

**BALTIMORE POLICE DEPARTMENT – EDUCATION AND TRAINING SECTION**  
**LESSON PLAN**

**COURSE TITLE:** Community Policing (In-Service)

**LESSON TITLE:** Module 3 – Community Policing: The Plan

**PREPARED BY:**

**DATE:**

**REVIEWED BY:**

**DATE:**

**APPROVED BY:**




**DATE:**

<p><b>TIME FRAME</b></p> <p>Total Lesson Hours: 1</p> <p>Day/Time: Day 1, 1200-1300</p>	<p><b>PARAMETERS</b></p> <p>Audience: In-Service Training, Sworn personnel of all ranks</p> <p>Number: 36 max/20 min <i>(Specify Max/Min if applicable)</i></p> <p>Space(s):</p>
<p><b>PERFORMANCE OBJECTIVES</b></p> <p>1. Students will be able to identify, to the satisfaction of the facilitator, the primary community policing roles and responsibilities as outlined in the BPD Community Policing Plan.</p>	<p><b>ASSESSMENT TECHNIQUE</b></p> <p>1. Group activity and class discussion.</p>
<p><b>MPCTC OBJECTIVES</b></p> <p><i>(Ensure all objectives mentioned here are also added to the "Instructor Notes" column where they are addressed in the lesson)</i></p> <p><b>n/a</b></p>	

<p style="text-align: center;"><b>INSTRUCTOR MATERIALS</b></p> <p>Lesson plan PowerPoint</p>
<p style="text-align: center;"><b>EQUIPMENT/SUPPLIES NEEDED</b></p> <p>Classroom with grouped tables Computer/projector or smartboard Internet access Chart Paper Sticky Notes Markers</p>
<p style="text-align: center;"><b>STUDENT HANDOUTS</b></p>
<p style="text-align: center;"><b>METHODS/TECHNIQUES</b></p> <p>Lecture Class discussion Video case studies Group exercise</p>
<p style="text-align: center;"><b>REFERENCES</b></p> <p>Baltimore Police Department. 2019. "Finding Micaiah" (November 22). Online at <a href="https://www.youtube.com/watch?v=Pcv0oVm31IA">https://www.youtube.com/watch?v=Pcv0oVm31IA</a>.</p> <p>Baltimore Police Department. 2020. Community Policing Plan. Baltimore, MD: author. Online at <a href="https://www.baltimorepolice.org/0cp1-draft-community-policing-plan">https://www.baltimorepolice.org/0cp1-draft-community-policing-plan</a>.</p>
<p style="text-align: center;"><b>GENERAL COMMENTS</b></p> <p>This is Lesson 3 of a 2-day course on community policing for in-service personnel. <i>Prior to the lesson, the facilitator should use the example in Appendix A to create the chart needed for the anticipatory set activity and have it hanging in the front of the room. Additionally, make sure that all table groups already have chart paper, 2 markers (different colors) and a pack of sticky notes.</i></p>

**LESSON PLAN: Community Policing (Lesson 3)**

## TITLE: Community Policing: The Plan

PRESENTATION GUIDE	TRAINER NOTES
<p><b>I. ANTICIPATORY SET</b></p> <p>Good morning. Let me introduce myself ...</p> <p><b>Slide 1</b> In this hour we'll go over BPD's Community Policing Plan, which was approved in April 2020. You've got a hard copy in the binder at your table and it can also be found on PowerDMS.</p> <p><b>Slide 2</b> The plan was developed over several months based on national best practices, and with a lot of input from throughout the department and the community. Implementation of the plan began in 2020 and continues with this training.</p> <p><b>Slide 3</b> The Plan explains the basics of community policing -- informal and formal engagement, daily and more in-depth problem solving. It also identifies specific roles and responsibilities for patrol officers, NCOs, and others in the department.</p> <p>That's what we'll mainly be going over in this lesson.</p> <p><b>GROUP ACTIVITY:</b> Before we identify the specifics, take a moment to work</p>	<p><b>Time: 10 minutes (includes 5 minutes for a group activity)</b></p> <p><i>The facilitators should briefly introduce themselves, including their police experience and any experience or expertise directly related to this training. (Unless this was already done for an earlier lesson.)</i></p> <p><b>Slide 1</b></p>  <p><b>Slide 2</b></p>  <p><b>Slide 3</b></p>  <p><i>In the front of room, the facilitator should display a sheet of chart</i></p>

with your table groups to identify what you think **TWO** MAIN roles and responsibilities are (regarding Community Policing) for each of the following sections identified in the right column of this objective.

You'll have about two minutes to discuss it with your group. Once you've come up with your ideas, write each one on sticky-note and place it under the correct category shown on the chart paper at the front of the room.

- Patrol officers
- District Action Team (DAT) & District Detective Unit (DDU)
- Neighborhood Coordination Officers (NCOs)
- Sergeants
- Community members

*(after 3 minutes OR when all sticky notes are placed appropriately on the chart)*

Ok, let's take a quick minute or two to see what your groups came up with. We will be revisiting this chart at the end of the lesson to add things we may have missed and/or remove things that do not belong.

*paper with individual columns labeled (see **appendix A** for **example**)*

- *Patrol officers*
- *District Action Team (DAT) & District Detective Unit (DDU)*
- *Neighborhood Coordination Officers (NCOs)*
- *Sergeants*
- *Patrol Support Services*
- *Community members*

*As students are working in groups, the facilitator should rotate around the room to ensure groups are on task.*

*The facilitator should do a quick review of what was placed on the chart and discuss them.*

***Possible Responses Are:***

Patrol officers

- Know ins and outs of neighborhoods in their districts
- Be proactive with voluntary contacts
- Help people solve problems
- Collaborate with other teams

DAT

- Constant contact with patrol officers that work the area and NCOs
- Must be aware of patterns and people contributing to crime
- Adhere to procedural justice in stops and other contacts

DDU

- Collaborate with other units

<p><b>ASK:</b> What about BPD members who don't belong to one of these groups? What is their role in community policing?</p>	<ul style="list-style-type: none"> <li>• Observe patterns</li> <li>• Use procedural justice when dealing with victims, witnesses, and suspects</li> </ul> <p>NCOs</p> <ul style="list-style-type: none"> <li>• Manage and maintain resources that other officers do not have access to</li> <li>• Follow up and investigate long term challenges</li> <li>• Working on in-depth problems</li> </ul> <p>Sergeants</p> <ul style="list-style-type: none"> <li>• Need to interact with officers and public</li> <li>• Strive to deal with one area and develop deeper understanding, better coordination, and better admin</li> </ul> <p>Community members</p> <ul style="list-style-type: none"> <li>• Organizing meetings</li> <li>• Identifying issues (including those that may impact public trust) and bringing them to the attention of officers</li> <li>• Keeping track of complaints and contributing to resolving complaints and solving problems</li> </ul> <p><i>Look for ideas for:</i></p> <ul style="list-style-type: none"> <li>• <i>Detectives</i></li> <li>• <i>PIB</i></li> <li>• <i>CDIU</i></li> <li>• <i>E&amp;T</i></li> <li>• <i>Admin personnel</i></li> <li>• <i>Commanders</i></li> </ul> <p><i>Spend a couple of minutes on this, brainstorming with the class. It's important that every member of</i></p>
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	<p><i>BPD see some ways in which they can contribute to community policing.</i></p> <p><i>You might remind the class, if necessary, that community members said they wanted to be treated with more respect, and that they wanted more interactions and engagement with BPD members. These are things that everyone in the agency can help accomplish.</i></p>
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[illegible]

Take a look at the diagram on this slide. This is BPD's Community Policing Strategic Logic Model that can be found on page 10 of the Community Policing Plan. This model sets out how the foundation, activities, outputs, and outcomes connect on a higher level. The logic model shows how our department-wide community policing efforts work together to produce better policing.

Even though community policing is proven and makes sense, implementing it in practice has always been challenging, especially in big agencies like BPD.

You've seen these happen and you can read about them in the Community Policing Plan. For example, we've already put more emphasis on community policing in

## IMPLEMENTING COMMUNITY POLICING

The **Lawrence Berkley Department** will implement **Community Policing** through the following strategic model:

	FOUNDATION	ACTIVITY	OUTREACH	OUTCOMES
<b>Implementation Model</b> Organizational Commitment Training and Education Community Policing Community Policing Training Community Policing Training Community Partnership	Organizational Commitment	Community Policing Training	Partnership with Community	Partnership with Community
	Training and Education	Community Policing Training	Partnership with Community	Partnership with Community
	Community Policing	Community Policing Training	Partnership with Community	Partnership with Community
	Community Policing Training	Community Policing Training	Partnership with Community	Partnership with Community
	Community Policing Training	Community Policing Training	Partnership with Community	Partnership with Community
	Community Partnership	Community Policing Training	Partnership with Community	Partnership with Community

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

# Foundations

*Steps already taken or underway:*

- Streamlined chain of command
- Coordination through Point Support Services
- Neighborhood Coordination Officers
- Decentralized detective units
- Increased analytical support
- Revised policies
- Community input to policies
- Entry level and in-service training

Dallas County Police Department | 5 Year Strategic Vision  
Commissioner Michael S. Harrison | June 2010

Entry-Level Training and we're making sure it's reinforced in Field Training. We've added CAD signals for community policing activity and beefed up our crime analysis and problem analysis capacity. We've also been seeking community input on new policies and new in-service training courses like this one.

### Slide 6

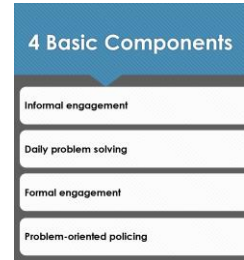
So this is where the rubber meets the road. There are 4 basic components of community policing that BPD members will be implementing:

- Informal engagement
- Daily problem solving
- Formal engagement
- Problem-oriented policing

We'll be going over these 4 basic components in the next several modules this afternoon and tomorrow. But here's what they mean in a nutshell:

- All of us will need to prioritize positive contacts and informal engagements, whether on foot patrol, making business checks, handling calls, conducting investigations, or any other time we have the opportunity to talk to community members. Remember, Baltimore residents say they want to have respectful interactions with police who want to get to know them better.
- All of us, but especially those in patrol, will need to contribute to daily problem solving. This doesn't have to be time consuming, it just means using 311 and other methods to help residents get their neighborhood problems addressed. When residents see us taking action on their behalf, trust goes up.
- All of us, but especially commanders and NCOs, will need to devote time and energy to formal engagements like community meetings, neighborhood clean-ups, and other community events. These can be time-consuming, but they demonstrate that we want to get to know our residents and neighborhoods better.
- In-depth problem solving, or problem-oriented

### Slide 6



**policing (also known as POP)**, can also be time consuming, so it will mostly fall to NCOs. But NCOs will draw on the knowledge of patrol officers, supervisors, DAT, DDU, headquarters investigators, analysts, and other members of BPD when they are trying to figure out why chronic crime and disorder problems are occurring, and they may need your help when it comes to tackling those problems.

As mentioned, we'll be going over each of these in more detail this afternoon and tomorrow.

**ASK:** How many of you are thinking this all sounds fine, but you won't have time to do it?

That's realistic. We won't say you're wrong, but here are some reasons to be open-minded:

- BPD is looking at numerous ways to free up some of your time, including technology, diverting some types of calls, etc.
- Some of this, especially informal engagement and daily problem solving, shouldn't take much time. Positive engagement and procedural justice don't slow you down significantly and help us be more effective.
- Effective problem solving prevents future incidents and calls, so that saves time.
- One objective of community engagement is getting residents to help with problem solving and crime prevention. Shifting some of the workload to the community, and to other city agencies, saves some of our time.

#### Slide 7

One new piece of the Community Policing Plan is Neighborhood Policing Plans. These are a recognition that each neighborhood is different.

Most neighborhoods in Baltimore have formal associations. Regardless of how formal the group is, each neighborhood association will have defined

*Expect general agreement.*

#### Slide 7

### Neighborhood Policing Plans

Districts will develop Neighborhood Policing Plans

- Based on focus groups and surveys
- Community members and officers
- Identify priorities, develop strategies, measure impact

Patrol Support Services will coordinate and oversee

Two pilot districts in 4<sup>th</sup> quarter 2020





boundaries and residents that take on leadership roles for the activities within those boundaries.

Each officer, regardless of departmental function, should be aware of the neighborhood associations, their boundaries, and their leaders within their districts. Introducing yourself to these leaders and establishing a relationship with them is important to becoming a trusted, and welcomed, partner in the community, and we expect officers to do this.

**Ask:** Why is it that one neighborhood in Baltimore may be extremely different from another neighborhood that is directly across the street?

One neighborhood may have a high rate of violent crime. Another may have a high rate of property crime, or little serious crime at all. Those neighborhoods will likely have different priorities for policing.

**Ask:** Is it fair to assume that all neighborhoods with a high rate of violent crime will have the same policing priorities? Why or why not?

Remember, it is extremely important to listen to each neighborhood and understand their priorities. These may include unexpected input, such as one neighborhood wanting “blue light” cameras and another wanting them removed from the neighborhood.

Each District will be responsible for developing the Neighborhood Policing Plans within their geographies, with support from Patrol Support Services, the Compliance Bureau and community stakeholders.

This initiative will start with two pilot neighborhoods in 2021, and then will be expanded to more and more neighborhoods in the city. The first two pilot sites have recently been selected – Penrose/Fayette Outreach and

*Facilitator note – emphasize that these will be neighborhood level plans (i.e. not District-wide plans). And the burden won’t all be on police – city hall will be involved so other services and resources can be brought into play, depending on the neighborhood’s needs and priorities.*

***Desired Response:***

*Baltimore’s neighborhoods have a long history of laws and policies that created segregation, disinvestment, and inequity from one neighborhood to the next.*

***Desired Response:***

*No. Even if the goal for both neighborhoods is to reduce violence, based on the community’s past experience with the police, different plans may have to be developed.*

## Greater Baybrook/Brooklyn & Curtis Bay.

### Slide 8

The Community Policing Plan outlines roles and responsibilities (RRs) for various functions in the department. We'll cover the highlights of these in the rest of this hour.

To get started, we'll do a group exercise. Each table will be assigned one of 6 functions. You can see the assignment on the slide. The RRs can be found on pages 19-30 in the plan. Take 5 minutes and be prepared to report out.

(after 5 minutes)

OK, let's review what your group came up with. You had 3 tasks to complete.

- Identify the RR that you think is most important for improving public trust.
- Explain why and identify what it will take to implement it successfully.
- Identify the RR that you think will be hardest to implement (different from the one already identified as important) and explain why.

### Slide 9

So now let's quickly run through those roles and responsibilities specified in the Community Policing Plan, starting with Patrol Officers.

The first 6 items on the slide are their main community policing responsibilities.

**Ask:** Why do patrol officers have the biggest role to

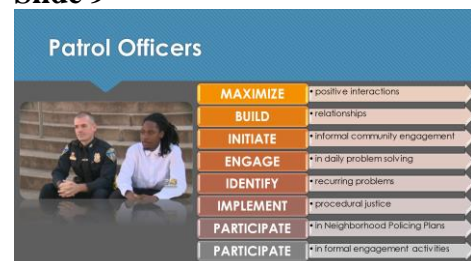
### Slide 8



Assign each table one of the 6 departmental functions. Remind them to look in the plan. Give them 5 minutes – not a lot of time but it should be enough. Then have each group give a brief report-out, followed by any discussion. Allow 5 minutes for the report-outs and discussion.

The main takeaway may be that there will be implementation challenges. Make a list of those and challenge the class to identify ways of overcoming the challenges. A common solution may be “we need more personnel.” We might all agree with that, but, in the meantime, the reality is we have to do the best with what we have.

### Slide 9



**Desired Response:**

play?

### Slide 10

DAT and DDU also spend a lot of time in the community interacting with residents. The first 4 items on the slide deserve emphasis. Also, due to their roles, they are likely to be more knowledgeable about crime, problem people, and problem locations within the district than anybody else. That expertise should be taken advantage of in problem solving and planning.

### Slides 11 & 12

NCOs have a big role to play in the Community Policing Plan, but we should remember, there aren't very many of them. Community policing is all of our responsibility, and NCOs help play a central coordination role. They will be supporting district patrol officers and have the lead on formal community engagement and tackling recurring problems. They'll also follow-up on 311 notifications and facilitate Neighborhood Policing Plans. They can coordinate with other city services to help address problems in the community.

### Slide 13

The main responsibility of sergeants will be to get their

*They spend the most time in the community, they have the most public interactions, and they are most likely to spot problems. They have the biggest impact on public trust, either positive or negative.*

### Slide 10

**DAT & DDU**

MAXIMIZE	positive interactions
BE RESPONSIVE	to community concerns
IMPLEMENT	procedural justice
IDENTIFY	recurring problems
COORDINATE	with NCOs and Sergeants to address problems in Neighborhood Policing Plans
PARTICIPATE	
BE THE EXPERTS	on crime & disorder in the district




### Slides 11 & 12

**Neighborhood Coordination Officers**

	SERVE	as the Community Policing and Problem-Oriented Policing specialists in the District
	LIAISE	between district personnel, community, Patrol Support Services & City agencies
	RESPOND	to calls
	BUILD & MAINTAIN	partnerships
	SUPPORT	daily problem solving

**Neighborhood Coordination Officers Cont....**

	FOLLOW-UP	on 311 App notifications
	LEAD	problem-oriented policing efforts
	FACILITATE	Neighborhood Policing Plans
	PARTICIPATE IN	in roll calls
	CREATE	District Profiles

### Slide 13

officers to implement community policing. They'll need to encourage and guide officers and deploy them with as much geographic consistency as possible. They'll need to foster positive interactions and focus on problem solving.

**Ask:** Why will it be important for Sergeants to emphasize community policing during roll call and performance evaluations?

#### Slide 14

Lieutenants will also play an important role in Neighborhood Policing Plans and in representing BPD in formal community engagement with existing partners and looking for ways to build new ones. Patrol officers and NCOs are probably most likely to notice new businesses and services moving into an area. They may be in a position to invite those potential new partners to join in an existing or developing collaboration, or it may be more effective to ask the appropriate lieutenant to reach out to them.

**Ask:** How will Lieutenants support sergeants with community policing?

#### Slide 15

With lieutenants, District Commanders are expected to represent BPD in formal community engagement with existing partners and look for ways to build new ones. They will also approve Neighborhood Policing Plans and lend their authority and expertise to in-depth problem-solving efforts.



#### Desired Response:

*Emphasizing community policing in roll calls and in performance evaluations will help set the tone that community engagement and problem solving is important work that counts.*

#### Slide 14



#### Desired Response:

*Lieutenants will need to support sergeants in making sure that community policing is emphasized and not lost in the midst of other demands and duties.*

#### Slide 15



**Ask:** How will District Commanders ensure that the Community Policing is implemented?

### Slides 16 & 17

Patrol Support Services has a supporting and central coordinating role in BPD community policing. While all units play an essential role, Patrol Support Services acts as a central hub of department-wide coordination community policing. Besides helping the districts with their responsibilities, PSS has several distinct roles, including:

- Coordinating meetings of various advisory boards
- Developing city-wide partnerships
- Collecting feedback from the community
- Publishing an annual report on BPD community policing

### Slide 18

The Community Policing Plan also spells out responsibilities for other BPD functions and for community members.

### ***Desired Response:***

*District Commanders will have the ultimate responsibility for implementing community policing in their districts. Indicators of community policing implementation will be regularly reviewed during ComStat meetings, at which District Commanders have to report on performance issues and explain any deficiencies and challenges.*

### Slides 16 & 17

**Patrol Support Services**

- Enhance & coordinate community policing and problem-oriented policing across the department
- Coordinate and oversee Neighborhood Policing Plans
- Review informal engagement and daily problem-solving department-wide
- Assist partnership development for formal engagement



**Patrol Support Services Cont....**

- Coordinate and oversee District Profiles
- Coordinate meetings of Advisory Boards
- Develop city-wide partnerships
- Follow-up with community members for feedback
- Publish annual reports on community policing



### Slide 18

**Additional Participants**

The Community Policing Plan identifies roles & responsibilities for a few additional participants:

- Data Driven Strategies Division
- Executive Command
- Community Members

The plan also provides a timeline for community policing implementation



## III. EVALUATION/CLOSURE

**Time 5 minutes**

To wrap up this lesson, let's quickly revisit the chart we created at the beginning of the lesson.

**Ask:** What are some roles or responsibilities that we should add?

**Desired Responses:** - will vary based on the beginning of the lesson; however, *the facilitator should ensure that important ones are now included on the chart*

*As volunteers share answers, the facilitator should quickly write them on sticky notes and add them to the chart*

***OR***

*Students can be asked to each add ONE item to the list*

**Ask:** Are there any items we included on the chart at the beginning of the lesson that need to be removed or placed in a different section?

**Desired Responses:** - will vary based on the beginning of the lesson; however, *the facilitator should ensure that any items mentioned by students are removed or placed in the appropriate section of the chart.*

## 10-Minute Break

# APPENDIX A

*Use this example to create the chart for the anticipatory set activity*

<b><i>ROLES AND RESPONSIBILITIES</i></b>					
<u>Patrol officers</u>	<u>District Action Team (DAT) &amp; District Detective Unit (DDU)</u>	<u>Neighborhood Coordination Officers (NCOs)</u>	<u>Sergeants</u>	<u>Patrol Support Services</u>	<u>Community members</u>