



Cover Memorandum

Written Directive System, JHPD Directive #202

Purpose of the Directive

The purpose of the JHPD Written Directive System is to explain the various types of written directives that are issued by the Chief of Police to members of the Johns Hopkins Police Department (JHPD) to announce the adoption or revision of directives, procedures, rules, and regulations that govern the JHPD and its members and how the JHPD Written Directive System is developed (including soliciting input from the Johns Hopkins University Police Accountability Board (JH Accountability Board) and the public), formatted, issued, and delivered.

Summary of Directive Requirements

The JHPD Written Directive System is a unit-specific office manual that includes JHPD specific policies and standard operating procedures, providing members with a clear understanding of the constraints and expectations relating to the performance of their duties under the law. This directive describes the format, development, and process for distribution and maintenance of JHPD written directives and the Written Directive System. It is the directive on policies for the JHPD.

Within the Written Directive System there are written directives, special orders, and departmental memorandum that can be issued under the authority of the Chief of Police. The written directives encompass the main general orders, rules, and procedures of the JHPD and are organized in the JHPD Written Directive System, in the following topical areas and assigned a range of numbers, as follows:

- 100 Conduct & Responsibility
- 200 Administrative Procedures
- 300 Personnel Procedures
- 400 Operational Procedures

Special Orders are written directives that may be utilized to temporarily implement, update, and amend a directive or procedure in response to an emerging or rapidly developing issue. Finally, departmental memoranda may be used to provide specific instructions as a matter of official event briefings, training, or other administrative matters of a department-wide, bureau, or other audience.

Each written directive is assigned a subject number, filed in the manual corresponding to the subject heading, has an effective date, and references the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) standard covered by the directive.

This Directive explains the directive development process for new JHPD directives, including collaborative drafting and benchmarking. Most importantly, this Directive requires that all newly drafted directives and updates to existing directives resulting in material changes to any written directive will be shared with the JH Accountability Board for review and input. Each directive will be posted on the Public Safety website for a 30-day review and comment period.

In addition, this Directive provides for periodic review to ensure that written directives are kept up to date, as well as a distribution process, utilizing PowerDMS, to ensure that members receive, review, and understand the directives. Finally, this Directive provides for maintenance of written directives and a process for development of special operations procedures that are necessary for specific units within the JHPD.

Blueprint for the Policy Development Process

The draft JHPD policies (hereinafter referred to as “directives”) shared for community feedback are based on examples of 21st century best practices in public safety policy, identified through extensive benchmarking of university and municipal law enforcement agencies across the nation. Taken together, they represent a comprehensively progressive approach to policing that prioritizes equity, transparency, accountability, and community-based public safety strategies.

The JHPD’s draft directives embody approaches that community advocates and leading experts have championed locally and in law enforcement reform efforts across the nation. The draft directives have also been developed based on input received through robust community engagement in prior phases of JHPD development, including suggestions received in the legislative process as well as last fall’s Memorandum of Understanding (MOU) public comment period and feedback opportunities.

In addition, the directives were drafted to exceed the minimum requirements of the Constitution and laws of the United States and the State of Maryland, to align with the Community Safety and Strengthening Act (CSSA) and to fulfill the requirements of the MOU between the Johns Hopkins University and the Baltimore Police Department. The Hopkins community and our neighbors throughout Baltimore can help improve and strengthen these directives further through their feedback and input.

Material that was considered in the drafting of the Directive and Procedure Manual, include:

a. Publicly available policies from municipal police departments that have undergone substantial reform efforts, including: the New Orleans Police Department; Seattle Police Department; Portland Police Department; Detroit Police Department; Ferguson Police Department; and Baltimore Police Department;

b. National guidance on best practices and model policies from criminal justice reform efforts, social science research centers, and civil rights organizations, including: the Leadership Conference on Civil and Human Rights; American Civil Liberties Union (ACLU), including the ACLU of Massachusetts’s “Racially Just Policing: Model Policies for Colleges and Universities”; the International Association of Chiefs of Police (IACP); the Police Executive Research Forum (PERF); U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office); The Justice Collaboratory (The JC) at Yale University Law School; and The Center for Innovation in Community Safety (CICS) at Georgetown Law School.

c. National and local higher education institutions that are based in comparable environments and make policies publicly available, including: Carnegie Mellon University; Morgan State University; Towson University; University of Chicago; University of Cincinnati; University of Maryland, Baltimore County; University of Pennsylvania; and Yale University.

To ensure that the proposed directives captured national best practices in community-focused public safety services, the development team collaborated with independent experts from two organizations: National Policing Institute (the Institute), a non-profit dedicated to advancing excellence in policing through research and innovation, and 21CP Solutions, an expert consulting team of former law enforcement personnel, academics, civil rights lawyers, and community leaders dedicated to advancing safe, fair, equitable, and inclusive public safety solutions. Each directive was reviewed by experts selected by both organizations, who provided feedback, suggestions, and edits that were fully incorporated into the current draft.

Finally, individuals and organizations representing the diversity of the Johns Hopkins University community provided feedback to ensure the policies and procedures reflect and respond to the values of our institution and to our community's public safety service needs.

Now they are available for your review. Johns Hopkins is committed to adopting, incorporating, or otherwise reflecting recommended changes and feedback in the final version of policies so long as feedback is aligned with our values and commitments, permissible within legal parameters, and supported by national best practices for community policing and public safety.



POLICE DEPARTMENT

**WRITTEN DIRECTIVE
SYSTEM**

**ADMINISTRATIVE
PROCEDURE #202**

Responsible Executive:
Chief of Police
Responsible Office:
Vice President for Public Safety
Approved by:
Dr. Branville G. Bard, Jr.
Issued: [full date]
Revised: [full date]

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Policy Statement

The Johns Hopkins Police Department (JHPD) Written Directive System, or the JHPD Manual, is a unit-specific office manual which includes JHPD specific policies and standard operating procedures, providing police personnel with a clear understanding of the constraints and expectations relating to the performance of their duties under the law. This Directive describes the format, development, and process for distribution and maintenance of JHPD written directives and the Written Directive System.

Who is Governed by this Policy

All personnel, including sworn, non-sworn, and contractual or voluntary persons in service with the JHPD are governed by this Directive.

Purpose

The purpose of the written directive system is to provide guidance to JHPD personnel. Written directives of various types are issued by the Chief of Police to members of the JHPD to announce the adoption or revision of policies, procedures, rules, and regulations that govern either a specified period of time or the indefinite future JHPD.

Definitions

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| Divisional Policy: | A policy that applies to only one division of Johns Hopkins University (JHU). See Johns Hopkins University Policy: GOV001, Policy on Policies. |
| Unit-specific Office Manual and/or Standard Operating Procedure: | Any document, which sole purpose is to describe policies and procedures that are exclusively internal to the unit. See Johns Hopkins University Policy: GOV001, Policy on Policies. |
| Written Directive: | Any written document used to guide or affect the performance or conduct of JHPD members. The term includes but is not necessarily limited to policies, procedures, rules and regulations, general orders, special orders, memorandums, and instructional material. |
| Johns Hopkins University/ JHU | For purposes of the JHPD Written Directive System, Johns Hopkins University "University or JHU" refers narrowly to The Johns Hopkins University, including all its divisions, institutes, centers, and units. |
| Johns Hopkins/ JH | For purposes of the JHPD Written Directive System, "Johns Hopkins or JH" include both, The Johns Hopkins University and The Johns Hopkins Health System Corporation, together. |
| Responsible Executive: | The President, any Vice President, any Vice Provost, and any university executive delegated by the President or a Vice President or Vice Provost to have primary responsibility for a university policy. See Johns Hopkins University Policy: GOV001, Policy on Policies. |
| Employee: | All nonsworn civilian paid staff of the JHPD, including administrative personnel, police cadets and paid interns. |
| 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. |

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| Volunteer: | All unpaid volunteer personnel including unpaid interns, auxiliary chaplains, explorer, etc. |
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Policy

The Chief of Police, if not serving in a dual capacity, under the authority of the Vice President for Public Safety, the executive responsible for the University Public Safety function as defined in Johns Hopkins University Policy: GOV001, Policy on Policies, has the delegated authority to revise, rescind, or issue the contents of the JHPD Written Directive System. If serving in a dual capacity, the Chief of Police derives his authority from his dual capacity as Vice President for Public Safety and Chief of Police.

Procedures

I. Authority to Issue Written Directives (Commission on Accreditation for Law Enforcement Agencies (CALEA) 12.2.1.c)

- A.** The Chief of Police shall issue, revise, or rescind the contents of the JHPD Written Directive System as needed.
- B.** If authorized or directed by the Chief of Police, a Deputy Chief of Police may issue written directives. Such written directives will be issued with the Chief's authority.

II. Written Directive System (CALEA 12.2.1.d)

- A.** All members are issued a username and password that allows electronic access to the JHPD Written Directive System using the PowerDMS document management system. Written Directives are organized in the following topical areas and assigned a range of numbers as follows:

- 100 Conduct & Responsibility
- 200 Administrative Procedures
- 300 Personnel Procedures
- 400 Operational Procedures

- B. Conduct & Responsibility** (CALEA 1.1.2, 12.2.1.g, 26.1.3)

These directives guide members' ethics, values, conduct, and behaviors during the performance of official duties. The Rules of Conduct included in the Conduct & Responsibility section of the JHPD Manual apply to situations in which no deviation is permitted. Rules are inflexible and apply equally to all members.

- C. Procedures** (CALEA 12.2.1.f, 12.2.1.h)

These directives are considered general orders and contain policy and

procedure established by the Chief of Police to operate effectively. Policies are included as general statements guiding the organization toward attainment of specific goals. Procedures are specific guidelines to assist in handling a wide range of tasks and desired methods of operation. These directives are maintained in the Administrative, Personnel, and Operational sections of the JHPD Manual.

D. Special Orders (CALEA 12.2.1.e)

Special Orders are written directives that may be utilized to temporarily implement, update, and amend a policy or procedure in response to an emerging or rapidly developing issue. Special Orders provide specific instructions governing particular situations and may be used to relay information department-wide or to a particular group or section of personnel.

- Special Orders are numbered with the first two digits reflecting the current year, followed by the sequential number in which a particular Special Order had been issued for that particular year.
- Numbers are assigned and maintained by the senior director for Policy, Training, and Accreditation.
- Special orders will be placed in the JHPD Manual adjacent to the related written directive.
- Special Orders may be self-canceling or remain in effect until incorporated into and canceled by another JHPD directive or when integrated with a policy directive.
- Special Orders may be utilized for interim implementation of policy and procedural changes in response to a matter that would not permit completion of the entire development process outlined in section V of this Directive.

E. JHPD Memorandums

Official JHPD memorandums may be used to provide specific instructions as a matter of official event briefings, training, or other administrative matters of a department-wide, bureau, or other audience.

- A commander or supervisor may issue memorandums to members under their supervision pertaining to the operation of a bureau, section, or team.
- A copy of the memorandums will be forwarded through the chain of command to the Chief of Police and Accreditation Manager, with a copy maintained by the appropriate section or Special

III. Format of Written Directives

- A. Each Written Directive is assigned a subject number and filed in the manual corresponding to the subject heading. JHPD Memorandums will indicate association with a current written directive. (CALEA 12.2.2.b)
- B. Each Written Directive will have an effective date showing the date of the Police Chief's signature. All changes are tracked in PowerDMS and are also shown in *bold italic* type.
- C. Within the narrative of certain Written Directives, there will be notations such as, (CALEA 12.2.1.c). This number and letter sequence references a standard set by the Commission on Accreditation for Law Enforcement Agencies, Inc. All accreditation references will be in 10-point font.

IV. Terminology Limiting Discretion

- A. **Judgmental:** The word “may” is used to convey the utmost discretion to employees. “May” indicates that officers should employ their best judgment in addressing a situation by relying on experience, training, the stated mission and values, and the general guidance provided in statements of agency policy.
- B. **Discouraging:** The word “should” or “should not” is used to convey the JHPD's desire for employee actions across many circumstances. Directives should be followed whenever reasonably possible. However, it is recognized that exceptions to desired actions can be anticipated in some circumstances. Where directives contain “should” or “should not” language, employees are authorized whenever reasonable to use limited discretion to deal effectively with the situation or problem.
- C. **Restrictive or Prohibitive:** The terms “shall” or “shall not” or “will” or “will not” impose absolute requirements or prohibitions on officer actions. Considering that the full set of circumstances surrounding many situations confronted by employees cannot be fully predicted, such terms must be used with care and with the understanding that failure to abide by such restrictions may result in disciplinary action. Where deemed appropriate, however, these terms may appear in policies, procedures, and rules.

V. Development of Written Directives (CALEA 12.2.1.c, 12.2.1.e)

While all Written Directives are issued under the authority of the Chief of Police, most are researched, drafted, and submitted by the Senior Policy, Accreditation, and Training

Director for Public Safety and Public Safety policy writers, in collaboration with the Associate General Counsel for Public Safety. The Chief of Police is responsible for the promulgation of all written directives. The following procedures govern the submission, review, and updating of Written Directives.

A. New or Updated Written Directives/Operational Procedures (CALEA 12.2.1.i)

Before submission to the Chief of Police, drafts of new Written Directives are staffed to the appropriate JHPD sections, personnel or JHU's partners having subject matter expertise or responsibility for review and input.

- **Suggested changes or revisions:** Members may submit suggested changes or revisions to existing Written Directives or rules of conduct.
 - Suggested changes are forwarded through the chain of command to the Senior Director for Policy, Training, and Accreditation. Drafts of any changes will be staffed to internal and external to stakeholders for input before submission to the Chief of Police.
 - All suggestions for changes or new Written Directives should be discussed with the Chief of Police prior to drafting to ensure continuity and proper use of resources.
- The Chief of Police will be presented with updated draft Written Directives for review of the new Written Directives or proposed revisions and make initial edits in advance of sharing with the Vice President for Public Safety and Johns Hopkins (JH) leadership team.
 - o The Vice President for Public Safety or JH leadership team may request that specific Written Directives be presented to the President's Senior Planning Group before advancing the directive in the development process.
- JH Accountability Board: All newly drafted directives and updates to existing directives resulting in material changes to any Written Directives will be shared with the Accountability Board for review and input prior to the posting of draft policies for 30-day public review and comment.
 - o The Vice President of Public Safety must respond to recommendations by the Accountability Board within 120 days of receipt.
- **30-day Public Posting:** Updated draft directives will be posted for community review and comment on the Johns Hopkins Public Safety (JHPS) website JHPD Policy Feedback Page for a 30-day review and comment period.

B. Final Approval: Following approval by the Chief of Police, all finalized Written Directives will be posted on the JHPS website and shared with the Johns Hopkins Accountability Board. A policy manual comprised of all adopted Written Directives will be located on the JHPS website.

C. Periodic Review (CALEA 12.2.1.e)

- Upon ratification of a new or updated Memorandum of Understanding (MOU) or Agreement, the Senior Director for Policy, Training, and Accreditation will direct the review and amend as necessary all Written Directives to coincide with the terms of the new agreement. (CALEA 24,1.2.b)
- Commanders and supervisory personnel shall periodically review all Written Directives in their area of responsibility and forward any changes or corrections to the Senior Director for Policy, Training, and Accreditation to help ensure each directive reflects current process and practice.
 - o Material changes to Written Directives will require a 30-day public posting for community review and comment.

B. Special Orders/Office Memorandums

Draft JHPD Memorandums will be forwarded through the chain of command to the Deputy Chief for review and staffing before submission to the Chief of Police.

VI. Distribution of Written Directives

A. Electronic access to the JHPD Written Directives is issued through PowerDMS to all members of the JHPD upon hire and revision. (CALEA 12.2.2.a, 12.2.2.b)

B. The JHPD Manual within PowerDMS includes the current version of all sections within the manual: Conduct & Responsibility, Administrative, Personnel, Operational, Traffic, Investigative, Field Reporting, and Special Operations directives. Access is available through most devices with Internet access.

- Hard copies of the JHPD Manual are also placed in high use areas of the JHPD. (CALEA 12.2.2.b)

C. Members are responsible for reviewing and remaining knowledgeable on all Written Directives, special orders, or JHPD memorandums that are assigned to them in PowerDMS, are emailed, and/or are posted on JHPD bulletin boards and white boards or other conspicuous places throughout the facility.

VII. Maintaining Written Directives

- A. The JHPD Manual and issued directives are considered JHPD equipment. All members will sign for Written Directives when issued, and will read, become familiar with, and act in accordance with all Written Directives.
- B. Members receipt of JHPD Written Directives will be documented by electronic signature within PowerDMS. The Senior Director for Policy, Training, and Accreditation assisted by the Accreditation Manager will utilize the audit functions within PowerDMS to ensure members with authorized access sign for initial and updated policies as they are distributed. (CALEA 12.2.2.c)

VIII. Special Operational Procedure Manuals (CALEA 12.2.1.d)

- A. Some tasks performed by certain sections or units require lengthy explanations not suitable for inclusion in the JHPD Manual. Therefore, Special Operational Procedure manuals may be developed, located in, and maintained by JHPD sections, as necessary.
 - Depending on the task, a Special Operational Procedure manual may be issued to specific members through PowerDMS.
 - All unit-specific Special Operational Procedure manuals shall be reviewed in accordance with the procedures set forth in this directive before issuance.
- B. Special Operational Procedure Manuals are JHPD equipment.

IX. Indexing (CALEA 12.2.1.e)

Policies and Special Orders within PowerDMS are tagged with keywords to provide easy search functions and navigation to specific policies.

Policy Enforcement

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| Enforcement | JHPD managers and supervisors are responsible for enforcing this Directive. |
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| Reporting Violations | Suspected violations of this Directive should be reported to the Office of the Vice President for Public Safety. |
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Related Resources

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| University Policies and Documents |
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| Johns Hopkins University Policy: GOV001 "Policy on Policies" |
| External Documentation |
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| Police Department Forms and Systems |
| https://powerdms.com/ui/login |

Contacts

| Subject Matter | Office Name | Telephone Number | Email/Web Address |
|---|--------------------|-------------------------|--------------------------|
| Policy Clarification and Interpretation | | | |

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