Chief of Staff's Office	0										2			2	4
Governmental Relations	0										1			1	2
Executive Protection Units	**17**	**14**	**3**	**1**	**0**	**0**	**0**	**0**	**0**	0	0	0	0	1	**1**
EPU Management & Admin				1										1	1
PC Detail	3	2	1												0
Mayor's Detail	9	8	1												0
SAO Detail	5	4	1												0
Public Information Office	**2**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	1	3	0	9	**13**
PIO Management & Admin	0										1	3			4
Media Affairs	2	2												6	6
Internal/Dept Communications	0													1	1
Community Outreach	0													2	2

Appendix C: Summary of Staffing Plan Chart and Changes from 2020 to 2021:

Staffing Plan Summary	Sworn Total	P/O	SGT	LT	Captain	Major	Lt. Colonel	Colonel	DC & PC	PO Trainees	Civilian MGRs	Civilian Supers	Civilian Invest.	Civilian Support	Civilian Total
Operations Bureau	**2365**	1822	335	80	16	16	3	2	1	90	3	18	11	229	**261**
Administrative Bureau	**67**	32	23	8	1	2	0	0	1	0	14	36	20	256	**326**
Public Integrity Bureau	**99**	71	17	7	2	1	0	0	1	0	0	0	22	3	**25**
Compliance Bureau	**232**	48	29	9	3	2	0	0	1	140	8	17	29	61	**115**
Police Commissioner Office	**23**	16	4	1	0	0	0	0	1	0	5	3	0	15	**23**
Totals	**2785**	1989	407	105	22	21	3	2	5	230	30	74	82	564	**750**

Location	Updated Plan (2021) Sworn	Updated Plan (2021) Civilian	Previous Plan (2020) Sworn	Previous Plan (2020) Civilian	Difference Sworn	Difference Civilian	Sworn Change Description
Operations Bureau	**2365**	**261**	**2381**	**213**	**-16**	**48**	
Operations/Patrol Division Admin	19	4	18	2	1	2	Moved one civilian MGR to DC Ops office (+1); added one admin support to Chief of Patrol (+1)
Patrol Division	**1679**	**36**	**1750**	**36**	**-71**	**0**	
Patrol Staffing	**1063**	**0**	**1116**	**0**	**-53**	**0**	
Non-Patrol Staffing	**616**	**36**	**634**	**36**	**-18**	**0**	
Central District	**206**	**4**	**217**	**4**	**-11**	**0**	
Patrol Staffing	119	0	128	0	-9	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	87	4	89	4	-2	0	Reduced BCIC/SDSC unit size by 2
Southeastern	**188**	**4**	**198**	**4**	**-10**	**0**	
Patrol Staffing	123	0	131	0	-8	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	65	4	67	4	-2	0	Reduced BCIC/SDSC unit size by 2
Eastern	**172**	**4**	**178**	**4**	**-6**	**0**	
Patrol Staffing	107	0	111	0	-4	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	65	4	67	4	-2	0	Reduced BCIC/SDSC unit size by 2
Northeastern	**206**	**4**	**216**	**4**	**-10**	**0**	
Patrol Staffing	141	0	149	0	-8	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	65	4	67	4	-2	0	Reduced BCIC/SDSC unit size by 2
Northern	**174**	**4**	**176**	**4**	**-2**	**0**	
Patrol Staffing	115	0	119	0	-4	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	59	4	57	4	2	0	Reduced BCIC/SDSC unit size by 2, but added Foot Patrol JHU Unit back to plan +4
Northwestern	**182**	**4**	**186**	**4**	**-4**	**0**	
Patrol Staffing	117	0	122	0	-5	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	65	4	64	4	1	0	Reduced BCIC/SDSC unit size by 2 but added +3 to DDU
Western	**168**	**4**	**178**	**4**	**-10**	**0**	
Patrol Staffing	103	0	111	0	-8	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	65	4	67	4	-2	0	Reduced BCIC/SDSC unit size by 2
Southwestern	**178**	**4**	**184**	**4**	**-6**	**0**	
Patrol Staffing	113	0	117	0	-4	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	65	4	67	4	-2	0	Reduced BCIC/SDSC unit size by 2
Southern	**205**	**4**	**217**	**4**	**-12**	**0**	
Patrol Staffing	125	0	128	0	-3	0	Burden Reduction Initiatives – fewer CFS
Non-Patrol Staffing	80	4	89	4	-9	0	Reduced BCIC/SDSC unit size by 2 - Reduced Casino Unit by 7

Patrol Support Services Division	201	133	225	105	-24	28		
Special Operations	126	8	132	4	-6	4		
SWAT/Tactical/K9	67	0	59	0	8	0	Added SWAT Training Staff +5. Added SWAT Capacity per state law mandates	
Other SOS Units	59	8	73	4	-14	4	Reduced Size of Mobile Metro Unit -8 / Consolidated Bomb/Marine Unit into MMU -6	Added civilian capacity in Aviation maintenance and SOS admin +4
Special Services	47	21	60	16	-13	5		
Traffic	19	1	22	0	-3	1	Reduced size of AIU to account for 3rd party traffic accident mgmt -3	Added capacity to manage contracted services (+1)
Special Events/Admin	11	8	11	6	0	2		Added capacity to manage contracted services (+2)
Pawn Shop	2	2	0	0	2	2	Move of Pawn Shop personnel under this command +2	Move of Pawn Shop Personnel under SSS (+2)
Community & Youth Services	15	10	27	10	-12	0	Reprioritization of resources to account for GVRS plan -12	
Communications	28	104	9	84	19	20	Addition of Telephone Reporting Unit Sworn Staffing into Plan +19	Addition of Telephone Reporting Unit Civilian Staffing into Plan +20
Adult & Juvenile Booking	0	0	21	1	-21	-1	Per new state law, remove all BPD personnel from these functions -21	Per new state law, remove all BPD personnel from these functions -1
Data Driven Strategies Division	43	45	20	49	13	-4	**Recalibrated staffing ratio to account for 24/7 operational needs of a Real Time Crime Center (+13 sworn, -8 civilian/retired sworn)**	
Watch Center/COMSTAT/Analysis	28	41	5	49	13	-8	Recalibrated staffing ratio to account for 24/7 operational needs of a Real Time Crime Center (+13 sworn, -8 civilian/retired sworn with -4 analysts assigned to criminal intel)	
Criminal Intel	15	4	15	0	0	4		Added civilian intel analysts (+4)
Criminal Investigation Division	422	43	370	21	40	22		
Chief of Detectives Admin Staff	7	1	7	2	0	-1		Moved one Civilian manager to DC OPS office
Homicide/Robbery Section	122	18	107	8	16	10	Added +12 Cold Case Homicide Detectives and +3 Robbery Detectives	Added capacity for Victim/Witness Support (+10)
Special Investigation Section	135	9	106	6	29	3	Moved Spec. Activ. Uni to SIS Command +19; SVU Det. +10;	Added capacity for Victim/Witness Support (+3)
Anti-Crime Section	158	15	148	2	10	13	Moved Spec. Activ. Uni to SIS Command -19; Reorganized RAVEN resources to Federal Task Forces; add GVRS +29	Added civilian capacity for GVRS (+13)
Pawn Shop	0	0	2	3	-2	-3	Move of Pawn Shop personnel out of this command -2	Move of Pawn Shop Personnel under SSS -3

Location	Updated Plan		Previous Plan		Difference		Sworn Change Description	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian		
Administrative Bureau	**67**	**326**	**66**	**324**	**1**	**2**		
Bureau Admin	6	1	5	1	1	0	Added 1 LT to assist with EOC and Emergency Planning Functions	
Finance Division	1	26	0	24	1	2	Restored 1 officer (current role) to plan to provide context into officer pay issues/audits/inspections	
Forensic Sciences & Evidence Services Division	4	161	9	153	-5	8	Civilianized 5 additional sworn positions	Civilianized 5 positions and added capacity in Crime Lab
Records Management Section	7	69	7	80	0	-11		Further reduction of staff requirements due to technology modernization (-11)
Asset Management Division	12	18	15	23	-3	-5	Reduced the size of HQ and City Hall Security - 3	Consolidation of duties and positions for quartermaster, fleet, facilities (-5)
Human Resources Division	2	21	1	21	1	0	Added sworn supervisor for civilian hire background unit +1	
Officer Wellness & Safety Section	4	7	3	5	1	2	Added additional resource for Early Intervention System +1	Added additional resources for Early Intervention System +2
Recruitment & Applicant Investigation Division	25	14	20	14	5	0	Added additional sworn capacity for background investigations and LT position (+5)	
Administrative Duties Division	6	4	6	3	0	1		Added civilian support resource to handle workday/payroll issues (+1)
Public Integrity Bureau	**99**	**25**	**95**	**18**	**4**	**7**		
Bureau Admin	12	13	7	7	5	6	Added sworn capacity for hearing boards and PIB training support	Added capacity for front desk and administrative functions
General Investigations	59	8	59	10	0	-2		Reallocated capacity to front desk and admin functions
Ethics Section	14	0	14	0	0	0		
SIRT	7	0	7	0	0	0		
EOD Investigations	7	4	8	1	-1	3	Removed LT for EODS investigation (merged duty with current position)	Added civilian capacity for EODS investigations
Compliance Bureau	**92**	**115**	**78**	**105**	**14**	**10**		
Bureau Admin	2	2	3	4	-1	-2	Reclassification and Reallocation of LT to Captain position within Compliance (-1)	Reallocation of civilian resources to Performance Standards and E&T
IT Division	2	22	2	24	0	-2		Reallocation of civilian resources to Performance Standards and E&T
Consent Decree Implementation	2	16	1	16	1	0		
Performance Standards Section	28	22	25	12	3	10	Reclassification and Reallocation of LT to Captain position within Compliance (+1) - added 2 LT positions	Reallocation of civilian resources to Performance Standards and E&T
Education and Training Division	58	53	47	49	11	4	Added CRT Unit to E&T (+6) ; Added sworn supervisors to Firearms Section (+5)	Reallocation of civilian resources to Performance Standards and E&T
Recruits/Cadets in Training	140	0	140	0	0	0		
Police Commissioner Office	**22**	**23**	**33**	**15**	**-11**	**8**		
PC Office	2	9	2	7	0	2		Added governmental relations support position (+1)
Executive Protection Units	18	1	27	0	-9	1	Reduced the size of Mayor/EPU Executive Protection Units (-10)	Added admin support functions for payroll
Media Affairs/PIO	2	13	4	8	-2	5	Civilianize two additional sworn positions (-2)	Civilianize two positions (+2) add capacity in video editing and outreach (+4)

Summary of Redeployment to Patrol (due to FY2021 Budget Reductions):

There were 12 sergeants and 62 officers transferred to new assignments in July 2020 due to FY21 budget reductions. These reassignments were an operational necessity in order to stay within reduced budget allocations for overtime which was primarily impacting capacity in patrol.

1. 46 members were serving in administrative or operational assignments throughout the patrol districts, but were directed back to sector patrol duties (while remaining in the district)
2. 24 members were moved from Special Operations and Special Services Sections to Patrol Districts
3. 2 members were moved out of Juvenile Booking Section and sent to Patrol Districts
4. 1 member was moved out the Chief of Patrol office and sent to a Patrol District
5. 1 member was moved out CID and sent to a Patrol District

The staffing plan accounts for these changes in the following manner:

1. The 2020 version of the plan already reflected the reduction of administrative officer assignments throughout the district, so no update to the plan was required to account for item (1)
2. The 2021 version of the plan does not account for all of the reductions in item (2) because long term, this positions are still required to manage workload in these sections. Some officer assignments in the Special Services Section were already identified for civilianization in the 2020 plan version.
3. The 2021 version of the plan accounts for BPD completely exiting from Juvenile and Adult Booking due to changes in state law from the 2021 legislative session, so item (3) is now part of the 2021 plan.
4. Item (4) and Item (5) were recognized to be staffed in surplus to the plan compared to actual staffing. These moves were already part of the 2020 version of the plan.