BALTIMORE POLICE DEPARTMENT

BIENNIAL PERFORMANCE AUDIT REPORT

Fiscal Years Ended June 30, 2019 and 2018

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CITY OF BALTIMORE

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Honorable Joan M. Pratt, Comptroller
  and Other Members
  of the Board of Estimates
City of Baltimore

Executive Summary

We conducted a Biennial Performance Audit of selected performance measures (see Table II on page 7) of the Baltimore Police Department (BPD) for the fiscal years (FYs) ended June 30, 2019 and June 30, 2018. The objectives of our performance audit were to: (1) determine whether BPD met its performance measure targets; (2) evaluate whether BPD has adequately designed internal controls related to the selected performance measures; and (3) follow up on prior findings and recommendations included in the previous Biennial Performance Audit Report, dated December 24, 2018.

According to the Agency Detail Board of Estimates Recommendations (Budget Book) and the Scorecard (see the definition on page 8),

- **FY 2019:** The BDP did not meet the FY 2019 targets for all three selected performance measures. As a result, we did not validate the FY 2019 actual results.

- **FY 2018:** The BPD met two of the three selected performance measure targets. However, we did not validate the actual results of one of the two performance measures that met the targets because the BPD could not adequately provide supporting documentation.

However, we evaluated the processes and the design of internal controls for the selected performance measures. Our evaluation indicates that the BPD needs to improve the efficiency and effectiveness of the following performance measures, processes and internal controls.

- **Service 627, Percent of Priority 1 Calls for Service Dispatched to Officers in Less Than 60 Seconds:** The Emergency Communications needs to re-evaluate the current performance measure criteria of less than 60 seconds to dispatch priority 1 calls (see the definition on page 8) from a BPD dispatcher to officers and the target for the performance measure. The three-year data analysis indicates that the criteria appeared not to be reasonable and targets for the performance measure were set low.

- **Service 634, Percent of Cost Reimbursed by Event Organizers for which BPD Bills:** The Crowd, Traffic, and Special Events Management was not able to provide supporting documentation of amounts collected from event organizers to reimburse BPD for costs incurred during FY 2019 and FY 2018 special events (see the definition on page 8) held. This is because the Crowd, Traffic, and Special Events Management does not track, monitor, and reconcile amounts collected or not collected to determine whether the performance measure target was achieved.

Also, the BPD is not recovering the actual costs for police coverage at special events. The BPD bills and is reimbursed by special event organizers for overtime worked by the BPD officers based on the flat rates, which have been in effect for several years without any updates or adjustments.

- **Service 635, Percent of Recruits who Successfully Completed Training with Grade of 85 or Higher:** The Training Records and Certification Unit does not have efficient processes to track, monitor, and report the performance measure. The majority of the Training Records and Certification Unit processes and procedures are performed manually (see pages 4 and 5).

  Additionally, the Police Cadets (see the definition on page 7) assisting the Training Records and Certification Unit test administrator do not have unique user identification to log into the Power- DMS (see the definition on page 7). Instead the test administrators log into the Power-DMS for the Police Cadets. The Police Cadets are allowed to access the information that is required to fulfill their assigned tasks. According to the test administrator, he is present in the same room when the Police Cadets are working on their assigned tasks. However, there is a security risk that certain information can be accessed and / or advertently or inadvertently altered without the test administrator's knowledge. The test administrator has unique privileges that include creating and modifying test questions and reviewing reports.

  The Power-DMS has an audit trail; however, the activities of Police Cadets are not reviewed. Additionally, the BPD rotates Police Cadets; therefore, it will not be easy to identify a responsible person resulting in an increased security risk.

The Emergency Communications, the Crowd, Traffic, and Special Events Management, and Training Records and Certification Unit do not have written policies and procedures that provide guidance and directions to employees for tracking, monitoring, and reporting the performance measure as well as maintaining adequate documentation. Therefore, certain successors in the current roles are unaware of the selected performance measures.

Of the 10 prior action plans that were followed up during this Biennial Performance Audit, two action plans, or 20 percent, were fully implemented, four action plans, or 40 percent, were partially implemented, and four action plans or 40 percent, were not implemented (See tables in Section II, pages 17 - 23). The four partially implemented action plans have been outstanding since after the report was issued on November 17, 2016.

To improve the accountability of the performance measures, we recommend the Commissioner of BPD implement recommendations made in this report.

We wish to acknowledge BPD's cooperation extended to us during our audit.

Respectfully,

Josh Pasch

Josh Pasch, CPA City Auditor
Baltimore, Maryland
June 11, 2020

Background Information

I. Baltimore City Police Department

The mission of the BPD is to protect and preserve life and property; to understand and serve the needs of the City of Baltimore's (City) neighborhoods; and to improve the quality of life by maintaining order, recognizing and resolving community problems, and apprehending criminals.

The BPD is an agency and instrumentality of the State of Maryland (State) established under Article 4 - Section 16 of the Code of Public Local Laws of Maryland. The agency's purpose is to safeguard the lives and properties of persons within the areas under the control of the City, and to assist in securing for all persons, protection under the law. Authority to appoint the Police Commissioner was transferred from the Governor of the State to the Mayor of Baltimore, effective July 1, 1978. The Police Commissioner has the full authority and responsibility for directing and supervising the operations and affairs of the BPD.

The BPD endeavors to reduce violent crime and strengthen public trust. The BPD subscribes to three broad strategies to accomplish these goals:

- **Targeted enforcement** - this is accomplished by focusing on identifying and apprehending the most violent offenders in the City, and by concentrating resources within selected zones with the most crime.

- **Community engagement** - engage the community to assist in crime fighting efforts. Collectively, the goal is to prevent crimes before they occur through increased neighborhood foot patrols, Operation Crime Watch, Citizens on Patrol, Neighborhood Watch, Public Safety Forums, Impartial and Biased Based Police training, and increased Field Officer training. In some of these programs, police officers provide support to citizens, so citizens are able to assume an active role in preventing crime and provide activities for children in a crime free environment.

- **Partnership building** - build strong partnerships with fellow law enforcement agencies along with other City agencies to reduce the conditions which underlie crime. In this respect, police officers act as advocates for the neighborhoods to which they are assigned, working with other City agencies to address problems such as drug abuse, inadequate housing, and trash removal.

Despite its multiple focuses, the Police Commissioner's concern is protection of public safety through patrol activity and response to calls for service.

II. Services

The BPD has multiple services; the following services are responsible for the performance measures included in the current Biennial Performance Audit.

- **Emergency Communication - Service 627.** This service is responsible for dispatching emergency and non-emergency police services. The department estimates 850,000 911 calls for service will be processed during FY 2019. The service was transferred from the Mayor's Office of Information Technology (MOIT)[1] in FY 2017 to enhance the efficiency of police calls for service that are dispatched to the officer. The selected performance measure for the Service 627 is "Percent of priority 1 calls for service dispatched to officers in less than 60 seconds." Table I on page 6 summarizes the Priority I dispatched for FYs 2019 and 2018.

- **Crowd, Traffic, and Special Events Management – Service 634.** This service enforces motor vehicle laws; provides traffic and crowd control during events; manages the coordination of special events within the City; investigates all departmental vehicle accidents, and other accidents that result in life-threatening injuries or death.

- **Recruitment and Training – Service 635.** This service is responsible for recruiting sworn personnel. It maintains a regular recruiting schedule, which includes visits to area high schools, colleges, universities and job fairs. The Professional Development and Training Academy trains, recruits and conducts annual in-service training for the entire police force. The selected performance measure under this Service is "Percent of recruits who successfully completed training with grade of 85 or higher". Police officer trainee / recruit is an individual that applies to the BPD, passes all prequalifying application requirements and gets accepted and assigned to the Police Training Academy. Academy training takes about six months to complete, which consists of 16 objective areas mandated by the State[2]. The BPD Training Records and Certification Unit administrators facilitate the academy training priorities through creating, editing and administering test examination, as well as reviewing and recording the test scores. Trainees are expected to pass sixteen objective tests given throughout the academy, mid-term and final exams with a minimum grade of seventy percent mandated by the State. Graduating trainees of the academy earn a provisional certificate and are enrolled in a ten-week Field Training Evaluation Program as a probationary officer. Once they pass their observation and evaluation period, they become certified police officers by the State. The following processes are relevant to the performance measure:

  - **Application:** The application process has improved to an online digital process which is time saving and efficient.

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[1] To support collaborative and transparent government, the MOIT has changed its name to the Baltimore City Office of Information & Technology (BCIT). **Source:** BCIT Website

[2] State refers to the Maryland Police Correction Training Commission.

- o **Scheduling:** Large color-coded scheduling boards are created and updated by a staff member to set up the academy classes weekly objective(s).

- o **Test taking:** Effective January 2019, the BPD uses a preexisting system called Power-DMS to expedite the testing process. The previous testing process was a manual paper-based system and much more labor intensive. Specifically, testing administrators would create exam packets based on the objectives covered. Exam packets were given to the trainees along with a scantron answer sheet to record their selected responses. Upon completion, the trainees would return the completed scantron sheets to the testing administrator to be graded, along with the exam packets. Completed scantron sheets were fed into the machine to be graded.

  Now, tests are given on a BPD issued laptop. Trainees receive an individual log into access the tests. The tests are completed within the constraints of a designated time limit and immediately scored upon completion, providing immediate assessment of results to the trainees and administrator.

- o **Calculating cumulative scores:** Before January 2019, the scantron system generated final cumulative score for each trainee. However, this function is not available in the current Power-DMS System. As a result, the BPD Recruitment and Training Division implemented an Excel spreadsheet to track individual test scores to calculate the final cumulative score for each trainee and all classes.

- o **Recording test scores on binder cover sheets:** Each trainee's test results throughout the academy are recorded on a cover sheet in each trainee's binder (see the definition on page 7) and initialed by a Police Cadet. The cover sheet serves as an objective performance reference guide for the individual trainees.

- o **Filing and maintaining permanent records:** The binders of each trainee records are archived at the completion of their academy training class. The files are unbound and placed in folders which are then locked away in a file storage room by the administrators.

Table I

Detailed Summary of Priority I Dispatched for Fiscal Years 2019 and 2018

Calls for Service Response Times [1]	Number of calls		Percent	
	FY 2019	FY 2018	FY 2019	FY 2018
Under 1 Min.	44,099	77,366	29	40
1 - 2 Min.	7,541	8,019	5	4
2 - 3 Min.	15,533	15,556	10	8
3 – 4 Min.	14,502	14,328	10	7
4 - 5 Min.	10,279	10,643	7	6
5 - 10 Min.	19,957	22,000	13	12
10 - 15 Min.	5,618	6,758	4	4
15 - 20 Min.	2,766	3,378	2	2
20 -25 Min.	1,623	2,039	1	1
25 - 30 Min.	1,120	1,327	1	1
30 - 60 Min.	2,248	2,906	2	2
Over 60 Min.	935	1,425	1	1
Unknown[2]	23,308	25,465	16	13
Total	**149,529**	**191,210**	**100**	**100**

Source: BPD

Notes: According to the BPD,

[1] The dispatcher's ability to dispatch Priority 1 calls for service within 60 seconds is impacted by various reasons such as, but not limited to, availability of patrol officers, urgency of the call, time of event, proper coding and information recorded by 911 operator, call volume, providing accurate information when calling, or other equal or higher priority 1 incidents may take precedence.

[2] "Unknown" times occurs for varying reasons such as, but not limited to, duplicate calls (duped) due to multiple calls for the same incident, the calls will be counted as one; when a call is cancelled before dispatch; when call is entered as "advised" call, meaning it is entered and closed at the same time.

III. Selected Performance Measures

We judgmentally selected three performance measures of BPD which are summarized as follows:

Table II

Summary of Selected Performance Measures' Targets and Actuals as Reported in the Budget Books for Fiscal Years 2019 and 2018

Service	Performance Measure	Type	2019[1]		2018	
			Target	Actual	Target	Actual
627	Percent of priority 1 calls for service dispatched to officers in less than 60 seconds	Efficiency	10	3	15	52
634	Percent of cost reimbursed by event organizers for which BPD bills	Efficiency	100	75	100	100
635	Percent of recruits who successfully completed training with grade of 85 or higher	Effectiveness	80	59	75	54

Source: FY 2018, 2019, 2020 Budget Books, FY 2021 Scorecard

Note: [1] The information is from Scorecard (see the definition on page 8).

IV. Definitions

- **Binder:** A binder is created for each trainee at the beginning of the academy which serves as their permanent file record for all their activities with the academy.

- **Police Cadets:** They are individuals interested in a law enforcement career employed by the BPD to participate in law enforcement related activities before meeting the minimum age requirement to become a Police Officer Trainee.

   Police Cadets may be assigned to investigative, administrative, or operational positions. The goal of the Police Cadet Program shall be to rotate Police Cadet assignments every three months to maximize the Police Cadet's exposure to a variety of experiences, making the Police Cadet a well-rounded Police Officer Trainee candidate.

- **Power-DMS:** It is a document management system used to store and communicate information such as consent decrees and policies and procedures. Also, it is used to provide tests to trainees and Continuing Professional Education for BPD officers and employees.

- **Priority 1 calls**: They are emergency calls for situations that require immediate police response and involves imminent threat to a person's safety to include: (1) in progress; (2) suspect is on scene; (3) just occurred - approximately five minutes or less or it is reasonable to assume that the suspect still may be in the area; and (4) any criminal incident where a medic is dispatched. Dispatchers' ability to dispatch priority 1 calls for service is impacted by the availability of patrol.

- **Scorecard:** FY 2019 Actual will be reported in the FY 2021 Budget Book. Currently, the data reported in the Scorecard is used. The Scorecard is the Baltimore City's budget outcome database where agencies submit their information for budget and performance measures.

- **Special Events:** A Special Event is an outdoor event held on public or private property. Special events fall into three categories: City, Non-Profit and Private. Examples of a Special Event include, but are not limited to, organized races, walk-a-thons, festivals, pageants, celebrations, historical reenactments, church processions, concerts, entertainment, exhibitions, parades, fairs, pub crawls, social gatherings, movies or similar events occurring in, on or utilizing Public Space or impacts a Public Space to an extent that the public's use of the Public Space is significantly curtailed or impeded.

Objectives, Scope, and Methodology

We conducted our performance audit in accordance with G*enerally Accepted Government Auditing Standards,* except for peer review requirements. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The objectives of our audit were to:

- Determine whether the BPD: (1) met its performance measure targets; (2) has adequately designed internal controls related to the selected performance measures.

- Follow-up on prior findings and recommendations included in the previous Biennial Performance Audit Report, dated December 24, 2018.

The scope of our audit are three performance measures (see Table II on page 7) reported for the periods of FY 2019 and FY 2018.

To accomplish our objectives, we interviewed key individuals and evaluated the design of certain: (1) internal controls such as recording, reporting, and documenting; (2) processes; and (3) procedures of the selected performance measures. Also, we reviewed the FY2019 and FY2018 data for the performance measure "Percent of priority 1 calls for service dispatched to officers in less than 60 seconds." Additionally, we reviewed applicable records to gain an understanding of the reasonableness of BPD's implementation status of the prior findings and recommendations.

Management responses are included in Appendices I and II.

SECTION I
Current Findings and Recommendations

Finding #1: Service 627 - Criteria and target for the Percent of priority 1 calls for service dispatched to officers in less than 60 seconds need to be re-evaluated.

The BPD needs to re-evaluate the current performance measure criteria of less than 60 seconds to dispatch priority 1 calls from a BPD dispatcher to officers and the target for the performance measure. The three-year data analysis indicates that the criteria appeared not to be reasonable and targets for the performance measure were set low (see Tables III and IV below). Without setting the realistic performance measure criteria and target, the success of the organization cannot be effectively measured.

Performance measure criteria: Table III below shows that less than 50 percent of the FY 2019 and FY 2018 Priority 1 calls were dispatched to officers in less than 60 seconds. This indicates that the previously established criteria may no longer be reasonable for the current operation; or it is still reasonable but the BPD may have certain challenges such as performance, staffing, or training. The criteria might have been reasonable when the performance measure was initially established in FY 2017; however, according to the current BPD's Emergency Communication officers / personnel, the underlying logic and methodology for establishing the less than 60 seconds measurement is unknown.

Table III

Summary of Priority 1 Calls Dispatched for Fiscal Years 2019 and 2018

Calls for Service Response Times	Number of calls		Percent	
	FY 2019	FY 2018	FY 2019	FY 2018
Under 1 Min.	44,099	77,366	29	40
1 Min and above	105,430	113,844	71	60
Total	149,529	191,210	100	100

Source: The BPD's Emergency Communications

Target: The Column A in Table IV below indicates that the targets were adjusted annually (e.g. in FY 2018, the target was reduced significantly from 90 percent to 15 percent); however, the adjusted targets are still significantly lower than the actual results provided by the BPD (see Column C and D). Also, the explanations for the adjusted targets were not included in the Budget Books. Additionally, the supporting documentation does not agree with the actual performance measures reported in the Budget Books.

Table IV

Year to Year Comparison of Budget and Actual

Fiscal Years	A Target per Budget Books (Percent)	B Actual per Budget Books/ Scorecard (Percent)	C Actual per BPD Supporting Documentation (Percent)	D = C - A Over or (Under) the Target
2019	10	3	29	19
2018	15	52	40	25
2017[1]	90	4	N/A	N/A

Source: FYs 2017, 2018, 2019 Budget Books

Note: [1] N/A - FY 2017 Actual was not validated because it is out of audit scope.

Due to changes in leadership, the background information of the performance measure criteria is unknown[3]**.** The BPD does not have written policies and procedures to: (1) document how BPD performance measures and targets were developed; and (2) maintain documentation to support the actual performance measures reported in Budget Books; and (3) periodically (e.g. annually, biennially, every three years, five years, etc.) re-evaluate the performance measure and target.

According to the *Standards for Internal Control in the Federal Government* issued by the Comptroller General of the United States (Green Book), management:

- Establishes activities to monitor performance measures and indicators. These may include comparisons and assessments relating different sets of data to one another so that analyses of the relationships can be made, and appropriate actions taken. Management designs controls aimed at validating the propriety and integrity of both entity and individual performance measures and indicators;

- Implements control activities through policies;

- Documents in policies the internal control responsibilities of the organization;

- Communicates to personnel the policies and procedures so that personnel can implement the control activities for their assigned responsibilities; and

- Periodically reviews policies, procedures, and related control activities for continued relevance and effectiveness in achieving the entity's objectives or addressing related risks.

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[3] According to the BPD, the 60 seconds criteria is not reasonable and should be re-evaluated to other comparable cities (e.g. Philadelphia and New Orleans) to measure dispatch time. At present, the BPD does not have a periodic evaluation of its target. **Source:** The Emergency Communications

Recommendation #1: We recommend the BPD Commissioner:

- Develop and implement formal (written, approved, dated) policies and procedures to: (1) document the reasons for setting or changing performance measures and targets; (2) maintain documentation to support actuals reported in Budget Books; and (3) periodically evaluate and assess existing performance measures for its reasonableness; and

- Include explanations in a Budget Book for any changes.

Finding # 2: Service 634 - The BPD was not able to provide supporting documentation for amounts collected from event organizers.

The Crowd, Traffic, and Special Events Management was not able to provide supporting documentation of amounts collected from event organizers to reimburse the BPD for costs incurred during FY 2019 and FY 2018 special events held. Additionally, the Crowd, Traffic, and Special Events Management does not track, monitor, and reconcile amounts collected or not collected to determine whether the performance measure target was achieved. As a result, there is a potential financial loss that the BPD is not reimbursed by event organizers for the costs incurred during special events. Therefore, uncollected amounts billed by the BPD to the event organizers for costs incurred are absorbed by the BPD.

The reason that the Crowd, Traffic, and Special Events Management does not track, monitor, and reconcile amounts collected or not collected to determine whether the performance measure target was achieved is because of the lack of written policies and procedures. Policies and procedures improve consistency, compliance, and accountability. Also, they are important for sustainability, especially at the time of transitioning. For example, the Crowd, Traffic, and Special Events Management experienced personnel changes in FY 2018 and the personnel who are in the current roles were not aware of the performance measure.

According to the Green Book, "Internal control and all transactions and other significant events need to be clearly documented, and the documentation should be readily available for examination. The documentation should appear in management directives, administrative policies, or operating manuals and may be in paper or electronic form. All documentation and records should be properly managed and maintained."

Recommendation #2: We recommend the BPD Commissioner:

- Coordinate with Department of Finance to monitor payments received from special event organizers, as well as delinquent accounts;

- Develop and implement formal (written, approved, dated) policies and procedures to include, but not be limited to: (1) responsible parties; (2) the method of tracking,

reconciling, monitoring, and reporting of the performance measure data; and (3) a data retention period; and

- Maintain records of those reconciliations, reports, and other related documentation that is readily available for future use and examination.

Finding #3: Service 634 - BPD needs to periodically re-evaluate the approved flat rates.

The BPD is not recovering the actual costs for police coverage at special events. The BPD bills and is reimbursed by special event organizers for overtime worked by the BPD officers, based on the flat rates shown in Table V: The flat rates have been in effect for several years without any updates or adjustments. The BPD is not aware of when the flat rates were last approved and when those rates became effective.

Table V

Comparison of Approved Flat Rate and Actual Overtime Rates

Rank	Flat Rate Billed[1] (Per Hour)	FY 2019 Actual Hourly Rate[2] X 1.5	FY 2018 Actual Hourly Rate[2] X 1.5
Lieutenant	$59	$62.72 – $89.15	$59.03 – $83.10
Sergeant	$52	$55.17 – $78.54	$51.93 – $73.22
Officer	$45	$38.64 – $68.45	$36.38 – $63.81
Administrative Fee	$1		

Source: Overtime Unit

Notes: [1] The BPD follows an approved tiered flat rate cost calculation of police coverage during special events.

[2] Memorandum of Understanding between the BPD and Fraternal Order of Police Unit I and II for FY 2019 – 2021 and FY 2017 – 2018, respectively.

As a result, the difference between the flat rate and the actual overtime rate (at time and one-half) is being absorbed by the BPD. According to the BPD, there were 111 events and 172 events in FY 2019 and FY 2018, respectively. Table VI below shows examples for flat rate billings for police officers working at special events versus their actual salaries (at time and one-half).

Table VI

Example of Costs Absorbed by BPD for Fiscal Years 2019 and 2018

	2019	2018
Event:	A	B
Date:	April 26 & 27, 2019	June 3, 2018
Division:	Special Operation Section	Tactical/Traffic
Personnel Count:	15 members	37 members
Total Amount - Actual Overtime Rate:	$11,972.12	$8,818.76
Total Amount - Flat Rate:	$ 8,221.50	$7,363.50
Difference:	$ 3,750.62	$1,455.26

Source: Overtime Unit

The Green Book states "Management evaluates and, if necessary, revises defined objectives so that they are consistent with their requirements and expectations. This consistency enables management to identify and analyze risks associated with achieving the defined objectives."

Recommendation #3: We recommend the BPD Commissioner periodically evaluate and analyze the appropriateness of approved flat rates to more closely reflect actual overtime pay of BPD officers who work at special events.

Finding #4: The processes for the Service 635 - Recruitment and Training; "Percentage of recruits who successfully completed training with grade of 85 or higher" needs improvement.

The Training Records and Certification Unit does not have efficient processes to track, monitor, and report the performance measure. Specifically, the majority of the Training Records and Certification Unit processes and procedures are performed manually (see pages 4 and 5), which may result in the increased risk of human error such as a data entry error and inefficiency.

Additionally, the Training Records and Certification Unit does not have written policies and procedures that provide guidance and directions to employees for tracking, monitoring, and reporting the performance measure as well as maintaining adequate documentation. As discussed in Finding #2, policies and procedures improve consistency, compliance, and accountability. Also, they are important for sustainability, especially at the time of transitioning. For example, the Training Records and Certification Unit experienced personnel changes in FY 2019 and the new personnel were not aware of the performance measure.

The BPD has not implemented automated procedures to track and calculate cumulative scores for each trainee, schedule classes, and maintain records. According to the Training Records and Certification Unit personnel, these manual processes will be automated when the new learning software management system is implemented.

According to the Green Book; "Control activities can be implemented in either an automated or a manual manner. Automated control activities are either wholly or partially automated through the entity's information technology. Manual control activities are performed by individuals with minor use of the entity's information technology. Automated control activities tend to be more reliable because they are less susceptible to human error and are typically more efficient. If the entity relies on information technology in its operations, management designs control activities so that the information technology continues to operate properly."

The Green Book also states that management:

- Documents in policies for each unit its responsibility for an operational process's objectives and related risks, and control activity design, implementation, and operating effectiveness;

- Communicates to personnel the policies and procedures so that personnel can implement the control activities for their assigned responsibilities; and

- Periodically reviews policies, procedures, and related control activities for continued relevance and effectiveness in achieving the entity's objectives or addressing related risks.

Recommendation #4:

We recommend the BPD Commissioner:

- Automate the processes for tracking, monitoring, reporting, and maintaining the performance measure data to support actuals reported in budget books;

- Document those processes in policies and procedure formally (approved, signed, and dated);

- Communicate the policies and procedures to the Recruitment and Training Division personnel; and

- Evaluate the policies, procedures, and related control activities periodically to reflect any changes in the processes.

Finding #5: Service 635 - The Power - DMS security risk needs to be addressed.

The Police Cadets assisting the Training Records and Certification Unit test administrator do not have unique user identification to log into the Power- DMS. Instead the test administrator logs into the Power DMS for the Police Cadets. The Police Cadets are allowed to access the information that is required to fulfill their assigned tasks i.e. reviewing trainees' test scores to record them on a binder coversheet. According to the test administrator, he is present in the same room when the Police Cadets are working on their assigned tasks. However, there is a security risk that certain information can be accessed and / or advertently or inadvertently altered without the test administrator's knowledge. The test administrator has unique privileges that include creating and modifying test questions and reviewing reports.

According to the Training Records and Certification Unit, the Power-DMS has an audit trail; however, the activities of Police Cadets are not reviewed. Additionally, the BPD rotates Police Cadets; therefore, it will not be easy to identify a responsible person resulting in an increased security risk.

According to the Green Book, "Management designs control activities to limit user access to information technology through authorization control activities such as providing a unique user identification or token to authorized users. These control activities may restrict authorized users to the applications or functions commensurate with their assigned responsibilities, supporting an appropriate segregation of duties. Management designs other control activities to promptly update access rights when employees change job functions or leave the entity. Management also designs control activities for access rights when different information technology elements are connected to each other."

Recommendation #5:

We recommend the BPD Commissioner require the Training Records and Certification Unit create a unique user identification with a limited access such as read only access for the Police Cadets assisting the test administrator.

Section II
Implementation Status of Prior Audit Findings and Recommendations

Table VII

Summary of Implementation Status of Audit Findings and Recommendations from the Performance Audit Report for Fiscal Years Ending 2017 and 2016 for Service 622 – Police Patrol[4]

No.	Findings	Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
1.	Written policies and procedures for monitoring, controlling, and reporting valid and reliable information related to the performance measure, "Percent of Time Patrol Officers Spend on Proactive Policing" were not provided. The absence of written policies and procedures can negatively impact internal controls and reduce the effectiveness or efficiency of operations. Written policies and procedures guide personnel in carrying out BPD's goals and objectives and the process to achieve them.	Develop and implement written policies and procedures related to the performance measures, including the systems for measuring, recording, reporting, and monitoring of performance measures.	Proactive efforts that are actively measured include instances of community engagement, foot patrols, business checks, traffic stops, warrant executions, and quality of life checks. The BPD uses the Computer Aided Dispatch system to catalogue these efforts and the amount of time spent on them. BPD has implemented new processes for COMSTAT, which provides new accountability structures to ensure that proactive policing efforts are being measured, managed, directed, redirected, and discussed. Policies and procedures are in the process of being updated along with the department's Community Policing Plan, which is a requirement of the Consent Decree.	**Not Implemented.** According to BPD, policies and procedures are in the process of being updated as a requirement of the Consent Decree; however, these policies and procedures do not address the finding and the prior recommendation. We continue to recommend that BPD develop and implement written policies and procedures related to the performance measures, including the systems for measuring, recording, reporting, and monitoring of performance measures.

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[4] The selected performance measures are Percent of Time Patrol Officers Spend on Proactive Policing.

No.	Findings	Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
2.	Supporting documentation for the actual amounts reported in the Budget Books was not provided. Without documentation to support actual amounts reported, there is no assurance that reported amounts are accurate and performance targets were met.	Develop and implement procedures to ensure that records and supporting documentation that validate actual amounts reported are properly maintained and readily available for examination.	See # 1.	**Not Implemented.** The BPD provided documentation for FY 2019 actuals; however, it was an estimate and did not include all data required. Supporting documentation for FY 2018 actuals amount in the Budget Book was not available for review. We continue to recommend that BPD develop and implement procedures to ensure that records and supporting documentation that validate actual amounts reported are properly maintained and readily available for examination.

Table VIII

Summary of Implementation Status of Audit Findings and Recommendations from the Performance Audit Report for Fiscal Years Ending 2011, 2012, and 2013[5] for Service 623 and 624 – Crime Investigation Target Violent Crimes[6]

No.	Findings	Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
1.	The budget contains performance metrics and targets organized by service area and aligned with overall City initiatives, however, there is no clear documentation as to how the performance metrics were determined. A lack of process to support the performance metrics could result in inappropriate metrics being tracked and reported on.	Review the process for information gathering and records used to support performance metrics reported in the budget	The BPD has met with Bureau of the Budget and Management Research (BBMR) to overhaul performance metrics which no longer apply or are not useful for management accountability efforts.	**Partially Implemented.** The BPD has met with BBMR to overhaul performance metrics which no longer apply or are not useful for management accountability efforts, however, according to BBMR the resolution has not been finalized. We will follow up on this finding and recommendation once implemented.
2.	For the five selected performance metrics, auditors CliftonLarsonAllen (CLA) obtained supporting documentation for the "actuals" presented within the budget document for fiscal years 2012 and 2013. Fiscal years 2010 and 2011 were excluded because there were not actuals presented for the selected metrics and variances were identified in the most current periods. Out	Review the process for information gathering and records used to support performance metrics reported in the budget.	BPD has met with BBMR to overhaul performance metrics which no longer apply or are not useful for management accountability efforts.	**Partially Implemented.** The BPD has met with BBMR to overhaul performance metrics which no longer apply or are not useful for management accountability efforts, however, according to BBMR the resolution has not been finalized. We will follow up on this finding and recommendation once implemented.

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[5] The original findings and recommendations were followed up in the Biennial Performance Audit Report dated December 24, 2018 that covered FY2017 and FY 2016. As of today, the findings and recommendations are still not fully implemented yet.

[6] The selected performance measures are Homicide Clearance Rate and Percent of arrests that include a felony charge.

No.	Findings	Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
	of the ten instances reviewed there were five instances where the supporting documentation of the actual performance metric did not agree to the "actuals" presented in the budget. Inaccurate actual data could lead to misleading information and could result in inaccurate future targets.			
3.	Of the fifty-one performance metrics identified during the period, the Output metric type is used 49 percent of the time. An output metric type represents a quantitative measurement of productivity; however, other metric types measure both productivity and quality through qualitative factors. The current break-out of performance metric emphasizes quantitative measures and not the quality of performance. A metric type such as this could lead to resources being inappropriately assigned to underperforming areas and areas not accountable for quality standards.	Evaluate the current Output metrics to determine if there is an efficiency or effectiveness measures that could be used to enhance the qualitative aspects of performance.	The BPD has met with BBMR to overhaul performance metrics which no longer apply or are not useful for management accountability efforts.	**Partially Implemented.** The BPD has met with BBMR to overhaul performance metrics which no longer apply or are not useful for management accountability efforts, however, according to BBMR the resolution has not been finalized. We will follow up on this finding and recommendation once implemented.

No.	Findings	Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
4.	Auditors (CLA) determined through observation and discussion that the metrics were utilized in the development of the budget; however, some metrics used in the budget are disconnected with how the service area actually measures performance. As a result, there are performance metrics being solely developed for purposes of the budget and not being used elsewhere in the BPD (e.g. the police patrol service area).	The City review current metrics and process for the establishment, monitoring, and review of the budget in lieu of the metrics to refine an outcome-based budget approach in which the budget is evaluated against the outcomes developed and achieved.	The BPD has met with BBMR to overhaul performance metrics which no longer apply or are not useful for management accountability efforts.	**Partially Implemented. The** BPD has met with BBMR to overhaul performance metrics which no longer apply or are not useful for management accountability efforts, however, according to BBMR the resolution has not been finalized. We will follow up on this finding and recommendation once implemented.

Table IX

Summary of Implementation Status of Audit Findings and Recommendations from the Performance Audit Report for Fiscal Years Ending 2017 and 2016 for Service 635 – Police Recruiting and Training[7]

No.	Findings	Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
1.	The performance measure for "Number of Completed Applications Received" was not met. Not meeting the target of applications received could result in fewer police officers being available to achieve the BPD's mission, goals, and objectives.	Increase efforts to host multiple testing events in Baltimore City and surrounding areas to attract and to be accessible to potential applicants. Continue advertising via radio, social media, and the BPD website.	The BPD has implemented new accountability measures to actively monitor recruitment efforts, including Recruit STAT which is a bi-weekly reporting of the progress of applications being submitted. BPD has also implemented national testing and online applications which allow for expanded access to test taking. BPD has also expanded the use of digital media to advertise online for applications which has resulted in significant increases in recruit applications.	**Implemented**.
2.	The supporting documentation provided by the BPD for actual applications received was not consistent with the actuals reported in the Budget Books. Reporting actual amounts that are cannot be supported by documentation	Submit and report actual amounts in the Budget Books that are consistent with the supporting documentation.	See # 1	**Not Implemented**. The support document provided by BPD did not agree to the FY 2021 Scorecard for the number of completed applications received for FY 2019. The support document has 4,559 applications, while Scorecard has 4,023, a difference of 536. Additionally, BPD does not have the data to support the FY 2018 actual.

[7] The selected performance measures are Number of Recruits Hired.

No.	Findings	Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
	is misleading to the users of the information			We continue to recommend that BPD submit and report actual amounts in the Budget Books that are consistent with the supporting documentation.
3.	The performance measure for "Number of Recruits Hired" was not met. Not meeting the target for the number of recruits hired could impede the efficiency of the BPD to accomplish its mission.	Continue efforts to improve overall efficiency of completing the hiring process.	See # 1.	**Implemented**.
4.	Written policies and procedures for monitoring and reporting accurate, verifiable and reliable data relative to the performance measure target "Number of Recruits Hired" were not provided. The absence of written policies and procedures can negatively impact internal controls and reduce the effectiveness or efficiency of operations. Written policies and procedures guide personnel in carrying out BPD's goals and objectives and the process to achieve them.	Develop and implement written policies and procedures to guide applicable personnel in understanding their roles and responsibilities for meeting performance measure targets and to ensure that operations continue as designed, even when there is turnover in key leadership positions.	See # 1.	**Not Implemented.** According to the BPD, policies and procedures are in the process of being updated as a requirement of the Consent Decree; however, these policies and procedures do not address the findings for a written policies and procedure for monitoring and reporting accurate, verifiable and reliable data relative to the performance measure. We continue to recommend that the BPD develop and implement written policies and procedures to guide applicable personnel in understanding their roles and responsibilities for meeting performance measure targets and to ensure that operations continue as designed, even when there is turnover in key leadership positions.

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APPENDIX I

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Management's Response to the Audit Report

Date: June 1, 2020
To: Josh Pasch, City Auditor

Subject: Management Response to Audit Report:
Biennial Performance Audit Report on Baltimore Police Department

Our responses to the audit report findings and recommendations are as follows:

Recommendation # 1:

We recommend the BPD Commissioner:

- Develop and implement formal (written, approved, dated) policies and procedures to: (1) Document the reasons for setting or changing performance measures and targets; (2) maintain documentation to support actuals reported in budget books; and (3) Periodically evaluate and assess existing performance measures for its reasonableness; and

- Include explanations in a Budget Book for any changes.

Management Response/Corrective Action Plan

Agree | X | | | **Disagree**

Although the above listed recommendations appear reasonable, the Communications Section does not possess nor have access to the necessary tools, resources, or data to carry out the action plan. The purpose and intention of the performance measure is also unclear.

Implementation Date: 7/1/20 - 6/30/21

- Action Plan Milestone(s): 7/1/20 for developing and implementing formal policies and procedures to document the reasons for setting or changing performance measures and targets

- Action Plan Milestone(s): 1/1/21 for developing and implementing formal policies and procedures to maintain documentation to support actuals reported in budget books

- Action Plan Milestone(s): 6/30/21 for developing and implementing formal policies and procedures to periodically evaluate and assess existing performance measures for its reasonableness and Include explanations in a Budget Book for

any changes.

Action Plan:

- 7/1/20 – Coordinate with Data Driven Strategies to identify and document appropriate metrics to determine a reasonable performance measure (average CFS, priority 1 CFS, time spent on pro-activity/on-view/admin CFS, time spent on all CFS, number of officers working).

- 1/1/21 – Using the above metrics, determine and document actual performance measure (appropriate percentage of priority 1 CFS to be dispatched in less than 60 seconds).

- 6/30/21 – Audit based on new performance measure and determine if this measure is reasonable and appropriate.

- Biennially evaluate the existing performance measure for its reasonableness.

Responsible Personnel

- Jessica Leitch, Commanding Officer, Communications Section

- Andrew Vaught, Managing Director, Data Driven Strategies

Recommendations #2:

We recommend the BPD Commissioner:

- Coordinate with Department of Finance to monitor payments received from special event organizers, as well as delinquent accounts;

- Develop and implement formal (written, approved, dated) policies and procedures to include, but not be limited to: (1) responsible parties; (2) the method of tracking, reconciling, monitoring, and reporting of the performance measure data; and (3) a data retention period; and

- Maintain records of those reconciliations, reports, and other related documentation that is readily available for future use and examination.

Management Response/Corrective Action Plan

Agree ☒   ☐ **Disagree**

Management agrees with the findings. Since late 2019, The Baltimore Police Department through its Administrative Bureau and Chief Financial Officer have been conducting its

own internal review, independently of this audit, of aspects of special events and secondary employment. Many of these findings were identified during our own internal research and corrective actions have already been put in place, and we are working with various stakeholders (Mayor's office, BBMR, legal department, etc.) to implement these corrections.

In addition to the development and implementation of policies and procedures, new processes are being developed in order for BPD to be more involved in the recording of transactions in the general ledger, and for BPD to participate in overseeing the billing process and address billing issues. The past practice of Baltimore City has been for these activities to be solely overseen by the Baltimore City Finance Department (BAPS). BPD would send billable logs to BAPS and that would be the end of BPD's involvement in this process. The new processes will close the validation gap and ensure bills are actually generated by BAPS, disclose how transactions hit the general ledger and facilitate the need for rebilling when necessary.

Specifically, BPD has already begun collaborating with BAPS in revising the way in which revenues hit the general ledger. For example, we have observed some revenues being recorded as offsets to expense accounts and so are creating new revenue accounts to begin correcting this practice. We have discussed with BPD's Secondary Unit to send the billable logs to BPD's Fiscal Department first to validate the account numbers, and then Fiscal will send them to BAPS. Fiscal will then be able to assist in monitoring whether a client pays an invoice and to communicate with BAPS to resend invoices as necessary. Furthermore, this will help our Secondary Unit communicate with customers concerning non-payment or halt services when a client is non-responsive

Implementation Date: August 31, 2020

- Action Plan Milestone(s): New Policy (subjective to rate change date)

Responsible Personnel

- Milton Corbett, Major

- Shallah Graham, CFO

Recommendations #3:

We recommend the BPD Commissioner periodically evaluate and analyze the appropriateness of approved flat rates to more closely reflect actual overtime pay of BPD officers who work at special events.

Management Response/Corrective Action Plan

Agree [X]   [ ] **Disagree**

Since late 2019, The Baltimore Police Department through its Administrative Bureau and Chief Financial Officer have been conducting its own internal review, independently of this audit, of aspects of special events and secondary employment. Though our analysis, we believe that these fees have not been updated since 2011, when they were set by the Board of Estimates as part of a package of special event fees that spanned several City agencies. Accordingly, we have reached a similar conclusion with respect to this issue that the rates are woefully out of date, do not reflect actual costs, and the difference represents a financial burden that unfortunately has been absorbed by the Department.

We anticipate that the City Administration will be proposing new rates to the Board of Estimates for Fiscal Year 2021.

Implementation Date: Anticipated June / July 2020

Action Plan Milestone(s): Introduction of new rate schedule to the BOE.

Responsible Personnel

- Robert Cenname, Budget Director

- Sunny Schnitzer, Deputy Chief of Staff, Mayor's Office

Recommendation #4:

We recommend the BPD Commissioner:

- Automate the processes for tracking, monitoring, reporting, and maintaining the performance measure data to support actuals reported in budget books;

- Document those processes in policies and procedure formally (approved, signed, and dated);

- Communicate the policies and procedures to the Recruitment and Training Division personnel; and

- Evaluate the policies, procedures, and related control activities periodically to reflect any changes in the processes.

Management Response/Corrective Action Plan

Agree ☒ ☐ **Disagree**

The BPD has initiated a formal procurement process to acquire a comprehensive Training Management System, including a professional Learning Management Solution (LMS).

These systems will allow the Education & Training Section to improve upon the already revised and partially digitized processes in place for the administration and recordkeeping of all training. The LMS will improve the efficiency of testing practices and allow for the auditing of testing results. It will also allow BPD to report the "percentage of recruits who successfully completed training with grade of 85 or higher."

Implementation Date: Unknown.

Responsible Personnel

- Major Martin Bartness, Commander, Education and Training

- Edward Davis, Jr., Chief, Information Technology

Recommendations #5:

We recommend the BPD Commissioner requires the Training Records and Certification Unit create a unique user identification with a limited access such as read only access for the police cadets assisting the test administrator.
Management Response/Corrective Action Plan

Agree | X | | | **Disagree**

Standard operating procedures for the administration of Education & Training Section testing have been drafted with a tentative publication date of July 1, 2020. Individual user accounts for temporary data entry/audit personnel have already been obtained and implemented. In 2019, an updated digital recruit testing platform was adopted to replace the former Scantron-based testing procedures. Though the former process used a software system to calculate cumulative final test scores for individual recruits, the data required multiple levels of manual human manipulation, which increased the likelihood of human error. The present system utilizes a digital testing platform that instantly captures the user-input data (recruit test answers). This process eliminates the need for manual data manipulation prior to the calculation of final cumulative test scores. The present system, however, does not provide automated tools for the calculation of final cumulative test scores. Instead, the data is manipulated only once, by the testing administrator, significantly reducing the likelihood of errors in the overall process. The acquisition of a Training Management System will enable full automation of all aspects of testing, including final cumulative score calculation and reporting.

Implementation Date: Unknown.

Action Plan Milestone(s): July 1, 2020 – publication of SOP

Responsible Personnel

- Major Martin Bartness, Commander, Education and Training

- Edward Davis, Jr., Chief, Information Technology

APPENDIX II

Management's Response to Prior Audit Findings and Recommendations

Management Response to Table VII, Findings 1 and 2 (see pages 17 and 18)

Not Implemented

BPD is responding based on the spreadsheet and does not have the history, details, or context of the audits due to new leadership and the age of the audit findings. However, as we create a culture of accountability and transparency we have identified and agree with the following improvements that need to be put in place for performance measures in general:

- Develop and implement written policies and procedures related to the performance measures, including the systems for measuring, recording, reporting, and monitoring of performance measures.

- Review the process for information gathering and records used to support performance metrics reported in the budget.

- Evaluate the current Output metrics to determine if there is an efficiency or effectiveness measures that could be used to enhance the qualitative aspects of performance.

- Provide training and guidance to operational staff and leadership on performance measures from development, tracking and management.

- Restructure Finance Division to have a focus on budget management, performance measures, strategic decision making, and other proactive finance measure - Budget dependent and currently in process.

Implementation Date: 6/30/2021 - Budget Dependent

Management Response to Table VIII, Findings 1 to 4 (see pages 19 - 21)

Partially Implemented

In response to item 1 on the attached document BPD has done several things within the Homicide unit with a goal of improving our outcomes. With that said, BPD does not agree with using the homicide clearance rates to support performance metrics. There are variables that contribute to the clearance rate that we do not control. BPD has instituted a case check list to ensure cases are being worked with continuity and consistency.

BPD is responding based on the spreadsheet and does not have the history, details, or context of the audits due to new leadership and the age of the audit findings. However, as we create a culture of accountability and transparency we have identified and agree with the following improvements that need to be put in place for performance measures in general:

- Develop and implement written policies and procedures related to the performance measures, including the systems for measuring, recording, reporting, and monitoring of performance measures.

- Review the process for information gathering and records used to support performance metrics reported in the budget.

- Evaluate the current Output metrics to determine if there is an efficiency or effectiveness measures that could be used to enhance the qualitative aspects of performance.

- Provide training and guidance to operational staff and leadership on performance measures from development, tracking and management.

- Restructure Finance Division to have a focus on budget management, performance measures, strategic decision making, and other proactive finance measure - Budget dependent and currently in process.

Implementation Date: 6/30/2021 - Budget Dependent

Management Response to Table IX, Findings 2 and 4 (see pages 22 and 23)

Not Implemented

Recruitment Command agrees with the findings, however we attribute the discrepant information and inaccurate data reporting to: siloed recruitment databases, the previous use of paper applications, the absence of a skilled Data Analyst, and a dedicated administrative layer built into the structure of the Recruitment Section. Recruitment Commander, Major Jones and I (Deputy Director Chanel Bastfield) are in agreement that all of the above factors have contributed to inaccurate data reporting.

The Consent Decree requires a robust assessment of BPD's existing technology. Between October 2017 and March 2018, the first steps in developing a strategy to modernize BPD's technology were initiated. BPD's technological deficiencies continue to present challenges for Recruitment to easily aggregate data for analytics.

While the BPD has made significant strides to modernize its officer hiring process, as recent as late 2017, it was entirely paper-based. It was not until mid-June 2018, that BPD introduced an online application ("NeoGov") which has widened the applicant pool and

makes the hiring process more efficient and user-friendly for candidates. Prior to the online application, BPD utilized paper based applications which made accurate application tracking, and any statistical analyses of application data virtually impossible.

Commander Jones and Deputy Director Chanel Bastfield have assessed this issue since our assignment to the Recruitment Section in 2019.

How Recruitment Command plans to address the finding and recommendations:

Current and Future Initiatives - Administrative Layer

An administrative layer will be added to the Recruitment operation this year (2020). This will facilitate the objective of collection and accurate reporting of data and provide much-needed analytic support for maximizing our return on investment in recruitment activities.

Data Analyst - The new analyst role, to be housed in this administrative unit, will assist in collecting, reporting, processing, and performing statistical analyses of recruitment and hiring related data. The Data Analyst will possess the skillset to not only extract numbers, but to decipher data, look for trends and patterns, and explain what the numbers mean. This will assist Recruitment Command in making data-informed decisions for future initiates and process improvements.

Interim Solution – A light duty Detective assigned to the Recruitment Section currently maintains the Recruitment/Applicant Investigations daily statistical report(s). This daily report tracks: applications received, written examinations passed, fitness test passed, candidates approved for medical and psychological examinations, files sent to HR for hire, and the daily total of candidates hired. The report also provides a snapshot of annual comparisons, and number of academy slots filled.

The daily Recruitment/Applicant Investigations statistical report is distributed to the Deputy Commissioner, Recruitment Command, and the entire recruitment section team.

The Commander of Recruitment, Major Jones and Deputy Director Chanel Bastfield oversee the implementation of this action plan and serve as primary points of contact.

Recruitment Command Response:

Implemented: Based on the information provided below, Commander Jones and Deputy Director Chanel Bastfield are in agreement that the action plans have been successfully implemented.

Hiring Targets/Metrics:

The Innovation Team (I-Team) has provided robust assistance to the Recruitment Section (2017 to present). For RecruitStat, the I-Team established biweekly and monthly monitoring of targets to help BPD achieve hiring goals.

The I-Team determined, based on the national "fall-out rate" average in police hiring; the BPD needed **600 applications per month** to achieve the hiring goal of **25 per month**. BPD did not achieve this hiring goal in any month in 2018. The average monthly sworn hiring for 2018 was approximately 16.

2019	156 – Hired	187 - Attrition	- 31 Net Hiring

BPD hired 156 police officer trainees in 2019, 31 fewer officers than have left the BPD in 2019. It should be noted, since before the initiation of RecruitStat, BPD has had a goal of hiring 25 new police trainees per month, or 300 in one year.

At the end of 2019 Commander Jones and Deputy Director Chanel Bastfield reviewed the processes other agencies have in place for Recruitment. In short, after spending some time with them we determined the Metropolitan Police Department (DC Police) is the regional gold standard. DC Police revamped their entire system to include sufficient staffing (which almost doubles ours), hiring incentives, housing assistance, a marketing firm and an internal marketing system. Since Commander Jones and I were in the early stages of reorganization, we successfully argued our hiring target shouldn't be higher than that of DC Police (which is 20 per month).

In light of this information, and considering BPD rarely approached the 25 hire target, and given BPD's average of 14 trainees hired per month over the last two years, CitiStat agreed to reduce the goal to a more realistic level.

In January 2020, CitiStat adopted 20 hires per month as its goal with the following bi-weekly targets for 2020. These targets were adopted for 2020 RecruitStat sessions. See charts below.

Old Biweekly Targets:

Biweekly Applications: 300	Biweekly NTN Exams Passed: 75	Biweekly Fitness Passed: 50	Approved for 2P's: 25	Biweekly Hires: 13

Old Monthly Targets:

Monthly Applications: 600	Monthly NTN Exams Passed: 150	Monthly Fitness Passed: 100	Approved for 2P's: 50	Monthly Hires: 25

Current Biweekly Targets:

Biweekly Applications: 240	Biweekly NTN Exams Passed: 60	Biweekly Fitness Passed: 40	Approved for 2P's: 20	Biweekly Hires: 10

Current Monthly Targets

Monthly Applications: 480	Monthly NTN Exams Passed: 120	Monthly Fitness Passed: 80	Approved for 2P's: 40	Monthly Hires: 20

Policies and Procedures:

Since the reported findings, consistent with the priorities of the First-Year Monitoring Plan (2018) and Paragraph 423 of the Consent Decree, Recruitment developed a Hiring Process and Policy Report in collaboration with the DOJ and Monitoring Team. The Hiring Report was the product of an intensive review of BPD's hiring process as well as input from impacted stakeholders and consideration of best practices applied in other jurisdictions.

Although not required by the First Year Monitoring Plan, the BPD developed, in collaboration with the Monitoring Team and DOJ, a recruitment plan designed to improve BPD's practices and the hiring process experience, based on the research that informed the Hiring Process and Policy Report.

How has Recruitment Command addressed the finding and recommendations?

Recruitment Command, in collaboration with the Monitoring Team and DOJ, revised the Recruitment & Applicant Investigations Section Standard Operating Procedures Manual (SOP). The revised SOP was adopted in February 2020. For the first time Recruitment has comprehensively formalized and memorialized the roles and responsibilities of recruitment staff as they relate to the recruitment and applicant investigations hiring process.

Recruitment Command has streamlined the hiring process, and implemented written internal directives and procedures to guide applicable personnel in understanding their roles and responsibilities for meeting performance measure targets.

CaseSTAT Sessions:

In order to triage promising candidates, the recruitment section is also holding weekly "CaseSTAT" sessions with background investigators. This offers a dual benefit: first, it accelerates the background process for the strongest candidates; and second, it encourages the critique of any remaining candidates who may or may not meet suitability

standards. The end product is that investigators are able to obtain an intimate knowledge of their pool of applicants.

New Recruitment Personnel:

Recruitment Concierge - The role of the Recruitment Concierge is now part of the unit

structure. The Concierge role is to serve as a single-point-of-contact for candidates, providing them with clear communication and transparency so that they are appropriately prepared for each step in the selection process. Responsibilities include, but are not limited to: responding to calls, emails and texts, contacting the applicant after initial application approval to invite them to take the online police exam, and contacting applicants who have passed the police exam to invite them to take the fitness test.

Deputy Director of Applicant Investigations - A new civilian role, the Deputy Director of Applicant Investigations oversees all matters pertaining to background investigations and applicant processing. The Deputy Director provides command-level leadership and direction to the Recruitment Applicant Investigations Section, continuous evaluation of recruitment and investigative processes, challenges, and programs. The Deputy Director serves as the lead subject matter expert for all applicant investigation matters, and ensures background standards, processes, and investigative documentation are in compliance with the Maryland Police Training Commission (MPCTC) standards and Consent Decree mandates.

The Recruitment section has made significant strides in 2019 toward the fulfillment of its overall recruitment plan. Its expansion of talent has brought on board new members to increase operational efficiency. Recruitment anticipates further growth in 2020, as Command continues to evaluate the efficiency and productivity of the unit.