



POLICE DEPARTMENT

PATROL OPERATIONS

**OPERATIONAL
PROCEDURE #427**

Responsible Executive:
Chief of Police
Responsible Office:
Vice President for Public Safety
Approved by:
Dr. Branville G. Bard Jr.
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Policy Statement

The Johns Hopkins Police Department (JHPD) is a partner in the larger campus safety ecosystem, working collaboratively with unarmed public safety and security personnel, communications specialists, nonpolice crisis support personnel, and a variety of other campus- and community-based responders to provide a full range of protective services. Consistent with the JHPD mission and guiding principles, the primary focus of the Patrol Section is to provide community-based, solution-oriented assistance to help people in their time of need. Commanders and supervisors may also assign officers to perform various patrol strategies to prevent harm, promote the safe and efficient flow of traffic, curtail criminal law violations, and improve campus safety. (Commission on Accreditation for Law Enforcement Agencies (CALEA) 45.1.1.b)

Who Is Governed by This Policy

All sworn police officers, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD are governed by this Directive.

Purpose

The purpose of this Directive is to provide JHPD personnel with a broad framework for patrol operations to ensure uniform and appropriate public safety service to the Johns Hopkins community.

Definitions

Campus Area:	Per the enabling statute, MD Code, Education, § 24-1201(c), “campus area means any property that is: (i) owned, leased, or operated by, or under the control of Johns Hopkins University; (ii) located on: 1. The Homewood Campus, meaning the area bounded by West University Parkway and East University Parkway on the north, East 28th Street and West 28th Street on the south, Remington Avenue and Stony Run stream on the west, and North Calvert Street on the east; 2. The East Baltimore Campus, meaning the area bounded by East Eager Street on the north, East Baltimore Street on the south, North Caroline Street on the west, and North Castle Street on the east; or 3. The Peabody Campus, meaning the area bounded by West Madison Street and East Madison Street on the north, East Hamilton Street and West Hamilton Street on the south, Cathedral Street on the west, and Saint Paul Street on the east; and (iii) used for educational or institutional purposes.” Campus area “includes the public property that is immediately adjacent to the campus, including: (i) a sidewalk, a street, or any other thoroughfare; and (ii) a parking facility.”
Differential Police Response (DPR):	For the purposes of this Directive, differential police response (DPR) is a management model that extends the range of options for responding to requests for police and public safety services, to optimize the match between the service required and the response made. Rather than dispatching a police officer to every call for service, public safety telecommunicators, police supervisors, and other first responders utilize the DPR Matrix to identify the most appropriate services and response to the caller or issue in need of relief.
Directed Patrol:	Directed patrols are specific instructions issued by a Deputy Chief, the Patrol Commander, or a police supervisor or investigator. They may be based on onetime assignments or a recurring assignment arising from community input or analysis of activities and occurrences in the campus area.
Member:	All members of the JHPD, including employees, officers, and volunteers, unless the term is otherwise qualified (e.g., member of the public, member of the Baltimore Police Department, etc.).
Officer:	All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD.

Patrol:	For this Directive’s purposes, the term “patrol” is used broadly. It is considered a primary police function and typically will be the JHPD’s first line of response to criminal complaints and life-threatening emergencies in the campus area.
Patrol Shift:	The duration or period a patrol officer or officers are assigned to work. Shifts of officers are staggered (day shift, night shift, etc.) to provide a continuous presence of patrol personnel over the 24-hour daily cycle.
Patrol Team:	A group of patrol officers assigned to work together to provide police services during the same patrol shift or shift schedule.
Supplemental Patrol:	Supplemental patrols are additional overtime assignments issued by the Patrol Commander in response to a large event or campus activity bringing an increased number of vehicles and individuals onto campus, to include but not limited to athletic competitions, orientation, or end-of-school-year activities.

Policy

The JHPD provides the continuous delivery of police patrol services throughout the campus area through the assignment of uniformed officers to prevent violence, deter crime, and respond to those situations that might involve the immediate threat of physical harm. Where necessary, memorandums of understanding are established to ensure uninterrupted public safety service. (CALEA 41.1.1)

Procedures

I. Patrol Composition & Organization

The Chief of Police or their designee will maintain a written system of assignment for patrol officers that provides police patrol of the campus area 24 hours a day, seven days per week. The system prescribes assignments of personnel to patrol squads or teams, service areas, the frequency of service area rotation, and the frequency of shift duration, rotation, and determination of leave. (CALEA 41.1.1.a, d, e)

- A. The assignment of officers to patrol teams is based on operational needs as determined by the Patrol Commander with consideration given to
 - Rank,
 - Seniority,
 - Knowledge,
 - Unique skills or abilities, and
 - Performance appraisals.
- B. The total authorized number of officers per shift and minimum shift staffing levels are determined by the Patrol Commander through an analysis of service

demands and the total staffing required to provide effective, continuous patrol coverage. (CALEA 41.1.1.b, f)

- Patrol shifts may rotate on a biweekly basis or may be permanent depending on operational needs. Any rotations will be determined on a 28-day basis. (CALEA 41.1.1.c)
 - The patrol shift schedule and assignments will be disseminated by the Patrol Commander promptly.
- C. On-duty lieutenants will be responsible for providing overall leadership and direction to all patrol officers assigned to their team. On-duty lieutenants also provide direct supervision to the supervisors and members assigned to the Communications Center (CC).
- Patrol supervisors, including sergeants and officers in charge (OICs) in the sergeant's absence, provide first-line supervision to the patrol officers assigned to their team. Every effort, including the use of overtime, should be made to ensure that at least one sergeant is on duty for every shift.
- D. Officers may request a transfer to another team or assignment in accordance with JHPD Directive #301, Personnel Management. Transfers between teams or to other JHPD assignments are managed by the respective Deputy Chief of Police. All requests will be considered based on the following:
- Departmental needs,
 - Special needs of the individual requesting a transfer, and
 - Seniority.

II. Information Sharing

- A. To facilitate the accurate exchange of information among patrol officers, teams, other sections of the JHPD, local law enforcement, and other nonpolice public safety services, the following methods, at a minimum, will be utilized:
- Weekly operations meetings, led by the Chief of Police or their designee, where each unit supervisor reports on crime control efforts or events occurring in their division or area,
 - Weekly meetings with the designated members of the Office of the Provost and of Johns Hopkins Public Safety (JHPS),
 - Daily operations meetings led by patrol leadership to exchange daily and upcoming events,
 - Contact with the Baltimore Police Department (BPD) Watch Commander, including on night and weekend shifts by the on-duty JHPD patrol lieutenant,
 - Attendance by the patrol supervisors at meetings with members of the CC,

- Weekly attendance of investigators at Patrol Shift Briefings, and
- Compilation and dissemination to supervisors and other officials of a Daily Activity Report (DAR) by the patrol lieutenants.

B. Daily Activity Report: A DAR will be prepared by the outgoing patrol lieutenant, supervisor, or OIC and disseminated to all members by Johns Hopkins electronic mail (email).

- The DAR will contain any or all of the following topics:
 - Each patrol officer's vehicle and/or area assignment,
 - Recent reports of criminal activity or suspected criminal activity,
 - Current wanted, missing, or other lookout information,
 - Warrants, restraining orders, and other court process for service,
 - Crime information shared by investigators,
 - Directed patrol assignments,
 - Directed traffic enforcement assignments and road closures,
 - Any supplemental patrol or special event assignments,
 - Written directives or legal updates,
 - Identification of the on-call investigator,
 - Any incident where there may be a question as to the JHPD's liability or those that did or may result in heightened media or community interest, (CALEA 11.3.3)
 - Differentiated alternative response updates and alerts, and
 - Any unusual or significant incidents or other information that may be pertinent to the oncoming shift.
- **All** oncoming officers and members of the CC will review their email as near as possible to the start of their shift to ensure they are current on relevant information.
- Completed DARs will be retained in an electronic file by Records Management in conformance with JHPD Directive #210, Records Management.

C. Patrol Shift Briefing: The patrol lieutenant or shift supervisor will conduct in-person Patrol Shift Briefings on a daily basis. (CALEA 41.1.2)

- The patrol lieutenant or shift supervisor of the oncoming shift should prepare themselves by reviewing the following:
 - Any supplemental patrol or special event assignments,
 - Leave and shift coverage schedules,

- The release of new written directives,
- Records of the previous shift's calls for service,
- Crime bulletins and other information distributed by investigators,
- The DAR prepared by the outgoing shift,
- Availability of nonpolice public safety resources, and
- Any other information that may be relevant.
- Patrol Shift Briefings should be completed within 15 minutes to ensure timely relief of the previous shift and response to service calls. The Patrol Shift Briefing shall include the following:
 - Assignment of officer patrol area and vehicle assignments,
 - Inspection of officers for uniform cleanliness, overall professional appearance, and equipment,
 - Notification of area hot spots based on crime or traffic analysis, DAR, etc.
 - Notification of any supplemental patrols or special event assignments,
 - Notification of directed patrol requests and/or active lookouts,
 - Notification of scheduled crime prevention presentations/community events,
 - Notification of information from the outgoing shift,
 - Notification of other items deemed appropriate by the shift lieutenant,
 - Notification of updates to written directives and/or roll call training, and
 - The availability of nonpolice public safety resources.
- Supervisors will not distribute report correction returns or make behavioral corrections to individual officers during briefing. Supervisors shall handle corrections one on one with the affected officer.

D. End-of-Shift Actions: Shift lieutenants will conduct a debriefing with the patrol officers to their shift, which will include but is not limited to the following:

- The complete, accurate, and timely submission of all field and supplemental reports in conformance with JHPD Directive #470, Field Reporting System,
- Accountability for timely and appropriate notifications in accordance with JHPD Directive #222, Clery Act Compliance; Johns Hopkins University (JHU) Policy [Campus Notifications \(GOV036\)](#); or JHPS Standard Operating Procedure (SOP),

- Accountability for the serviceability and return of JHPD vehicles, weapons, and other issued equipment, and
- Post-incident debriefing or after-action reviews in accordance with JHPD Directive #480, Critical Incident Response & Management.

III. General Patrol Function

In accordance with the Community Safety and Strengthening Act (CSSA), all JHPD patrol operations will be limited to the campus area.

- A.** The functions and strategy employed by the JHPD Patrol Section to ensure the prompt, effective delivery of police service within the campus area include but are not limited to the following:
- Preventive patrol,
 - Implementation and maintenance of a DPR Matrix,
 - Primary, secondary, or tertiary response to calls for service,
 - Hazard mitigation and the delivery of emergency services,
 - Authorized crime prevention and community education activities,
 - Investigation of traffic collisions,
 - Traffic direction and control,
 - Relationship building with members of the campus community,
 - Solving problems within assigned areas,
 - Prompt and accurate reporting of incidents, and
 - Investigation of crimes, offenses, incidents, and conditions.
- B.** During patrol operations, JHPD officers will be available to respond to calls for service related to crimes in progress or other actions occurring within the campus area that implicate violence, crime, and the threat of physical harm to individuals.
- C.** In addition, patrol officers will provide support to other campus safety, security, and Johns Hopkins service personnel answering public safety calls for service not immediately requiring police authority, either in a secondary or tertiary, backup capacity.
- D. Differential Police Response (DPR):** An immediate police response is not always the required or best response for every public safety call for service or community issue. Under the JHPD DPR model, the initial response should be at the lowest level of intervention appropriate for the circumstances, with the primary responder invoking secondary and tertiary responders once they have assessed the situation, if needed.

- In addition to the JHPD, Johns Hopkins will deploy resources, including but not limited to the dispatch of unarmed campus public safety officers (PSOs), to address a variety of situations on campus, from building lockouts and theft to graffiti and calls for general disturbances.
 - For situations involving persons in crisis, the Behavioral Health Crisis Support Team will be dispatched in conformance with JHPD Directive #416, Behavioral Health Crisis Dispatch, and shall respond with unarmed PSOs who can provide the necessary crisis care.
 - Other campus entities, like the Office of Residential Life and Student Affairs, are also designated to take the lead for many problems that occur within Johns Hopkins residential buildings on campus.
 - In these types of situations, JHPD officers may be assigned as secondary or tertiary response and will only intervene when requested by the other campus entity or if there is an immediate threat of physical harm.
- E.** This framework reflects the general approach to a public safety response but does not account for nuanced or exceptional circumstances that might warrant or demand deviations from it. Such situations may include the following:
- A situation or call for service that includes credible indicia that an individual is posing an imminent threat of harm to another or themselves, which may warrant a JHPD response regardless of what may be the initial response, or
 - A situation requiring skills or special training that relates to the law enforcement function, which may also necessitate a JHPD response.
- F.** In addition, any campus responder can escalate a response to the JHPD. Similarly, when a patrol officer encounters situations where they determine that other campus resources are better equipped to address the situation, they may de-escalate the response and request that the CC transfer responsibility for the response to the appropriate nonpolice responder.
- If a nonpolice public safety responder, such as a PSO, requires assistance with an incident, patrol officers will be dispatched by the CC and will assist as needed.
- G.** When assigned as the primary responder, the first responding patrol officer will conduct the preliminary investigation of most crimes and is responsible for contacting BPD special investigative personnel or evidence technicians in conformance with JHPD Directive #460, Criminal Investigations. (CALEA 42.1.4)
- The most crucial factor in solving any crime is the information supplied by a complainant, victim, or witness to the first responding officer.
- H.** When assigned as a secondary officer, the patrol officer will respond to the location and assist the lead nonpolice public safety responder or other campus resources.

- I.** When assigned as a tertiary response, the patrol officer will respond to the area of the call but will remain in their vehicle or, if on foot, in the immediate vicinity of the call and await a request from the nonpolice public safety responder or other campus resource for assistance.
- J.** The on-duty patrol lieutenant will ensure that assignments are determined in an impartial and equitable manner for all team members. The on-duty supervisors maintain the final authority to assign personnel in any manner necessary to provide effective coverage and accountability to meet JHPD needs.
- K. Calls for Police Service:** Patrol officers are assigned a service area by the on-duty patrol lieutenant. Typically, patrol officers will remain in their assigned areas; however, they may rotate based on workload throughout the shift, as assigned by the shift supervisor.
- In general, calls for service associated with a designated JHPD response should be assigned to the patrol officer assigned to the service area of the call, as primary, secondary, or tertiary response. The CC may assign a different officer to urgent calls if the officer assigned to that service area is not available.
 - The on-duty patrol lieutenant or patrol sergeant may direct that a call for service be reassigned based on which officer/officers are best suited to handle the nature of the incident.
 - The on-duty supervisors shall manage call assignments to ensure fair distribution of work, effective coverage of patrol areas, and reasonable response times.
- L. Response to Anonymous Calls for Police Service:** When assigned as primary responders, officers will make reasonable efforts to locate anonymous complainants/victims if a violent crime is reported or, during other calls for service, where contact with the victim is needed.
- When responding to a location based upon a LiveSafe App report, officers will make reasonable attempts to locate the reporting individual.
 - Whenever possible, the CC will attempt to contact individuals to assist officers with locating the caller.
 - The JHPD will respect the wish of an individual to remain anonymous.
- M. Telephone Reporting:** When unusual circumstances preclude personal contact, at the direction of a supervisor, an incident report may be taken by officers over the telephone.
- Telephone reporting will only be permitted for the following types of complaints:
 - Animal complaints,
 - Traffic complaints,

- Telephone Misuse: May be taken with suspect information if calls received are nonthreatening in nature,
- Vandalism/Destruction of Property: Hate- and bias-motivated incidents are excluded; see JHPD Directive #466, Hate & Bias Incident Investigations, and
- Supplemental Reports: As a follow-up to an ongoing investigation or when attempts at personal contact have failed.
- The following criteria must be met for any of the previously enumerated incidents to be handled by telephone:
 - The incident is not in progress or has not just occurred,
 - The person who committed the offense is unknown and has left the scene,
 - There is no physical evidence on the scene that would lead to the solving of the crime and/or apprehension of the suspect,
 - There are no injuries, and
 - The complainant or victim is willing to have the complaint handled by telephone.
- Officers receiving a complaint by telephone shall complete an incident report and/or other reporting requirements in conformance with JHPD Directive #470, Field Reporting System.

N. Off-Campus Calls for Police Services: Consistent with CSSA and the Memorandum of Understanding between Johns Hopkins and BPD, the operations of the JHPD are strictly limited to the campus area. To ensure the appropriate delivery of law enforcement services, the response to off-campus calls for police service will be governed by the following parameters:

- BPD has primary jurisdiction and responsibility for calls outside the campus area.
 - On-duty supervisors may request that an unarmed PSO assist BPD at calls close to, but not within, the campus area, but shall not dispatch a JHPD officer.
 - The on-duty shift lieutenant will document the off-campus response by any JHPS PSO in the DAR.
- Any calls for police service outside the campus area received by the CC will be immediately referred via the computer-aided dispatch (CAD) system to BPD by CC members.
 - In addition, the caller will be rerouted to Baltimore City Emergency Management as appropriate to the request for service and the call information will be documented by CC members within CAD.

- A supervisor will be notified to determine if a JHPS PSO response is also appropriate.
 - If the individual is a Johns Hopkins affiliate, the shift lieutenant will make appropriate Johns Hopkins notifications in accordance with JHPD protocol and based on the nature of the incident. The shift lieutenant will document on the DAR.
- O.** Officers may also be assigned specific duties such as directed patrols, special duty assignments, supplemental patrol, etc., as needed.
- P.** Officers shall keep the CC aware of their status and any changes in a dispatched call or other patrol assignment in conformance with JHPD Directive #429, Police Radio Communications.
- Officers shall notify the CC upon learning of any hazardous roadway conditions or other hazardous situations that may impact traffic, campus, or hospital safety.
 - The CC shall maintain contact numbers for university-affiliated services to provide 24-hour access to responsible parties, such as Baltimore Gas and Electric, Johns Hopkins Facilities, and resident life.
- Q.** **Assistance From Johns Hopkins Officials:** When situations arise that require assistance from Johns Hopkins Facilities Services, Housing, Athletics, Occupational Safety, or any other departments within Johns Hopkins, the officer at the scene shall notify the shift supervisor, who shall make such requests through the CC.
- Information such as the problem and any special equipment or resources needed should be provided as soon as possible to help Johns Hopkins personnel prepare their response.
 - Officers shall ensure that, for applicable incidents or events, an Emergency Notification or Timely Warning will be completed in conformance with JHPD Directive #222, Clery Act Compliance; JHU Policy [Campus Notifications \(GOV036\)](#); and/or a JHPS campus-specific SOP. (CALEA 91.1.5.b)
- R.** Should notification of the public at large be required, or if the incident or event is likely to create public interest, the Chief of Police and Public Information Officer, (PIO) will be notified by the on-duty supervisor or CC in conformance with JHPD Directive #221, Media Communications.

IV. Supervisory Response to Calls for Service (CALEA 41.2.1.c)

Calls for police services and incidents of a nonemergency nature require a response by only one patrol officer, if a primary response, unless additional officers are requested by on-duty supervisors. The shift sergeant and lieutenant will monitor the radio and CAD

systems for all dispatched calls and request the CC to dispatch additional officers, reassign officers, and/or clear additional officers from the scene as needed.

- A. A supervisor's response is often a critical element in proactively managing elevated-risk situations and assisting with de-escalation efforts, problem solving, and the resolution of potential conflict.
- B. A supervisor will immediately respond to requests for supervisors, complaints, and all serious crimes.
- C. The on-duty shift sergeant, shift lieutenant, or OIC, in the absence of a sergeant, will respond to the following incidents for the purpose of assuming control at the scene and/or determining whether notifications should be made:
 - Any "in-progress" call for service in which JHPD is the primary response,
 - Unattended death/serious injury,
 - Sexual assault/rape,
 - Active threat,
 - Assault,
 - Threatening behavior,
 - Hate crimes/bias incidents,
 - Missing persons/kidnapping/abductions/eloped patients,
 - Crimes involving weapons,
 - Bombs/bomb threats,
 - Fires,
 - HAZMAT incidents,
 - Injury crashes,
 - Mass casualty incidents,
 - Pursuit—foot/vehicle,
 - Burglary,
 - Disturbance of campus activities,
 - Emergency petitions for psychological evaluation,
 - Irradiator alarm (suspicious activity), and
 - Any other crime listed as a Part 1 offense for the National Incident-Based Reporting System.
 - Supervisors may respond to other call types as needed.

- D.** As soon as the shift sergeant confirms any of the above incidents or other situations that have the potential to require a BPD response, they will ensure proper and timely notification of BPD.
- The Chief of Police, PIO, and Public Safety Accountability Unit (PSAU) will be notified of any incident where there may be a question as to the JHPD’s liability or misconduct, or those that did or may result in heightened media or community interest. (CALEA 11.3.3)
- E.** Supervisors shall ensure that, for applicable incidents or events, an Emergency Notification or Timely Warning will be completed in conformance with JHPD Directive #222, Clery Act Compliance; JHU Policy [Campus Notifications \(GOV036\)](#); and/or a JHPS campus-specific SOP. (CALEA 91.1.5.b)

Policy Enforcement

Enforcement	JHPD managers and supervisors are responsible for enforcing this Directive.
Reporting Violations	Suspected violations of this Directive should be reported to PSAU.

Related Resources

University Policies and Documents
Administrative Procedure #210, Records Management Administrative Procedure #221, Media Communications Administrative Procedure #222, Clery Act Compliance Personnel Procedure #301, Personnel Management Operational Procedure #416, Behavioral Health Crisis Dispatch Operational Procedure #429, Police Radio Communications Operational Procedure #460, Criminal Investigations Operational Procedure #466, Hate & Bias Incident Investigations Operational Procedure #470, Field Reporting System Operational Procedure #480, Critical Incident Response & Management
Campus Notifications (GOV036)
External Documentation
Police Department Forms and Systems

Contacts

Subject Matter	Office Name	Telephone Number	Email/Web Address
Policy Clarification and Interpretation	Policy Management	(667)306-8618	jhpdpolicyinquiry@jh.edu