

City of Baltimore

**COMPREHENSIVE
VIOLENCE
PREVENTION PLAN
BIENNIAL UPDATE**



BRANDON M. SCOTT
MAYOR



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LETTER FROM THE MAYOR

Dear Neighbor,

As Mayor, building a better, safer city for all Baltimoreans has been and continues to be my top priority. As someone who has lost loved ones to gun violence and led the 300 Man March movement, I firmly believe that we must embrace community-centered, evidence-driven, public health approaches to violence prevention — alongside constitutional law enforcement.

In 2021, I released Baltimore’s first-ever Comprehensive Violence Prevention Plan (CVPP) and tasked the newly formed Mayor’s Office of Neighborhood Safety and Engagement (MONSE) to lead this work. They do so with the understanding that, while constitutional law enforcement serves a critical role in reducing crime, the full weight of public safety cannot and should not fall solely on the

shoulders of law enforcement. We must continue to emphasize prevention, intervention, victim services, and re-entry — alongside enforcement — to deliver sustainable and equitable reductions in violent crime.

Thanks to nearly three years of hard work and a commitment to holistic public safety strategies, In 2023 homicides and non-fatal shootings were down 20.3% and 8% respectively. As of April 22, 2024, we’re building on top of that reduction, reducing homicides by another 33% and nonfatal shootings by 20%. While this is a significant indication that we are moving in the right direction, as long as we lose any Baltimorean to violence, we will continue to push ourselves to deliver and improve public safety for all of Baltimore.

As we progress through the CVPP’s third year, we will continue to prioritize this work and provide the proof-of-concepts necessary to bring these efforts to scale. This biennial update of the CVPP not only provides a status report on aspects of the original, but outlines additional benchmarks and goals for the coming years. It also reflects the ever-evolving nature of Baltimore’s public safety priorities, and our commitment to ensuring our strategies remain effective.

In the year ahead, my Administration will build upon our progress to:

- **Expand the Group Violence Reduction Strategy** even further, following successful expansion into the Eastern District and building on the implementation in the Western, Southwestern, and Central districts.
- **Expand the Community Violence Intervention (CVI) ecosystem** by partnering with community-based organizations that conduct ground-level CVI work in neighborhoods across our city.



- **Deliver integrated victim services** for people impacted by gun violence, intimate partner violence, and other traumas through interagency and community-based partnership. Our administration was the first to undertake this type of successful expansion of victim services.
- **Facilitate employment opportunities and wraparound support** for returning Baltimoreans, particularly in the months leading up to their release to help establish a better foundation to safely and successfully re-enter society.
- **Continue strengthening Safe Streets Baltimore** to streamline oversight and effectively support frontline staff who are doing this life-saving community-based violence intervention work.
- **Make investments in the staffing and service capacity** needed to sustain our efforts and continue seeing results.

As part of our broader public safety efforts, these provisions are just a few of the actions laid out in this plan.

I also extend a sincere thank you to Director Stefanie Mavronis and the entire MONSE team, Baltimore Police Department Commissioner Rich Worley and the brave men and women of BPD, and all of our City agencies for their tireless efforts to support our communities and co-produce public safety. This work does not happen overnight, but we continue on the right path, and we remain committed to building systems that will help us move Baltimore forward towards the brighter, safer, better future.

In Service,

A handwritten signature in black ink that reads "Brandon M. Scott". The signature is written in a cursive, flowing style.

Brandon M. Scott
Mayor

LETTER FROM MONSE DIRECTOR

Baltimore,

MONSE has been working diligently to implement Baltimore's Comprehensive Violence Prevention Plan — the City's first-ever comprehensive, 5-year public safety strategy. This is, in many ways, new work at the City government level, but it's also crucial, lifesaving work.

We started nearly three years ago building the systems needed to deliver this evidence-based approach to public safety that goes beyond policing and prosecution. We have been clear that this is not work that can happen overnight, but we have made significant progress and are beginning to see the fruits of our shared labor. Ultimately, this plan shows what is possible when government, community-based organizations, and residents work together.



Like any good plan, implementation of the goals outlined in the original CVPP has not been without its challenges. Yet, we've been able to navigate them and stay on course with this plan as a guiding document. This is why we have also been extremely intentional about projecting goals for each aspect of this work to ensure that we have targets to hold ourselves and each other accountable.

This Biennial Update has given us a chance to come back to the plan at the halfway mark, to not only take stock of how far we have come in the first two-plus years of implementation, but to also recenter, revise, re-strategize, and add on new goals that will allow us to continue prioritizing the safety of all Baltimoreans.

We understand that every single life lost to violence in Baltimore is one too many and will not stop or be deterred in this most important mission. Baltimore deserves nothing less.

As we enter into the CVPP's Finishing and Maintenance Years, we will be focused on fully standing up and fine tuning our work across the administration's public safety priorities. We are excited to share our progress and invite Baltimore to follow along as we strive to create safer communities for all of our residents.

Sincerely,

A handwritten signature in black ink that reads "Stefanie Mavronis".

Stefanie Mavronis

Director, Mayor's Office of Neighborhood Safety and Engagement

PREFACE

In 2020, the Baltimore City Council, led by then-Council President Brandon M. Scott, passed the Biennial Comprehensive Violence Prevention Plan Ordinance 20-364B. This law directs the Mayor to develop a comprehensive anti-violence plan that employs a public health approach — implementing strategies that are trauma-informed, reduce harm, and heal individuals and communities.

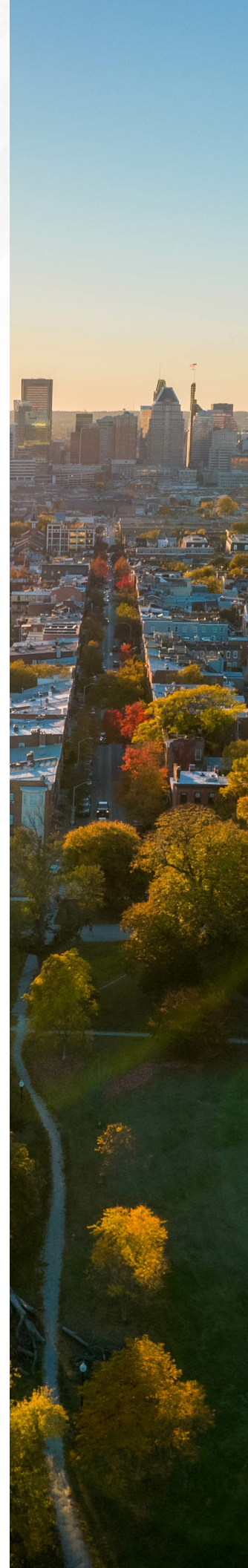
Following extensive collaboration across City and state agencies, community-based organizations, and public feedback from residents, Mayor Scott released Baltimore’s first-ever **Comprehensive Violence Prevention Plan (CVPP)** on June 25, 2021. This five-year plan began the work of building a foundation for long-term public safety, with an ultimate goal of sustained and coordinated reductions in violence through the implementation of an all-hands-on-deck approach.

Over the last three years, the City has engaged residents, partner agencies, neighborhood associations, businesses, and other stakeholders to implement this holistic violence prevention strategy, ensure accountability, and align public agencies and community partners in the broader pursuit of more public safety with more justice and less harm.

To produce this Biennial Update, MONSE collaborated with the Mayor, City agencies, and community stakeholders to refresh and assess the original CVPP. The work to date and next steps toward building public safety in Baltimore are reflected in this update.

In addition to the pillars outlined in the original Comprehensive Violence Prevention Plan, the Biennial Update also includes, for the first time, a specific Youth Justice pillar focused on uplifting the safety of Baltimore’s young people, investing in their future, and paving the way for their — and our City’s — success. While the ideas outlined in this plan align with the original CVPP, the pillar and section numbers have been altered. The recommendations contained in this section build on existing work and outline opportunities for the City to further prioritize youth-specific needs based on feedback from young people.

This 5-year plan is guided by specific themes related to each fiscal year (FY) and designed to work toward full implementation of Baltimore’s first comprehensive violence prevention strategy.



5-YEAR PLAN

THIS 5-YEAR PLAN IS GUIDED BY SPECIFIC THEMES RELATED TO EACH FISCAL YEAR (FY) AND DESIGNED TO WORK TOWARD FULL IMPLEMENTATION OF BALTIMORE'S FIRST COMPREHENSIVE VIOLENCE PREVENTION STRATEGY.

FOUNDATIONAL YEAR (FY '22)

Defining and staffing the work, building initial infrastructure, and beginning to build out the policies and partnerships necessary to implement a comprehensive violence prevention strategy.

FRAMING YEAR (FY '23)

Building the capacity of community-based organizations involved in the co-production of public safety, expanding initial policy implementation, and tracking key performance indicators.

MAINTENANCE YEAR (FY '26)

Continuing to assess interventions and use evaluations to fine tune and institutionalize this work as strategies are fully brought to scale.

SECURING YEAR (FY '24)

Focusing on further expanding community violence interventions, strengthening partnerships with community-based organizations, and continuing to evaluate programs.



FINISHING YEAR (FY '25)

Working toward full implementation and sustainability of the Comprehensive Violence Prevention Plan.

THIS UPDATE FULFILLS A CRUCIAL PART OF MONSE'S SECURING YEAR MISSION OF FINALIZING PLANS AND BUILDING OUT COMMITMENTS TO BRING THIS WORK TO SCALE.

EXECUTIVE SUMMARY

This Biennial Update shares the progress that the Scott Administration has made toward implementing Baltimore’s holistic, evidence-based approach to violence prevention. Law enforcement is just one, albeit important piece, of the work to achieve long-term, sustainable public safety. This work emphasizes treating violence as a public health issue by addressing the root causes that produce and reproduce cycles of violence and trauma in communities across Baltimore in collaboration with government stakeholders, law enforcement, justice system partners, community-based organizations, and residents.

In order to capture the constantly evolving nature of this work and provide accurate accounting of Baltimore’s progress toward implementing its comprehensive public safety strategy, the goals outlined in this Update are marked as ‘Pre-Implementation,’ meaning work has yet to officially begin, ‘In Progress,’ indicating that work to achieve the specific target is underway, and ‘Completed,’ demonstrating that the milestone has been achieved. A goal marked as ‘Completed’ does not necessarily indicate that the City’s job is done. A number of these ‘Completed’ goals may require ongoing efforts to build on the existing work and ensure that the stated milestone continues to be met.

Major milestones to date include:

■ Foundational Year (FY ’22)

- MONSE, the Baltimore Police Department (BPD), and the State’s Attorney’s Office launch the Group Violence Reduction Strategy (GVRs) pilot in the Western District.
- Mayor Scott outlines his plan for an integrated Community Violence Intervention (CVI) ecosystem in Baltimore City.
- MONSE establishes an in-house Victim Services team.
- MONSE and BPD launch SideStep Pre-Arrest Youth Diversion pilot in the Western District.
- Mayor Scott re-establishes the Criminal Justice Coordinating Council at the municipal level.
- Mayor launches 9-1-1 Behavioral Health Diversion Project.

■ Framing Year (FY ’23)

- Mayor outlines early GVRs pilot results and shares preliminary timeline for citywide expansion beginning with the Southwestern District.
- MONSE completes Safe Streets administrative transitions, consolidating all ten sites under two community-based organization (CBO) partners.
- Johns Hopkins Bloomberg School of Public Health publishes Safe Streets empirical evaluation.

MONSE TOPLINE FY ’23 DATA

JULY 1, 2022–JUNE 30, 2023

24%

Cumulative reduction (year-over-year) in homicides and nonfatal shootings in GVRs districts

76%

GVRs-identified participants accepted services

2,031

Community Violence Intervention (CVI) mediations conducted

375

Primary, secondary, and tertiary victims served by MONSE Victim Services

630

Supervised visits and monitored exchanges conducted at the Baltimore City Visitation Center

1,572

Sexual assault response, and/or intimate partner violence prevention

- MONSE, BPD, and community-based partners outline comprehensive victim services goals and plan for reform.
- MONSE's Victim Services lane activates central victim services referrals and case management.
- MONSE, the Maryland Department of Public Safety and Correctional Services, the Mayor's Office of Employment Development (MOED), and Baltimore City Recreation and Parks soft-launch the Returning Citizens Behind the Wall (RCBTW) pre-release employment initiative.
- MONSE begins activating Coordinated Neighborhood Stabilization Response (CNSR) protocol reactively and proactively.
- MONSE publishes the initial version of Baltimore's Public Safety Accountability Dashboard.

■ Securing Year to-date (FY '24)

- MONSE and Office of Equity and Civil Rights (OECR) hold first-ever Victim Services Symposium in partnership with community-based stakeholders.
- The University of Pennsylvania Crime and Justice Policy Lab shares findings of empirical evaluation of the first 18 months of GVRs implementation in the Western District.
- MONSE and the University of Baltimore Schaefer Center for Public Policy launch Urban Conflict Manager certification program.
- MONSE and BPD Community Collaboration Partners complete the selection process for an additional Neighborhood Policing Plan (NPP) pilot community and launch the third NPP pilot with the North Ave. & Hillen St. Baltimore & Community Task Force, Inc., in addition to existing NPP pilots

- in partnership with Fayette Street Outreach and the Greater Baybrook Alliance.
- MONSE and MOED initiate monthly behind the wall visits and case management for returning citizens at the Baltimore City Correctional Center.
- MONSE leads the Brooklyn Homes CNSR following mass shooting.
- GVRs expands to the Eastern District.

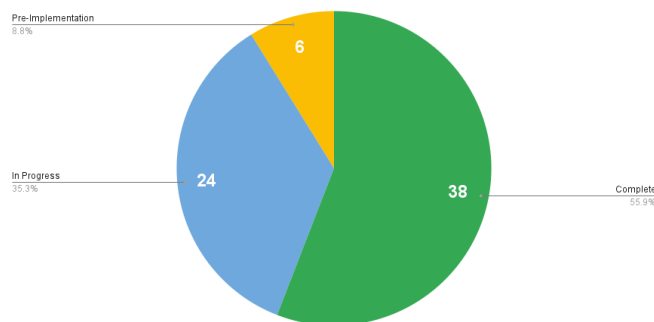
■ Key targets for the remainder of the Securing Year (FY '24) include:

- Fully activate RCBTW.
- Fully activate Safe Return Planning.
- Expand SideStep citywide.
- Regularly activate Baltimore's CVI ecosystem and ensure ongoing coordination.
- Soft-launch School-Based Violence Intervention pilot program.
- Establish Youth Post-Arrest Services Work Group.

■ Upcoming milestones for the CVPP Finishing Year (FY '25):

- Fully launch School-Based Violence Intervention pilot in four high schools.
- Expand GVRs citywide.
- Begin Neighborhood Policing Plan implementation for North Ave. & Hillen St. Baltimore & Community Task Force, Inc. pilot.
- Begin to activate Citywide Parent and Caregiver Commission.

Baltimore Comprehensive Violence Prevention Plan 2021-2026 (Action Status as of 04.17.2024)



PILLAR 01

Public Health Approach to Violence Prevention and Intervention

A public health approach to reducing violence involves defining and measuring the problem, identifying the cause or risk factors associated with violence, determining how to prevent violence, implementing effective strategies on a larger scale, and evaluating their impact. This type of approach aims to provide the maximum benefit for the largest number of people while simultaneously breaking cycles of violence that have historically plagued communities across Baltimore, with a disproportionate impact on the City’s historically disinvested Black communities.

1: Effectively and Sustainably Implement GVRs Citywide

Persistently high levels of gun violence present Baltimore’s foremost challenge in achieving racial justice, health equity, and positive living environments. In meeting this challenge, Baltimore has launched a robust Group Violence Reduction Strategy (GVRs), in partnership with the Baltimore Police Department, the State’s Attorney’s Office, federal partners, residents, and community-based service providers. This is a crucial component of the City’s strategy to reduce homicides and promote justice in partnership with the community.



The approach facilitates direct, sustained engagement with a small number of group-involved individuals who are the most likely to be the victim or perpetrator of violence. All shootings and homicides that occur in districts where GVRs is active are reviewed at a weekly Violence Review, where individuals at the highest risk of violence, victimization, and retaliation are identified as prospective participants. From these identifications, eligible individuals are offered services to help them step away from behaviors associated with violence and are provided a clear mandate from community moral voice partners — residents and faith leaders who leverage their credibility to reach and intervene with people at the highest risk — to put down the guns or face swift, certain, and legitimate accountability through the criminal justice system. MONSE holds weekly Coordination Meetings to plan for the provision of services and ensure effective partnership around the strategies anti-violence goals.

1.1 Pilot GVRs — Completed

The GVRs Western District pilot launched in January 2022, resulting in a significant decline in homicides and non-fatal shootings in Baltimore’s most historically violent district within the first year of implementation. Comparing homicide shooting and non-fatal shooting victims across BPD districts, the Western saw the largest decline in homicide and non-fatal shooting victims in 2022 — amounting to 55 fewer people killed or injured since the beginning of the pilot.

Importantly, more than two years after initiation of the Western District pilot, the tri-party principals (Mayor’s Office, BPD, and State’s Attorney’s Office) continue to maintain this early progress and connect individuals identified by the strategy to life-changing services. As of April 15, 2024, a total of 253 direct communications have been conducted in the Western District since implementation and 118 participants have been connected to intensive life coaching services through Youth Advocate Programs (YAP) and Roca.

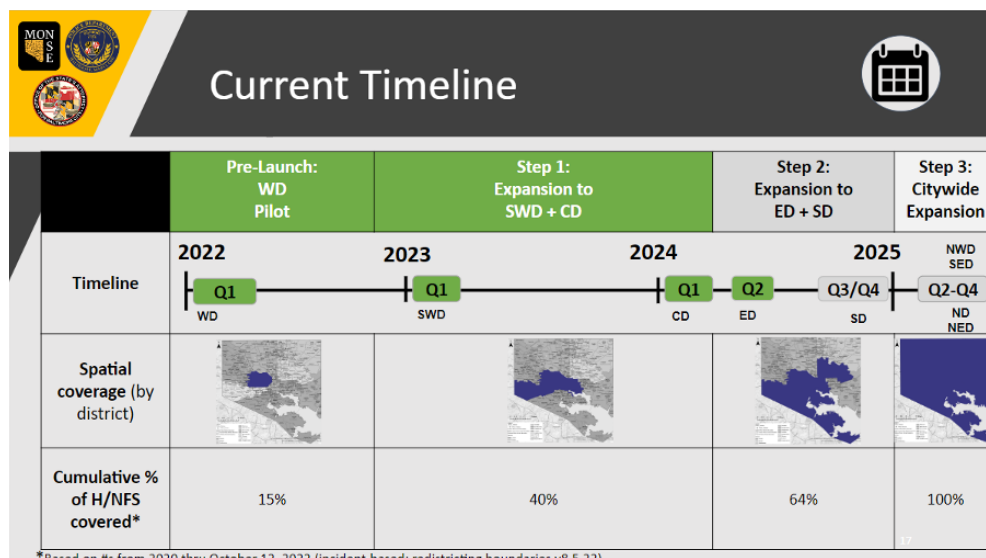
1.2 Expand GVRs Citywide — In Progress

Building on the strong foundation laid by the Western District pilot, including strong working partnerships with the Baltimore Police Department and State’s Attorney’s Office, the Scott administration has focused on sustainably scaling the strategy citywide.

Baltimore expanded GVRs first to the Southwestern District in January 2023, followed by expansion to the Central District in January 2024.

Between January 2022 and April 15, 2024, a total of 156 participants had been connected to intensive life coaching services and 256 arrests had been made as part of the strategy.

MONSE closely monitors participant outcomes over time, in partnership with life coaches at YAP and Roca. While the strategy identifies and intervenes with the individuals most likely to be a victim or perpetrator of gun violence, GVRs has continued to see strong trajectories for participants over time. Since initial implementation in January 2022, 96.7% of participants have not recidivated and 95% of participants have not been revictimized.



As of April 15, 2024, GVRs has been expanded to its fourth district, the Eastern District, with plans to expand to the Southern District by the end of the calendar year. The Scott Administration has set a goal of achieving citywide implementation by the end of the Comprehensive Violence Prevention Plan’s Finishing Year (FY ’25).

1.3 Evaluate GVRs — Completed

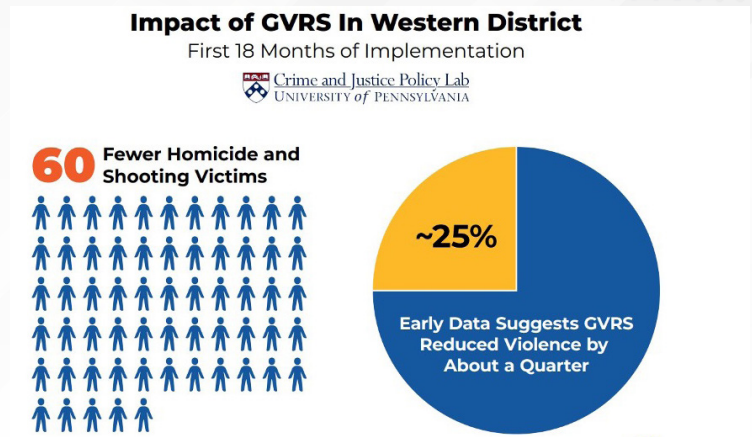
As outlined in Mayor Brandon M. Scott’s First Term Action Plan, the Scott Administration committed to evaluating the Group Violence Reduction Strategy (GVRs) in partnership with community and external academic partners to assess the strategy’s impact and help achieve sustainable reductions in crime over time.

MONSE contracted with Dr. Anthony Braga and the University of Pennsylvania to produce an external evaluation of the GVRs pilot in the Western District. Preliminary results indicated that over the first 18 months of implementation in the Western District, GVRs was associated with a 25% reduction in homicides and nonfatal shootings, as well as a 33% decrease in carjackings, with no commensurate increase in arrests.

Planning is currently underway for evaluations of participant outcomes and Southwestern District implementation results to ensure continued efficacy of the strategy.

2: Grow and Integrate Baltimore’s Community Violence Intervention Ecosystem

Too often in Baltimore neighborhoods, petty interpersonal conflict escalates into cruel and deadly behavior. To expand the City’s capacity to positively transform conflict and break cycles of violence, Mayor Scott has made significant investments in Baltimore’s Community Violence Intervention (CVI) ecosystem and associated infrastructure. This work emphasizes non-law enforcement interventions to mediate conflicts before they escalate into violence, change communal norms around the acceptability of gun violence, and address the root causes.



HISTORIC PERSPECTIVE: BALTIMORE’S PAST CVI LANDSCAPE	MAYOR SCOTT’S VISION: FOSTERING BALTIMORE’S CVI ECOSYSTEM
<p>Community Outreach Relationship Building, Education Campaigns</p> <p>Mediation and Violence Intervention Safe Streets (10 Sites)</p> <p>Hospital-Based Violence Intervention Programs Medstar Harbor Hospital, St. Agnes, LifeBridge Health</p> <p>Life Coaching Roca</p>	<p>Community Outreach Relationship Building, Education Campaigns, Neighborhood Stabilization Response</p> <p>Mediation and Violence Intervention Safe Streets (10 Sites), We Our Us, School-Based Interventions</p> <p>Hospital-Based Violence Intervention Programs All Baltimore-Area Hospital Systems</p> <p>Life Coaching Roca, Youth Advocate Programs (YAP)</p> <p>Victim Services Protection, Housing, Relocation Support, Mental Health, Employment</p>

2.1 Invest in Baltimore’s Community-Based Organizations and Foster Opportunities for Strategic Alignment — **Completed**

The Scott Administration has committed to implementing and strengthening coordination among community-based partners, Safe Streets, and Roca, while investing in sustainable, centralized funding streams and long-term professionalization of CVI work. American Rescue Plan funding and President Biden’s commitment to expanding community violence interventions in American cities have been leveraged to help expand the reach of this work. Additionally, the City will continue to work with its federal, state, and philanthropic partners to expand funding and support for these efforts.

MONSE, under Mayor Scott’s leadership, has expanded Baltimore’s violence intervention and prevention ecosystem.

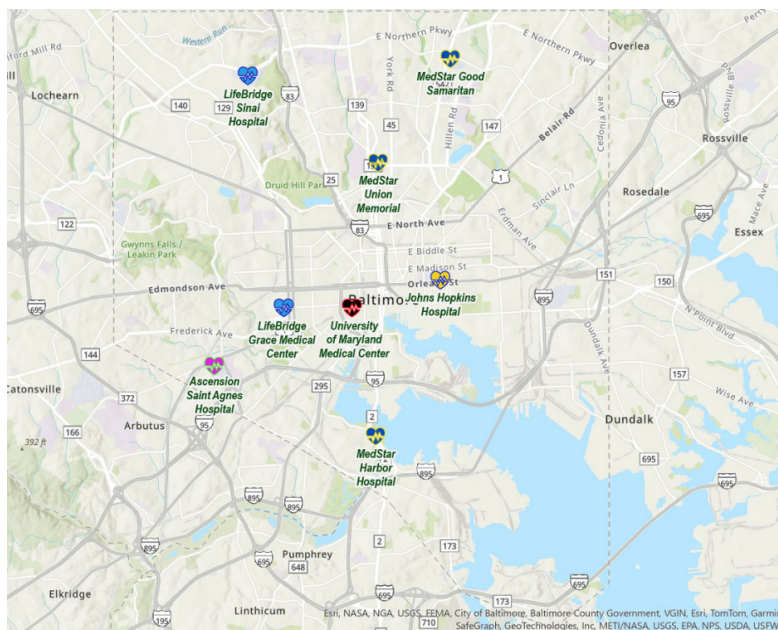
In November 2021, the Scott Administration committed to investing \$10,025,000 from the American Rescue Plan Act (ARPA) between FY ’22 and FY ’25 with partner organizations at the institutional and grassroots levels. Collectively, these organizations provide community outreach and conflict mediation, violence intervention, hospital-based violence intervention, school-based violence intervention, intensive case management and life coaching, victim services, and other wraparound supports.

Following Mayor Scott’s Comprehensive Violence Prevention Plan commitment to execute at least 30 CVI-related contracts, MONSE awarded over 50 CVI-related contracts to date including for violence prevention, re-entry, community healing, and victim services, totaling \$16 million in competitive and directly-selected grants to organizations playing a role in Baltimore’s CVI ecosystem.

The Scott Administration will work to bring more grassroots and community-based partners into the work, with a focus on improving strategic coordination and closing gaps citywide.

2.2 Integrate Baltimore-Area Hospital Systems into City’s Violence Prevention Strategy — **Completed**

As committed in Mayor Scott’s CVI vision, MONSE has allocated over \$3 million to support the operations of hospital-based violence intervention programming, or HVIPs, in Baltimore. These programs provide bedside supports to gunshot victims with a focus on reducing risk factors for those at the highest risk for victimization and retaliatory violence and connect them with supports to reduce risk factors. HVIP partners include Baltimore’s five major medical systems across eight hospitals: University of Maryland Medical System, LifeBridge Health, Medstar Health, Ascension St. Agnes, and Johns Hopkins Medicine.



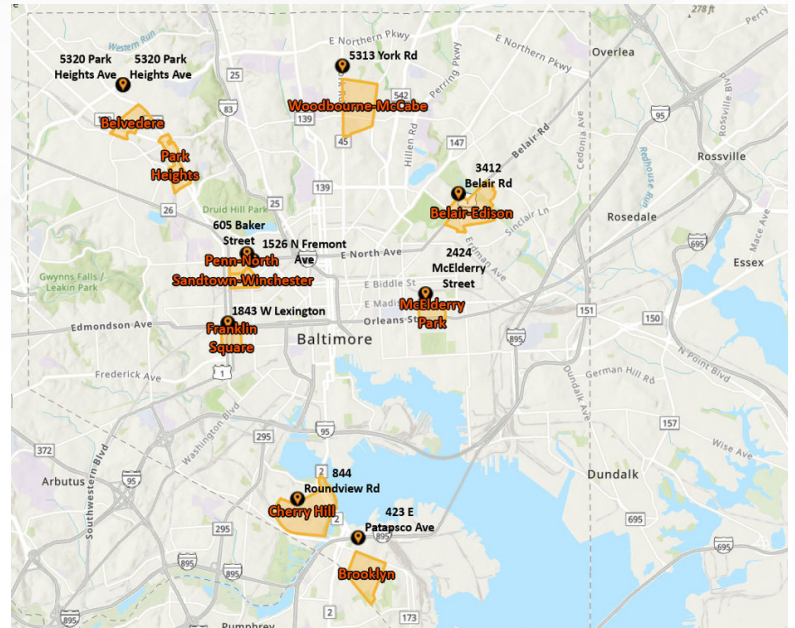
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MONSE is currently working to streamline HVIP programming across all systems with the goal of strengthening coordination across HVIP programs by the end of FY '24.

2.3 Stabilize and Strengthen Safe Streets, Baltimore's Flagship Violence Intervention Program — In Progress

Following the release of an internal evaluation of operations across Baltimore's 10 current Safe Streets installations, MONSE has worked to implement a new operating model for the program and strengthen supports for the frontline workforce.

In January 2023, administration of the program's 10 sites transitioned to LifeBridge Health's Center for Hope and Catholic Charities, consolidating CBO administration from eight organizations down to two. LifeBridge Center for Hope serves as the operator of the Belvedere, Park Heights, Woodbourne-McCabe, Belair-Edison, McElderry Park, and Franklin Square sites; Catholic Charities serves as the operator for the Sandtown-Winchester, Brooklyn, Penn North, and Cherry Hill sites.



Created 4/10/2024

**Note: 5320 Park Heights Ave is listed twice because Park Heights is operating out of the same office as Belvedere temporarily*

Aligned with Mayor Scott's commitment to transparency and accessibility, MONSE published the first-ever Safe Streets annual report, which covers operations of Baltimore's flagship violence intervention program during the 2022 calendar year. Additionally, MONSE publishes quarterly reports highlighting metrics tracked, public safety outcomes, and mediations conducted within the ten site posts. These reports can be found on MONSE's [website](#).

Over the last year, the agency has also implemented changes to strengthen the program including developing the first-ever CVI standard operations manual to unify policies, procedures, and protocols across Baltimore's CVI ecosystem; increasing support from MONSE to Safe Streets oversight partners and site staff through technical assistance and training opportunities; increasing the salary floor for site staff and instituting cost of living adjustments; and developing an upgraded case-management system, tailored to needs of Baltimore and allowing for more detailed reporting of program results, outcomes, and impacts.



Additionally, as part of continued efforts to professionalize and standardize mediation work across all Safe Streets sites, MONSE partnered with the University of Baltimore to launch an Urban Conflict Manager Certification program, which graduated its first cohort on February 9, 2024. Moving forward, MONSE will seek to expand CVI Certification trainings to other CVI organizations and community partners beyond Safe Streets.

2.4 Evaluate Safe Streets — **Completed**

MONSE has committed to funding biennial evaluations of agency programs and initiatives, including Safe Streets Baltimore, to ensure the continued efficacy of violence intervention work.

In March 2023, Dr. Daniel Webster of Johns Hopkins' Bloomberg School of Public Health released the second-ever evaluation examining the efficacy of the Safe Streets program from its inception in 2007. The evaluation found that the weighted average of program effects across all sites estimated a statistically significant 23% reduction in shootings associated with program implementation. It also estimated the social and economic benefits of the program, projecting that for every dollar spent on the program between \$7.20 to \$19.20 is saved, depending on the method used to estimate the costs of shootings.



2.5 Integrate GVRs and CVI — **In Progress**

As the Mayor's dual, integrated violence prevention strategies, GVRs and CVI leverage resources to stop acts of violence before they take place. The two strategies share important elements, such as relying on credible community voices to spread an anti-violence message and connecting at-risk individuals with services to step away from the path of violence.

Further integration of these efforts is critical as GVRs scales citywide and as MONSE works collaboratively to fill gaps that exist in the CVI ecosystem to expand the capacity of violence prevention work across Baltimore.

In FY '23, MONSE integrated elements of CVI and GVRs in one-off scenarios. The agency has committed to designing an integration process and timeline by the end of FY '24, with the goal of integrating the strategies by mid-FY '25.

2.6 Name and Fully Activate Baltimore's Inaugural Community Violence Intervention (CVI) Advisory Board — **Completed**

In October 2022, MONSE called on residents to apply to serve on the City's Community Violence Intervention Advisory Board, which replaced and re-scoped the former Safe Streets Advisory Board. In April 2023, Mayor Scott announced the members of Baltimore's inaugural CVI Advisory Board. The role of this body is to advise the Scott Administration on the growth and sustainability of the CVI ecosystem.

MONSE has facilitated quarterly CVI Advisory Board meetings since the membership was announced in April 2023 and is actively working to create opportunities for the board to participate in CVI events and directly engage in this work.

3: Hold Gun Traffickers and Straw Purchasers Accountable

Tackling gun violence means addressing the upstream and downstream effects of violence, including the supply of illegal guns that are used in violent crime in Baltimore. For the first time, Baltimore is taking a data-driven approach to investigate, identify, and end the flow of illegal guns that make their way onto our streets.

3.1 Establish Firearms Intelligence Unit Within BPD — Completed

Under Mayor Scott’s direction, the Baltimore Police Department established the Firearms Intelligence Unit (FIU). This unit uses a custom tool that integrates gun violence data and investigates straw purchases, problem dealers, and other sources for illegal guns. The unit works in lockstep with Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), homicide detectives, and district-based detectives to align trafficking investigations with ongoing investigations of violence.

In January 2021, BPD announced the launch of the Crime Gun Intelligence Center (CGIC) in partnership with local, state, and federal law enforcement partners. The CGIC supports BPD in its efforts to reduce crime by identifying perpetrators, linking criminal activities, and identifying sources of crime guns for immediate disruption, investigation, and prosecution. The system assists ATF’s National Training Center and BPD with comprehensive traces of recovered crime guns from manufacturing to the last legal purchase. Investigators use this data to uncover patterns of firearms trafficking, identify illegal and “straw” firearms purchasers, and develop leads to recover firearms used in violent crimes.

The FIU was absorbed into a partnership with the ATF in March 2022. This taskforce is currently tasked with federally adopting gun cases through the Department of Justice’s Project Safe Neighborhoods, identifying firearms trafficking trends through the use of E-trace, and following up on stolen firearm reports, with the help of the ATF.

3.2 Hold Ghost Gun Manufacturers Accountable — Completed

In June 2022, Mayor Scott announced that Baltimore City filed a lawsuit against the nation’s largest ghost gun manufacturer, Polymer80, Inc. The lawsuit, filed in the Circuit Court for Baltimore City, asks the Court to order Polymer80 to stop the public health crisis that the company has caused.

While the Maryland ban on the sale of ghost guns went into effect on June 1, 2022, the lawsuit alleged that Polymer80 intentionally undermined other laws like the Gun Control Act, the Maryland Handgun Register law, and the Maryland Handgun Qualification License law for years prior to June 1, 2022. Directly or indirectly through its network of dealers, Polymer80 has flooded Baltimore with these untraceable, unserialized firearms. The lawsuit also includes Hanover Armory as a defendant. According to the lawsuit, Hanover Armory regularly sells Polymer80 kits in Maryland without determining whether its customers are prohibited from owning a firearm. The City’s lawsuit also noted that Polymer80’s business model enables an active secondary criminal firearms market of sellers who re-purchase Polymer80 products.

After the defendants' Motion to Dismiss was denied in December 2022, the City reached a settlement with Polymer80 in February 2024. The settlement, one of the strictest to date against the ghost gun manufacturer, secures \$1.2 million in damages from Polymer80. The settlement also prohibits Polymer80 from selling ghost guns to Maryland residents, advertising in Maryland, and states that the company must cease all customer support in the state.

3.3 Get Access to Critical Crime Gun Data — In Progress

Since Mayor Scott was inaugurated in December 2020 and created the Mayor's Office of Neighborhood Safety and Engagement that same month, gun violence prevention has been one of the administration's top priorities. Baltimore is committed to enacting data-driven policies to fight the scourge of gun violence.

For this reason, on September 12, 2023, the City of Baltimore submitted a Freedom of Information Act (FOIA) request to ATF for various firearm crime data. The requested data included, among other things, the identity of the top 10 sources of guns used in crimes in Baltimore from 2018 to 2022 and the average time-to-crime for guns recovered in Baltimore in connection with homicides and other violent crimes. The majority of the requested data is exclusively in the ATF's possession. None of the data requested is sensitive law enforcement data that could conceivably interfere with a criminal investigation.

The data sought in the FOIA request would help illuminate gun crime trends in Baltimore and help the City craft more targeted solutions to its gun crime problem. However, ATF denied Baltimore's FOIA request, stating that the information was exempt from disclosure because of the NRA-backed Tiahrt Rider, most recently included in the 2012 appropriations act.

In response to this, the City of Baltimore, represented by Everytown Law and the law firm Kramer Levin LLP, filed a lawsuit in December 2023 to compel ATF's disclosure of this gun crime trend data under FOIA. The lawsuit alleges that ATF's decision to withhold the requested data was incorrect and contrary to the requirements of FOIA. It maintains that the Tiahrt rider does not bar the release of this data under the FOIA, as long as the disclosure does not inference with individual privacy or ongoing criminal investigations.

4: Expand Victim Services

Mayor Scott has prioritized investing in services for victims of gun violence and other violent crimes at the local government level. Crisis response, advocacy, therapy, wraparound services, and community awareness are crucial components of addressing trauma and ultimately preventing revictimization. In January 2022, under Mayor Scott's direction, MONSE established a dedicated Victim Services lane, a first for Baltimore City government. Thanks to the agency's position as a conduit between local government and community-based service providers, MONSE's Victim Services lane serves as a non-law enforcement victim services hub and central point of contact to make referrals to resources, facilitating access to wrap-around services that promote the well-being of an individual's physical, mental, and emotional health.

4.1 Expand Services for Primary and Secondary Victims of Crime — Completed

In early FY '23, MONSE and BPD released the National Public Safety Partnership's Victim Services Capacity Assessment Report, which analyzed the treatment of victims and service provision in Baltimore. Following these findings, in partnership with the Baltimore Police Department, MONSE shared an expanded vision for victim services and supports — expanding resources to gunshot victims and secondary victims impacted by acts of violence.

After first establishing a dedicated Victim Services lane in January 2022, MONSE expanded its in-house capacity by onboarding victim services personnel from the Baltimore City Health Department in Q1 2023. Over the last year, this lane has become a central hub for victim services at the local level and has continued to implement case management and referral services to support victims of violence and their families.

MONSE has employed a broadened definition of “victim,” recognizing that the City must address the deep traumatization of residents who have broadly been impacted by violence. This includes “indirect victims” who may be family or friends of the victim, or even witnesses to the victimization, that are impacted by trauma and violence in their communities.

In 2023, MONSE directly assisted 201 victims with light and intensive case management.

Moving forward, MONSE seeks to expand this work to serve additional victims and more comprehensively meet the needs of those most impacted by trauma in Baltimore's communities.

4.2 Ensure Effective Interagency Victim Services Coordination — Completed

MONSE's Victim Services lane has been established as a central hub for victim services, working with governmental and community-based partners to strengthen coordination and improve mechanisms for information sharing to ensure that no victim in Baltimore falls through the gaps.

MONSE has developed an initial interagency process map with the victim services units at SAO and BPD and is working to strengthen coordination and handoff with community-based partners.

By the end of the 2024 calendar year, MONSE will establish a Case Management Work Group with City agencies and community-based providers to identify and close gaps in Baltimore's victim services network through partnership.

4.3 Utilize the Victim Services Working Group to Implement Key Reforms — In Progress

The National Public Safety Partnership report highlighted the need for strengthened coordination across victim service partners and improved mechanisms for information sharing.

Working in close coordination with victim services units in the Baltimore Police Department and the State Attorney's Office, MONSE Victim Services strives to provide immediate support to survivors of gun violence and trauma that can lead to re-victimization. This includes, but is not limited to, protection, emergency relocation assistance, housing assistance, mental health, and employment services.

MONSE has activated a Victim Services Work Group that includes BPD and SAO Victim Services personnel to track cases and provide cross-agency resources. As of the end of 2023, MONSE actively coordinates with BPD and SAO Victim Services to ensure the seamless transition of supports for victims of crime.

The Victim Services Work Group is expected to develop and share policy recommendations with the mayor and principal agencies by the end of FY '25.

5: Strengthen Victim Services for Survivors of Intimate Partner Violence, Sexual Assault, and Human Trafficking

Mayor Scott has committed to working with service providers, public health institutions, BPD, the Sheriff's Office, the State's Attorney Office, the Governor's Office of Crime Prevention, Youth, and Victim Services, and cross-jurisdictional partners to coordinate a sensitive and appropriate response to victims of gun violence, intimate partner violence, sexual violence, and human trafficking.

5.1 Expand Anti-Human Trafficking Efforts — Completed

Baltimore and Maryland continue to be one of the highest in the nation in calls per capita coming into the National Human Trafficking Hotline. The Scott Administration believes that it takes a unified, interagency, and cross-jurisdictional approach to identify and address human trafficking in all of its forms.

The Mayor's Office of Neighborhood Safety and Engagement provides microgrants directly to community-based organizations supporting survivors of human trafficking and/or promoting awareness around the issue.

The agency has awarded 32 awards and approximately \$1.23 million in funding and will continue to make funding available to support trauma-informed services for human trafficking survivors through the agency's General Fund grant allocations for FY '25.

MONSE's Anti-Human Trafficking and Sexual Assault Response Manager provides leadership to the Baltimore City Human Trafficking Collaborative (BCHTC) and the Baltimore City Sexual Assault Response Team (SART). The Manager provides the coordination of services for survivors of human trafficking and sexual assault through the BCHTC and SART and facilitates up-to-date training to first responders in the City on the signs of human trafficking, sexual assault, and how to appropriately support survivors.

Additionally, the City's Blue Dot Human Trafficking Initiative, in partnership with Mercy Medical Center and the Baltimore City Human Trafficking Collaborative, implements a 24/7 emergency response to any adult human trafficking survivor located in Baltimore City.



The Blue Dot Human Trafficking Initiative in partnership with Mercy Medical Center won the "Presidential Award for Extraordinary Efforts to Combat Trafficking in Persons". This was one of only two awards given in 2023.

The initiative ensures that no survivors of trafficking fall through the cracks and that all identified survivors receive services. This program supports both survivors of labor and sex trafficking, as well as sex workers looking to escape their situation.

5.2 Deepen Intimate Partner Violence Prevention Work — **Completed**

Baltimore has invested deeply to expand programs serving survivors of Intimate Partner Violence (IPV), including through the Baltimore City Visitation Center and its partnership with the House of Ruth Legal Clinic.

Additionally, the Scott Administration has focused support on trauma-informed service providers, trainings, and strategies that remove the sole responsibility of safety from the shoulders of victims to include abuse intervention programming designed to facilitate changed behavior and accountability in perpetrators of IPV. Through intentional and targeted prevention and intervention efforts, those at risk, including teens and young adults, marginalized and underserved communities have been prioritized.

In addition to added programming, MONSE has built out a team within its Victim Services lane dedicated to IPV prevention. MONSE provides services to survivors of IPV through case management and through interagency collaboration, service coordination, barrier removal, capacity building and strategic planning efforts within and across the Baltimore City Domestic Violence Coordinating Council and the Domestic Violence Fatality Review Team and the Domestic Violence High-Risk Team.

In 2023, MONSE, through the Baltimore City Visitation Center, facilitated nearly 650 supervised visits and monitored exchange services for 73 families without incident and assisted 100 young people in families working to overcome domestic abuse. Since expanding to weekly instead of biweekly visitation services in 2022, the Visitation Center has increased its service capacity by nearly 85% and overall referrals from all sources by 17%.

By the end of FY '24, MONSE's IPV Prevention team will increase trainings for Community Violence Intervention (CVI) workers and staff, including their supportive service providers, to identify signs of IPV. The agency will expand services, trainings, and partnerships to further strengthen IPV prevention awareness and intervention through the court liaison, case management, and community engagement efforts and stronger partnerships with faith-based institutions.

Additionally, the agency, in partnership with the Baltimore Police Department, Department of Public Safety and Correctional Services (DPSCS), SAO and community providers will pilot an IPV high risk case review process beginning with the Northern district and further integrate IPV prevention and CVI efforts to ensure a comprehensive network of support and assistance citywide.



6: Implement a Shooting Response Protocol to Support People and Communities

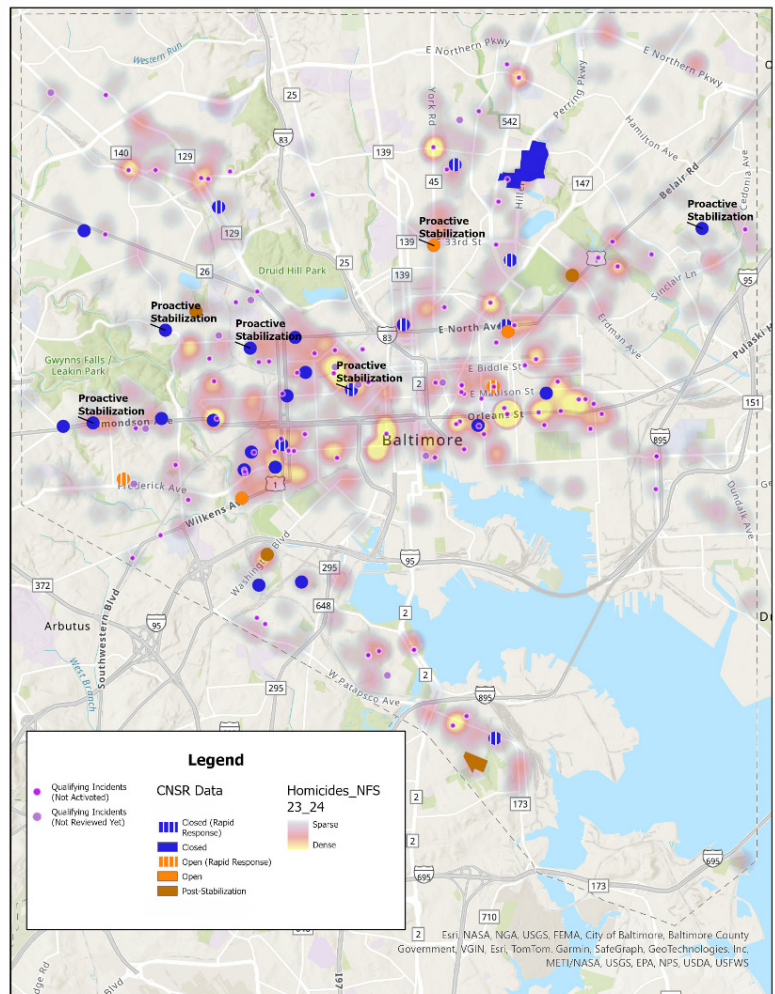
Deadly shootings and law enforcement takedowns can harm a community, by inflicting trauma on bystanders or creating a power vacuum in a neighborhood. To support people and communities following incidents of gun violence, under Mayor Scott’s leadership, MONSE has developed a Coordinated Neighborhood Stabilization Response protocol focused on decreasing retaliation, addressing trauma, and promoting healing.

6.1 Activate Coordinated Neighborhood Stabilization Responses Following Traumatic Incidents — Completed

Beginning in Spring 2022, MONSE began implementing Coordinated Neighborhood Stabilization Responses (CNSRs) across Baltimore in response to five distinct activation types: police-involved shootings, multiple victim incidents, youth victimizations, Group Violence Reduction Strategy takedowns, and rapid response situations.

In June 2023, MONSE began deploying the Baltimore Peace Mobile as part of its stabilization work. Inspired by LIFE Camp New York’s PeaceMobile, the Baltimore Peace Mobile is a City-owned RV outfitted into a mobile resource hub designed to empower communities and offer resources to improve quality-of-life outcomes for residents across Baltimore.

MONSE is continuing to update and fine-tune the CNSR process. In 2023, MONSE deployed resources as part of 20 distinct activations. MONSE has begun responding to every incident that falls within CNSR activation criteria. As these efforts continue to grow and evolve, MONSE has emphasized tailoring each response to the respective activating incident, including altering response timelines and boundaries to meet the individual needs of the community.



6.2 Establish CNSR Interagency Coordination Infrastructure — Completed

In FY '24, MONSE established and implemented an interagency coordination infrastructure in partnership with Chief Administrative Officer Faith Leach, streamlining frontline operations with fellow City agencies including: the Department of Public Works, Mayor’s Office of African American Male Engagement, BPD, the Department of Housing and Community Development, the State’s Attorney’s Office, BCHD, MOCFS, and the Fire Department.

The agency has committed to expanding stabilization efforts and community partnerships in order to improve capacity to activate CNSRs in response to every qualifying event, while fine-tuning CNSR data collection processes to effectively capture the impact of this work.

6.3 Integrate Trauma-Informed Approaches into Neighborhood Stabilization Efforts — In Progress

The City's Coordinated Neighborhood Stabilization Response (CNSR) efforts will leverage the expanded Violence Prevention Task Force, comprised of City agencies and community partners, as well as the Trauma-Informed Care Task Force, to ensure violence prevention and response is the responsibility of everyone in Baltimore, not just criminal justice or law enforcement agencies.

MONSE has begun facilitating Naloxone, commonly referred to as Narcan, trainings as part of its CNSR work in areas experiencing challenges related to substance abuse.

Moving forward, MONSE and other stakeholders will finalize integration of these Naloxone trainings, plus additional trainings that promote trauma-informed care, into the agency's CNSR process map. These trainings will be tracked to ensure the equitable delivery of resources to communities impacted by violence.

7: Promote Trauma-Informed Care, Health Conflict Resolution, and Harm Reduction

Mayor Scott recognizes the prevalence of trauma in communities experiencing high incidents of gun violence, as well as the impacts of untreated trauma and retraumatization. The City actively works in support of and in alignment with Healing City Baltimore and similar local efforts to integrate trauma-informed approaches and build community capacity for self-healing.

7.1 Strengthen Partnerships with Community-Based Organizations and City Agencies Engaged in Trauma-Informed Care — In Progress

Recognizing the need to address trauma at the community level, Mayor Scott has committed to addressing the prevalence of trauma in communities experiencing high incidents of gun violence, as well as the impacts of untreated trauma and retraumatization. In alignment with the Elijah Cummings Healing City Act (HCA), signed into law in 2020, community-based organizations will work with the Trauma Informed Care Task Force to ensure that residents across the City of Baltimore are formally educated in trauma-informed approaches in order to build community capacity for self-healing. This work includes training to help identify trauma, assist residents with navigating the healing process, and encourage empathy and compassion.

MONSE has allocated \$900,000 in ARPA funding toward Healing City Baltimore to deliver trauma-informed care to communities impacted by violence across Baltimore and \$510,000 to Pride Center of Maryland who, in partnership with Black Men's Exchange and Black Mental Health Alliance, will conduct trauma-informed care training to residents, city agencies, and other organizations.

In addition to existing efforts to train City employees in trauma-informed care practices, by the end of FY '24, MONSE will hold community trainings in partnership with Healing City Baltimore, Pride Center of Maryland, BCHD, fellow City agencies, and other external stakeholders with the goal of developing and publicizing a trauma-informed community training schedule in partnership with service providers.

7.2 Expand Community-Based Harm Reduction Supports — In Progress

Since FY '22, MONSE has allocated \$300,000 in ARPA funding to 6 different organizations: Asylee Women Enterprise, Charm City Care Connection, Holistic Life Foundation, Intersection of Change, NAMI Metropolitan Community Healing, and Tuerk House. This work is designed to support harm reduction for marginalized communities, promote communal healing, save lives, and reduce violence associated with active addiction and other traumas.

MONSE is working with the Scott Administration to determine the future of this programming beyond ARPA with an emphasis on continued partnership, advocacy, and strengthened coordination with community-based organizations involved in harm reduction work.

7.3 Enhance Efforts to Prevent Overdose-Related Fatalities — In Progress

An estimated 1,000 Baltimoreans lose their lives to fatal overdose every year. The Mayor's Office works closely with MONSE and the Baltimore City Health Department (BCHD) to implement a harm reduction approach in City government while directly funding community partners to minimize harm, save lives, and reduce violence associated with active addiction.

BCHD conducted Naloxone training for over 11,000 residents and City employees since FY '22. Through its First Responders-Comprehensive Addiction and Recovery Act (FR-CARA) grant, BCHD partnered with People Empowering People (PEP) to activate a street outreach team to respond to overdose spike alerts and work with BCHD personnel to identify overdose survivors. In FY23 BCHD expanded the reach of its overdose spike alert response to include Bmore POWER, Charm City Care Connection, Baltimore Harm Reduction Coalition, SPARC, and UMD Health and Recovery Practice in addition to PEP. BCHD also developed a Naloxone training in Workday for City employees that launched on August 1, 2023.



MONSE's Community Engagement Coordinator has been trained by BCHD to hold community Naloxone trainings and participates in collaborative trainings with BCHD for City employees. In 2023, the agency conducted 18 in-person and virtual trainings, teaching 177 participants how to effectively administer Naloxone.

BCHD has set goals to conduct 2,500 community-based trainings, distribute more than 5,700 Naloxone kits, and train at least 5,000 individuals — including 500 City employees — on overdose response and naloxone administration by the end of FY '24.

Additionally, the Mayor has tasked Deputy Mayor Anthony Barksdale with the planning and execution of a data-driven holistic strategy designed to confront the opioid crisis, with a particular focus on the dangers posed by fentanyl, head-on. This initiative includes MONSE, BPD, the Fire Department, and other relevant City agencies as well as the Office of National Drug Control Policy's National

High Intensity Drug Trafficking Areas Program for the Baltimore / Washington region. This group is exploring the possibility of using geo-spatial mapping of overdose hotspots, and deploying City agency resources and community partners to focus on the different facets of opioid addiction and overdose fatalities. This work will include, but is not limited to: addiction treatment, Naloxone distribution, targeted enforcement, sex trafficking diversion, job training, educational assistance, messaging, and code enforcement.

8: Accelerate and Expand Behavioral Health Interventions and Alternatives to Policing

Baltimore’s 9-1-1 system receives approximately 13,000 calls for people in crisis each year. Under the Mayor’s leadership, Baltimore is proud to serve as a national leader working to divert certain 9-1-1 calls to community partners and behavioral health specialists rather than law enforcement. In partnership with Behavioral Health System Baltimore (BHSB) and Baltimore Crisis Response, Inc. (BCRI), Mayor Scott has committed to expanding the 9-1-1 diversion pilot program beyond the current two service requests and ultimately divert more calls for service to non-law enforcement partners.

8.1 Implement Behavioral Health 9-1-1 Diversion Pilot — **Completed**

The City implemented a 9-1-1 Behavioral Health Diversion program designed to match individuals to the most appropriate and available resources when they call for assistance and reduce unnecessary police encounters with people in behavioral health crises. This approach aligns with federal guidance, evolving best practices, and the requirements of the Consent Decree and demonstrates a commitment to addressing gaps in our public behavioral health system. The 9-1-1 Behavioral Health Diversion program, which won the County Innovations Award from the Maryland Association of Counties in 2023, is housed within the city’s emergency response network. The program was implemented in partnership with Behavioral Health System Baltimore (BHSB) and Baltimore Crisis Response, Inc. (BCRI).

911 Behavioral Health Diversion Program

Introduction

Indicators

Diversion Map



Brandon M. Scott
Mayor

Overview

583 Attempted diversions to the 988 Helpline

● Diversions resolved by 988 only ● Diversions returned to 911



30-Day Rolling Percentage of Diversions Resolved by 988 Without Police or Fire Response



Efficiency Savings

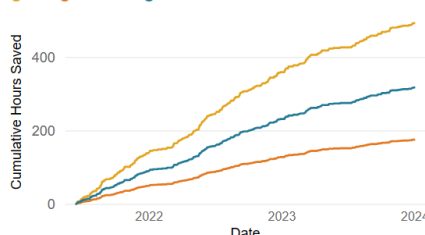
492 Hours saved total

175 Hours saved by BPD units

317 Hours saved by BCFD units

Cumulative Time Savings

● Total ● BPD Units ● BCFD Units



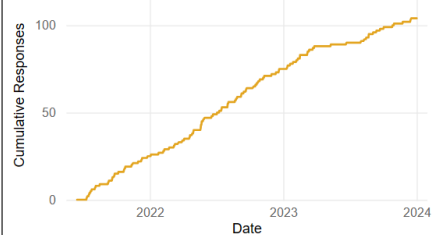
Additional Indicators

41 Callers declined to speak with the 988 Helpline

59 Diversions resolved by the 988 Helpline

104 988 Helpline mobile crisis team responses

Cumulative 988 Mobile Crisis Team Responses



Designed by the Mayor’s Office of Performance & Innovation

Data as of 1/1/2024

Since this work began, approximately 600 9-1-1 calls have been successfully resolved through the 9-8-8 helpline and 187 mobile crisis team responses have been activated as part of the initial pilot. Through the data fellows program, housed within the Mayor’s Office of Performance and Innovation, a public facing dashboard was developed and is available for residents to follow progress and impact of the Behavioral Health Diversion program.

As part of this work, in FY ’22 Mayor Scott allocated \$1.5 million to BCRI to expand capacity to best serve residents experiencing behavioral health crises.

Currently, Baltimore is participating in Harvard Government Performance Lab’s (GPL) Alternative 911 Emergency Response Implementation 2023-2024 Cohort. The GPL provides selected jurisdictions with pro bono applied research capabilities and various forms of technical assistance to support different phases of implementing alternative emergency response programs. This support includes analyzing 911 call data, writing protocols and procedures, tracking key performance metrics to guide program iteration, identifying barriers to diverting 911 calls eligible for alternative response, etc. Currently the GPL is providing support for discussions and planning to the quality assurance group to reevaluate eligibility criteria as well as expand call types eligible for diversion.

Through earmarked funding received from the Bureau of Justice Affairs, Department of Justice, the City is currently piloting co-locating behavioral health clinicians in the 911 call center. The first clinician was hired and onboarded in March 2024. These clinicians will serve to:

- Support 911 call takers in de-escalating crises
- Screen calls to determine if eligible for diversion
- Facilitate trainings on behavioral health interventions and resources to 911 call center
- Assist with streamlining policies and procedures to increase positive outcomes
- Dispatch mobile crisis teams from the 911 call center when appropriate

As of March 2024, 9-1-1 Diversion has been expanded to include individuals 12-years-old or older and cover five additional behavioral health call-types:

- **25O02** – Suicide ideation and alert (history of mental health conditions)
- **25C01** – Altered level of consciousness (LOC) (history of mental health conditions)
- **25C02** – Altered LOC (no or unknown history of mental health conditions)
- **25C03** – Altered LOC (ingestion of medications/substances)
- **25C04** – Altered LOC (sudden change in behavior/personality)

8.2 Develop Alternative Response Interventions for Additional Call Types – In Progress

MONSE has identified additional call types as immediate candidates for alternative response and is evaluating these call types with the goal of expanding diversion beyond behavioral health calls.

In Spring 2024, MONSE completed a preliminary analysis of 9-1-1 call data including research on 9-1-1 call diversion efforts from across the country.

MONSE has delivered this to the Mayor and begun to engage stakeholders to lay the initial groundwork for an interagency team with the goal of identifying priorities for expansion of this work moving forward.

9. Reduce Barriers to City Government Employment

Upon taking office, Mayor Scott committed to making the hiring practices of Baltimore City government more equitable. The Scott Administration is committed to reducing barriers and expanding the pipeline to city employment for Baltimore residents.

9.1 Suspend Pre-Employment Drug Screenings for Non-Safety Sensitive Positions — Completed

Mayor Scott suspended pre-employment drug screenings for public employees in non-safety sensitive positions. This is a long overdue first step to increasing opportunities for residents experiencing difficulties finding employment.

9.2 Stand Up and Expand Transitional Jobs Program for Baltimore City Residents — Completed

Under Mayor Scott's leadership, the Mayor's Office of Employment Development (MOED) has created HireUp as a transitional jobs program for adult Baltimore City residents who are unemployed or underemployed. Program participants receive a job at a City agency, business or organization for up to 6 months that pays \$16+ per hour for at least 35 hours per week. Participants also receive free career navigation, legal services, financial empowerment counseling, and job placement assistance.

In its first two years, HireUp has served more than 250 unemployed/underemployed Baltimore City residents and exceeded permanent job placement goals with 92% of those participants being matched with jobs after completing the program. MOED has developed partnerships with the following worksites: the Baltimore City Department of Transportation, Department of Finance, Baltimore City Recreation and Parks Department, Department of Public Works, Parking Authority of Baltimore City, Downtown Partnership of Baltimore, Baltimore City Health Department, and the Mayor's Office of African American Male Engagement.

In April 2024, MOED and MONSE finalized an MOU to create a direct referral system to the HireUp program for participants in MONSE's GVRs, re-entry, victim services, and CVI initiatives. By engaging with the HireUp program, these participants will be matched with transitional employment and job readiness training that will set them up for long term success in both public and private sectors. MOED has already begun to serve some MONSE GVRs participants. MONSE and MOED have developed a framework to serve additional participants referred through MONSE through the end of calendar year 2026.

9.3 Remove College Degree Requirements from Some Positions — **Completed**

The Mayor recognizes that college degree requirements significantly shrink talent pools and take opportunities away from those who chose not to or were unable to pursue secondary education.

In an effort to make City employment opportunities more accessible to all Baltimoreans, the City Council and Mayor adopted Council Bill 22-0104R into law in October 2022. This bill authorized the elimination of degree requirements from positions that are not highly specialized.

The Mayor continues to encourage agencies to evaluate their hiring practices to further reduce barriers to city government employment.

9.4 Reduce Barriers to City Employment for Formerly Incarcerated Residents — **In Progress**

The Mayor charged the Department of Human Resources (DHR) with ensuring the City is compliant with the State’s Ban the Box law, which prohibits employers from performing criminal history screenings of job applicants before their first in-person interview, and initiating a review of current City hiring procedures. Additionally, DHR has been tasked with ensuring agencies are aware of the implications of the State law, while also seeking to exceed the law’s requirements to further reduce barriers.

9.5 Provide Training on Equitable Hiring Practices — **Completed**

In FY ’23, the City’s Chief Equity Officer provided foundational training to the City’s equity coordinators on how to identify and ferret out inequities in City policies, laws, ordinances, and practices. The training identified key existing policies subject to review, identified stakeholders at risk of negative impact from inequitable policies and practices, and identified key potential team members for carrying out this work.



10: Expand Re-Entry Services

Approximately 2,000 Baltimoreans return from prison each year. According to the [Justice Policy Institute](#), Baltimoreans are disproportionately impacted by mass incarceration — representing 40% of the state’s prison population despite being home to just 9% of Maryland’s overall population.

Baltimore must do a better job of providing services to people returning home from prison. This work must start prior to release. Mayor Scott understands the importance of tailoring support so that returning residents do not reoffend, return to prison, or find themselves unable to make ends meet.

10.1 Establish the Re-Entry Action Council — **Completed**

The Mayor has established a Re-Entry Action Council (RAC) in Baltimore, prioritizing successful re-entry not only as a moral imperative, but also as a crucial strategy to sustainably reduce crime and violence. This group is composed of government agencies, community-based providers, and returning citizens to advise on the development of Baltimore’s Re-Entry Continuum of Care, with a goal of reducing barriers for Baltimoreans who have been incarcerated.

The RAC launched its open application process in Q4 of FY '23 and began convening the body in January 2024. The board's members consist of individuals with lived experience as a justice-involved person and/or experience supporting a justice-involved person, those with subject matter expertise in re-entry best practices and strategies, those with current or previous experience serving the re-entry population, and those with current or previous experience with the Second Chance Act.

The Council is responsible for advising on the implementation of evidence-based re-entry practices, including but not limited to: strengths-based case management; access to effective workforce development training and programming; work readiness; addressing barriers to housing; family reunification; and connectivity to holistic healthcare services to address issues like mental and behavioral health, substance use disorders, and co-occurring disorders.

As the RAC continues to grow in scope, its overarching goal will be to provide comprehensive reentry policy recommendations to the Mayor and City Council. Policy recommendations will be both trauma informed and community-healing centric, designed to make re-entry back into Baltimore City as seamless and successful as possible.

10.2 Launch Returning Citizens Behind the Wall — Completed

Under the Mayor's leadership and in partnership with the Mayor's Office of Recovery Programs, MONSE works closely with the Mayor's Office of Employment Development, the Department of Public Safety and Correctional Services (DPSCS), Baltimore City Recreation and Parks, and various community-based re-entry partners to implement the City's Returning Citizens Behind the Wall initiative.

In Spring 2023, MONSE launched the Returning Citizens Behind the Wall initiative designed to connect Baltimoreans who will be re-entering society within 18 months with meaningful \$15/hour employment, skills training, and wraparound support ahead of their release from incarceration.

In the first year of program implementation, the initiative has maintained a roster of 20-30 active participants, with a total of 103 individuals participating in the initiative since the program first soft-launched. This opportunity is currently available to Baltimoreans who are incarcerated at the Baltimore City Correctional Center and eligible for work release. In close partnership with DPSCS and MOED, MONSE continues to build capacity and drive recruitment in the initiative, with a goal of partnering with additional City agencies and community-based partners to increase pre-release support and re-entry planning.

MONSE is also beginning to forge partnerships for post-release housing and employment opportunities, laying the groundwork for the future Office of Returning Citizens.

10.3 Develop Safe Return Plans for Returning Citizens Prior to Release — In Progress

In line with the Mayor's commitment to ensuring that reentry planning starts well before release, MONSE has begun safe return planning. This program leverages the influence of the Mayor's Office and relationships with community-based providers to open new avenues of coordinated support.

In partnership with case managers at both MOED and DPSCS, MONSE’s case management approach is focused on barrier removal and providing key supports to returning citizens to ensure reentry is successful.

In January, MOED and MONSE began going behind the wall monthly to coordinate safe return plans with Returning Citizens Behind the Wall participants. These return plans are built depending on individual need, but include some or all of the following services:

- Creation of an individual development plan;
- Family support assessments;
- Mental health support;
- Life skills support;
- Individual and / or group therapy;
- Housing planning;
- Employment planning;
- Training;
- Connection to service providers.

Following a successful soft launch of Safe Return Plans with RCBTW participants, the goal is to expand to other individuals returning home to Baltimore City. In addition, MONSE will establish a finalized interagency process map for the initiative by the close of FY ’24.

10.4 Stand Up Office of Returning Citizens — Pre-Implementation

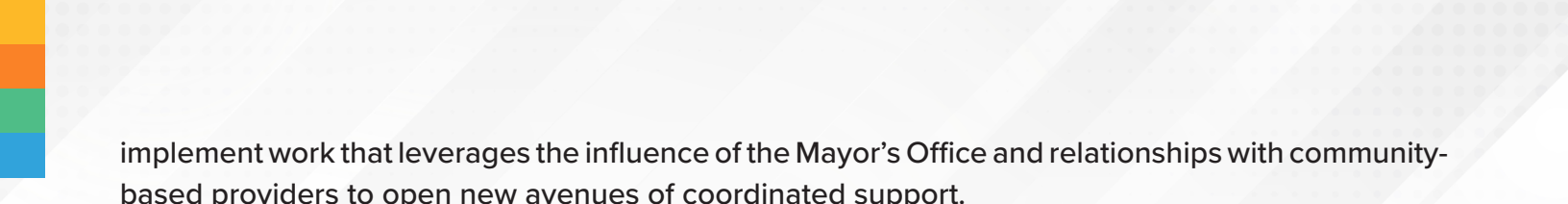
While re-entry work has been under the umbrella of MONSE and previously the Mayor’s Office of Criminal Justice in the past, it has existed in different forms and has not been a consistent focus across various mayoral administrations.

In August 2023, Councilman James Torrence introduced legislation that would establish an Office of Returning Citizens. Housed within the Mayor’s Office of Neighborhood Safety and Engagement (MONSE), the Office of Returning Citizens would coordinate services, develop support networks, and advocate for Baltimoreans re-entering society. The legislation was passed by the City Council in Spring 2024 and is slated to be signed into law by Mayor Scott on April 24, 2024.

The proposed Office of Returning Citizens will oversee Baltimore’s first-ever Re-Entry Action Council (RAC) and institutionalize MONSE’s current re-entry work to improve the City’s capacity to serve individuals returning from incarceration.

MONSE is working closely with the Maryland Department of Public Safety and Correctional Services, the Mayor’s Office of Employment Development, the Baltimore City Department of Recreation and Parks, the Mayor’s Office of Homeless Services, the Baltimore City Department of Housing and Community Development, other City agencies, and various community based re-entry partners to





implement work that leverages the influence of the Mayor’s Office and relationships with community-based providers to open new avenues of coordinated support.

Once created, this office will be responsible for safe return planning, housing navigation, career navigation, and case management for Baltimoreans returning from incarceration.

PILLAR 02

Youth Justice and Violence Reduction

Following a concerning increase in youth-involved violence post-pandemic, Mayor Brandon M. Scott tasked Deputy Mayor for Health, Equity, and Human Services Dr. Letitia Dzirasa with convening a Youth Violence Reduction Workgroup to assess the root causes of youth violence in Baltimore and develop recommendations to empower Baltimore’s young people, promote community well-being, and build on the City’s existing youth violence prevention efforts. This process included five feedback sessions of the group’s recommendations that incorporated feedback from young people themselves to develop the final recommendations outlined below.

Additionally, this section includes pre-existing youth violence prevention work that, combined with the Youth Violence Reduction Workgroup’s recommendations, represent a series of core actions that the City and partners will undertake to build out a network of programs and policy interventions designed to curb youth-involved violence.

1: Adopt Proven, Community-Based Solutions to Reduce Youth Arrests

Mayor Scott has committed to working hand-in-hand with community partners to reduce the harm and negative outcomes associated with youth arrests and incarceration through the creation of Baltimore-based programs and adoption of evidence and community-based solutions. These proven solutions aim to support youth and families, address underlying root causes, including structural inequities, and provide youth opportunities to thrive.

1.1 Pilot SideStep Pre-Arrest Diversion — Completed

The SideStep pre-arrest youth diversion program seeks to respond to the needs of youth and families in their own community. As an alternative to the formal justice system, SideStep provides young people with transformative assistance from trusted community-based organizations to improve their lives and help them reach their full potential. The program is a partnership between MONSE, community-based organizations, the Baltimore Police Department, and the Department of Juvenile Services (DJS). The program was designed and developed by young people in West Baltimore, justice-system partners determined to reform law enforcement interactions with youth, and community-based organizations after the 2015 uprising.

The City’s SideStep pilot launched in January 2022 in BPD’s Western District in partnership with the Center for Urban Families and BPD with technical assistance from the Center for Children’s Law and Policy.

MONSE allocated \$375,000 to eight organizations as youth service providers as part of the SideStep pilot in FY ’23 and has committed \$420,000 to eleven organizations to support youth services and receive referrals as part of the program for FY ’24.

MONSE is currently working through external evaluation in preparation for citywide scale-up. To date, 46 young people in West Baltimore have been assisted through the program during its pilot phase.

1.2 Expand SideStep Pre-Arrest Diversion — In Progress

By the end of FY '24, MONSE will ensure continued financial support for service providers, streamline the referral process, and work with BPD to realign resources in order to support expansion to additional districts.

1.3 Work with DJS to Ensure Coordination of Services for Justice-Involved Youth — In Progress

Far too often, justice-involved youth are arrested and turned over to DJS without the sufficient coordination of rehabilitative services to ensure they are not released into the same circumstances that led to their arrest in the first place.

The Scott Administration believes that a greater emphasis around coordination and delivery of services is needed to assist justice-involved youth and prevent continued involvement in criminal activity.

MONSE engages in citywide post-arrest youth diversion, which connects young people to services that help them re-enter society, re-engage with our school system, improve mental/emotional stability, and develop productive conflict resolution skills. MONSE's Youth Opportunity Coordinator actively works in partnership with DJS to receive direct referrals to connect youth to these services.

Additionally, MONSE and the Mayor's Office of Children and Family Success (MOCFS) are actively meeting with DJS to develop best practices for referrals and ensure sufficient wraparound services are in place for justice-involved youth. By the end of FY '24, the City plans to establish a Youth Post-Arrest Services work group collaboratively with DJS, BPD, and other key stakeholders. DJS is also a key partner around intensive case management for young people and implementation of the City's Safe Passage pilot program.

1.4 Initiative Citywide Youth-Led Outreach Campaign — Pre-Implementation

Mayor Scott has committed to initiating a grassroots Youth Outreach Campaign that centers peace and youth violence prevention. The campaign will be designed to more effectively employ targeted communications, marketing, and outreach strategies to elevate awareness among youth, families, and communities about the diverse range of youth and family-serving programs, resources, and services.

This campaign will deploy community networks, trusted youth and community leaders, alongside youth influencers, technology, and direct outreach channels, to skillfully communicate the accessibility and advantages of available services and programs to foster a deeper understanding of existing support systems.

The Scott Administration will establish a youth-led planning committee to spearhead the design and organization of the campaign, explicitly defining campaign objectives, timelines, staffing requirements, budget allocations, and key partnerships. The Mayor's Office of Employment Development will leverage its YouthWorks program to recruit and onboard a dedicated cohort of youth and young adult workers to map out the youth violence prevention landscape focused on youth-serving, youth-approved violence prevention programs and interventions.

1.5 Amplify and Expand Trauma-Informed Capacity Building for Trusted Youth-Serving Providers & Neighborhood Institutions — Pre-Implementation

It is critical that youth serving programs consistently support young people and their families using trauma informed practices. In line with the Mayor’s prioritization of trauma informed care training for City agencies, the Scott Administration has committed to



leveraging the implementation of the Elijah Cummings Healing City Act and Healing City initiative to extend trauma-informed care training to all City based youth-serving providers. This will empower community-based practitioners with the essential knowledge, skills, and tools required to integrate trauma-informed care principles within youth-serving organizations and, by doing so, establish a safer and more supportive environment to advance the wellbeing of Baltimore’s young people.

The administration will work in partnership with Healing City Baltimore to explore strategies for expanding trauma-informed care training for all local youth-serving practitioners, mentors, and providers. Additionally, the City will convene agency, nonprofit, community, and youth leaders to develop a coordinated, holistic strategy to build the capacity of youth service providers and ensure providers are trained in trauma informed care.

1.6 Increase Funding for Local Neighborhood Stabilization in Areas with High Youth Violence — Pre-Implementation

Recognizing that young people often do not feel safe within their neighborhoods or communities, the Scott Administration will expand coordinated neighborhood stabilization efforts — which play an important role in addressing trauma and connecting residents to resources within Baltimore’s communities following incidents of violence — beyond initial crisis response to adopt both proactive and restorative approaches focused around preventing youth violence.

The administration created YouthViolence Stat in March of 2023. Since its launch, it has enhanced coordination of services, improved communication between stakeholders, and provided policy and programmatic feedback for improvement. Moving forward, the administration will use data from the Office of Performance and Innovation to identify areas with the highest levels of youth violence and build capacity to deploy both proactive and reactive stabilization efforts to these areas. This work will leverage existing partnerships through MONSE’s Coordinated Neighborhood Stabilization Response and explore new opportunities for collaboration to establish a holistic, accessible network of support for Baltimore’s young people that can be deployed directly into Baltimore’s neighborhoods.

2: Augment and Connect Violence Intervention and Prevention Programs for School-Aged Youth

Mayor Scott has committed to bringing violence intervention and prevention programs directly to school-aged youth, while also facilitating forums to help better reach parents and caregivers of those youth. These solutions include funding diversion programming, a school-based violence intervention program, job training and readiness programs, and more. The Scott Administration recognizes that in order to keep school-aged youth safe and grow them into successful young adults, they must reach parents and caregivers as well. These solutions aim to support both youth and families, by funding new and existing programming that prioritizes the wellbeing of Baltimore’s young people.



2.1 Fund Programming for School-Aged Youth — Completed

Mayor Scott has committed to funding community-based programs that provide violence intervention and prevention supports for school-aged children and youth.

As of February 14, 2024, the City has announced a total of approximately \$820,000 in grant allocations for organizations to function as service providers for the SideStep pre-arrest youth diversion program.

Additionally, MONSE has awarded \$234,000 to community-based institutions focused on the social-emotional development of elementary and middle school-aged youth as part of MONSE’s General Funds allocation towards building public safety infrastructure.

St. Francis Neighborhood Center was awarded \$189,400 in FY ’23 for after school programming in the Reservoir Hill and Penn North communities. Similarly, B-Theory was awarded \$45,000 for after school programming at Harlem Park Elementary / Middle School.

The Baltimore City Health Department (BCHD) has been working closely with schools to offer various programs to selected students. Programs range from weekly peer groups, youth development and mentoring opportunities. With \$71,000 from General Funds, BCHD provides weekly peer groups and mentoring to students identified by school administrators. BCHD received \$57,000 from the Centers for Disease Control and Prevention’s Eliminating HIV Everywhere Funds. This money is focused on supporting youth leaders to prevent new HIV cases. They do this through community outreach, mental and sexual health education, peer education, and providing feedback on programs addressing youth violence, trauma, and mental health. BCHD also secured a \$327,000 grant from the Maryland Governor’s Office of Crime Prevention and Policy. This grant helps address the needs of young victims of crime, including temporary housing supports, food insecurity, workforce supports, educational supports, clothing, connection to mental health providers, and immediate trauma support.

Additionally, Mayor Scott has laid forth a \$120 million vision for recreation and parks across Baltimore to provide the city’s young people with opportunities to engage in healthy lifestyles in safe and welcoming environments. Supported by the mayor’s \$41 million ARPA investment towards recreation facilities, in 2023, the Baltimore City Recreation and Parks (BCRP) broke ground on two recreation centers, Parkview in West Baltimore and Chick Webb in East Baltimore, in addition to new playgrounds and pool facilities across the city. BCRP plans to revamp an additional 17 playgrounds by the end of 2024.

On top of the \$41 million ARPA investment into BCRP, an additional \$21,300,000 of the City’s ARPA allocation has been allocated to initiatives that directly benefit youth including YouthWorks, the B-360 #Ride4Change Dirt Bike initiative, and the Ministers’ Conference Empowerment Center CDC’s Cradle to Career Pipeline program. A full list of these investments can be found in Appendix G.

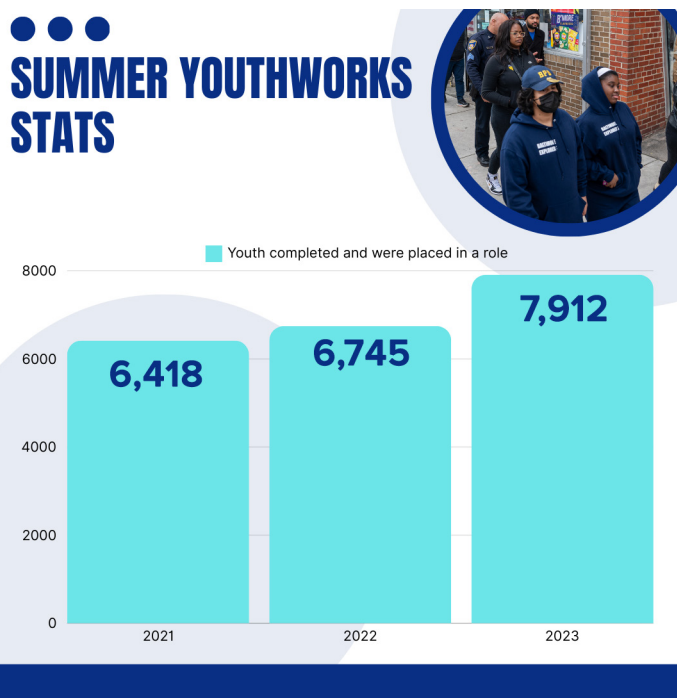
Understanding the importance of early intervention models and a gap in opportunities for young people ages 12 to 14, the Scott Administration has committed to bolstering initiatives that directly connect early adolescents to education and employment pathways and build on the existing programs that serve young people citywide.

The administration will convene and coordinate with program providers and intermediaries to determine what additional programming might be needed to support middle school-aged youth in Baltimore in pathways to education and employment while enhancing and elevating any effective existing programming focused on supporting youth ages 12–14.

2.2 Prioritize Education and Employment Opportunities for Young People — In Progress

Baltimore’s young people have consistently expressed a desire to earn meaningful wages as a way to support their independence while providing a means to meet their respective financial needs. The Mayor will strengthen efforts that facilitate direct connections between young people and opportunities for economic empowerment and personal development. This initiative will tap into existing programs such as YouthWorks and engage City agencies, local businesses, and anchor institutions to connect youth with employment opportunities while fostering collaborative partnerships to enhance internship opportunities, apprenticeships, and mentorship programs to bridge the education-employment gaps.

The current Summer YouthWorks program has shown consistent growth since the original CVPP was published.



**Note: all youth who applied were employed by YouthWorks.*

In addition to YouthWorks, the Mayor’s Office of Employment Development partners with BCPSS on several programs to connect youth with career opportunities. Among these programs are the Young Professionals in School Program, GradsCareer, and Blueprint, all of which focus on engaging youth in career exposure, training, and opportunities. MOED also partners with the Department of Juvenile Services to support and service adjudicated youth through the PACT Program, as well as connect DJS-involved youth to employment via YouthWorks.

The Scott Administration will expand youth employment initiatives toward providing sustainable, year-round opportunities and establish a more robust training and support system to facilitate the recruitment and integration of Baltimore’s young people into government jobs.

2.3 Inaugurate and Assemble Citywide Parent and Caregiver Commission — Pre-Implementation

While youth violence interventions primarily focus on young people themselves, they participate in the context of family and communities who have significant influence in the young people’s lives and experiences. There is minimal programming focused on the full family and often there are a lack of opportunities to engage parents and caregivers in education, training, and violence prevention strategies at a programmatic or citywide level. The creation of a Parent and Caregiver Commission presents an opportunity to create a formalized way to help inform and guide the Mayor and governmental agencies on a variety of topics, including family engagement and youth violence prevention.

By the end of the 2024 calendar year, the Scott Administration will begin to activate this body in collaboration with members of Baltimore’s existing Youth Commission. Planned membership would include biological parents, grandparents, kinship care providers, foster care providers, and guardianship figures around the goal of addressing and mitigating youth violence through parental engagement. The Parent and Caregiver Commission will be tasked with serving as a crucial intermediary between local government and parents/caregivers, harnessing their unique insights and experiences to shape policy, and facilitate connections between parents/caregivers and available resources.

2.4 Pilot and Expand School-Based Violence Intervention — Pre-Implementation

Mayor Scott has committed to funding community-based violence prevention programming for school-aged children and youth to intervene in and help mediate conflicts among students, foster conflict transformation skills and encourage appropriate behavioral responses as part of Baltimore’s Community Violence Intervention ecosystem.

MONSE has been leading efforts to establish school-based violence intervention pilot programs in four Baltimore City public schools — Mergenthaler Vocational Technical High School, Carver Vocational Technical High School, Digital Harbor High School, and Edmondson Westside High School.

The agency will pursue an iterative program design that prioritizes the availability of immediate support services in the pilot schools in early 2024 while ensuring full program implementation by the start of the 2024/2025 school year.

This initiative will be independently evaluated before making determinations about scale.

3: Implement Agency-Level Changes to Shift Long-Term Youth Outcomes

Understanding the role that local government plays in supporting Baltimore’s young people, Mayor Scott is committed to implementing policies and procedures at the local government level that address youth violence from all angles. This includes supporting programs that help youth travel to and from school safely, stay safe outside of school hours, and mobilizes all of City government to prioritize their wellbeing. This work also includes implementing recommendations from the City’s Child Fatality Review process, activating key stakeholders to evaluate youth-involved incidents and close gaps at the systems level, and implementing programming directly tailored to the needs and interests of Baltimore’s youth.

3.1 Implement Child Fatality Review Recommendations — In Progress

Led by the Baltimore City Health Department (BCHD), Child Fatality Reviews (CFRs) are the multi-agency review of individual deaths of young people ages 17 and under to help communities understand why children die, with a specific focus on determining what interventions should be put in place to effectively prevent future fatalities. The Mayor is working in partnership with BCHD, Baltimore City Public Schools, the Mayor’s Office of Children and Family Success, the Department of Social Services, and others to support the pre-existing work associated with CFRs. MONSE serves as the accountability partner for agencies as they implement changes to policy and procedures with the power to shift the long-term outcomes for Baltimore’s young people.



In November 2022, Mayor Scott announced a partnership with LifeBridge Health’s Center for Hope to help implement recommendations made through the City’s Child Fatality Review Report. Mayor Scott, through MONSE, has committed \$500,000 annually to help support the Center for Hope’s child advocacy center in its mission to care for and support young people and families impacted by violence. Center for Hope uses this funding to maintain 24-hour delivery of critical resources towards a coordinated, child-friendly, and sensitive response to help children manage and overcome child abuse, trauma, and witness to homicide — ultimately improving public safety outcomes for young people and families who receive these services.

Additionally, the Mayor has invested \$164,000 to support City Schools social workers, psychologists, and counselors, as well as approximately \$250,000 to fund intensive case management of at-risk youth through the Mayor’s Office of Children and Family Success.

MONSE regularly meets with the City Administrator, Deputy Mayor for Public Safety, Deputy Mayor for Equity, Health and Human Services, Mayor’s Office of Children and Family Success, and Baltimore City Health Department to assess and support ongoing CFR work, including school-based violence intervention, case management, data sharing, advocacy work, and the implementation of a Youth Violence Stat to examine trends in violence involving young people and recommend target programmatic and policy interventions. This group is actively working to develop new policies and procedures where appropriate to build out additional interventions to prevent youth fatalities.



3.2 Implement and Expand Safe Passage Program — In Progress

To improve the safety of young people traveling to and from school, Mayor Scott launched the Safe Passage program in May 2023. In collaboration with the Mayor’s Office of Neighborhood Safety and Engagement, the Mayor’s Office of Children and Family Success, Mayor’s Office of African American Male Engagement, Baltimore City Public Schools, Baltimore Police Department, Maryland Transit Administration Police, and community members, Safe Passage partners monitor public transit areas and footpaths frequently used by students at the beginning and end of each school day.

Mayor Scott designated Baltimore’s first Safe Passage priority areas for City School students at Mondawmin Mall & the State Center in Spring 2023. An additional 13 locations have been identified for Safe Passage. Areas were selected based on the number of student-involved incidents in the area using data from MTA Police and anecdotal data from various agencies including the Baltimore Police Department and City Schools.

EAST	SCHOOL
Harford Road & St Lo Drive	Reach / Lake Clifton
Caroline & Monument Street	Dunbar / NAF
Northern Pkwy & McClean Blvd	Reginald Lewis / Achievement Academy / Success
Alameda & 35th Street	Mervo
Harford Rd & Erdman Avenue	Mervo
Eastern Ave & Kane Street	Patterson
Falls Road & 36th Street	ACCE
Falls Road & Cold Spring Lane	Poly / Western
WEST	SCHOOL
Mondawmin Mall	Douglass (Most City Schools)
Athol & Edmonson Ave	Edmonson
Presstman & Bentalou Street	Carver
Eldorado & Liberty Heights	Forest Park
State Center	Renaissance
SOUTH	SCHOOL
Cross Street & Key Hwy	Digital Harbor
Light Street & Cross Street	Digital Harbor

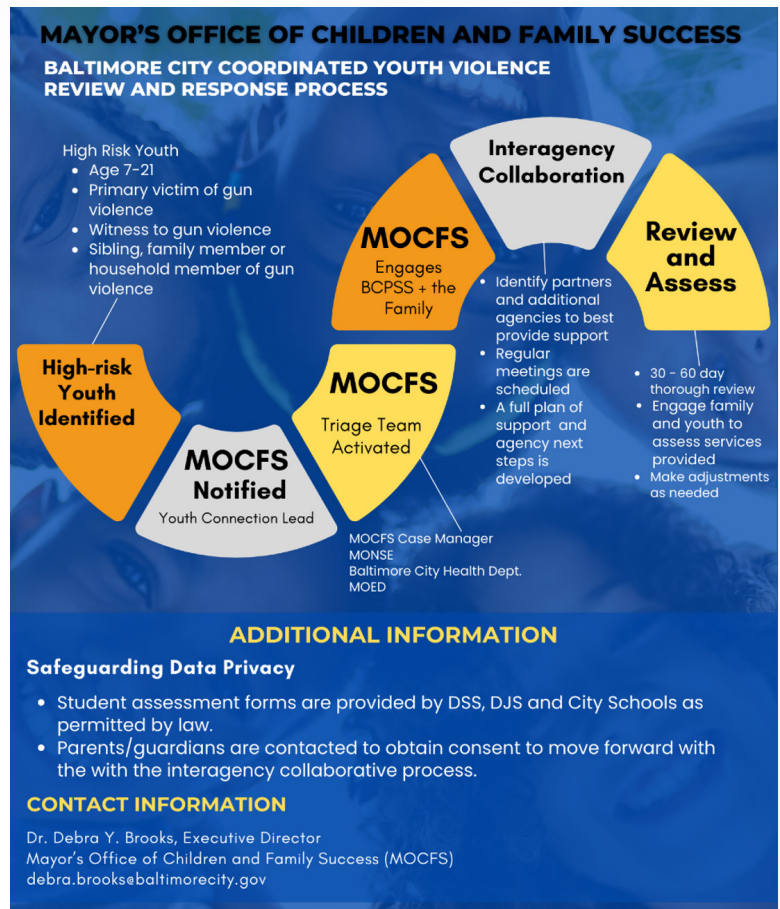
The Mayor’s Office of Children and Family Success is currently working to expand and refine this work in partnership with community members, City Schools, and Baltimore City School Police with an emphasis on monitoring high-traffic foot routes, as well as collaborating with local business partners to improve student safety.

3.3 Implement Intensive Case Management for At-Risk Youth — Completed

The Scott Administration firmly believes that it is imperative for the City, community partners, and stakeholders to ensure wraparound services are provided and no young people fall through the gaps.

In 2023, Mayor Scott directed members of his administration to implement several programs and initiatives designed specifically to prioritize the safety of Baltimore’s young people, including intensive case management. The goal of this strength-based model is to identify and track high-risk young people and amplify the strengths and resources that they and their families have available in their lives already while also bringing together the vast resources of the City of Baltimore to fill in any gaps. Wraparound supports are tailored and responsive to young people’s needs. They range from reconnecting youth with the school system to behavioral health services to services that support the whole family, such as utility and rental assistance.

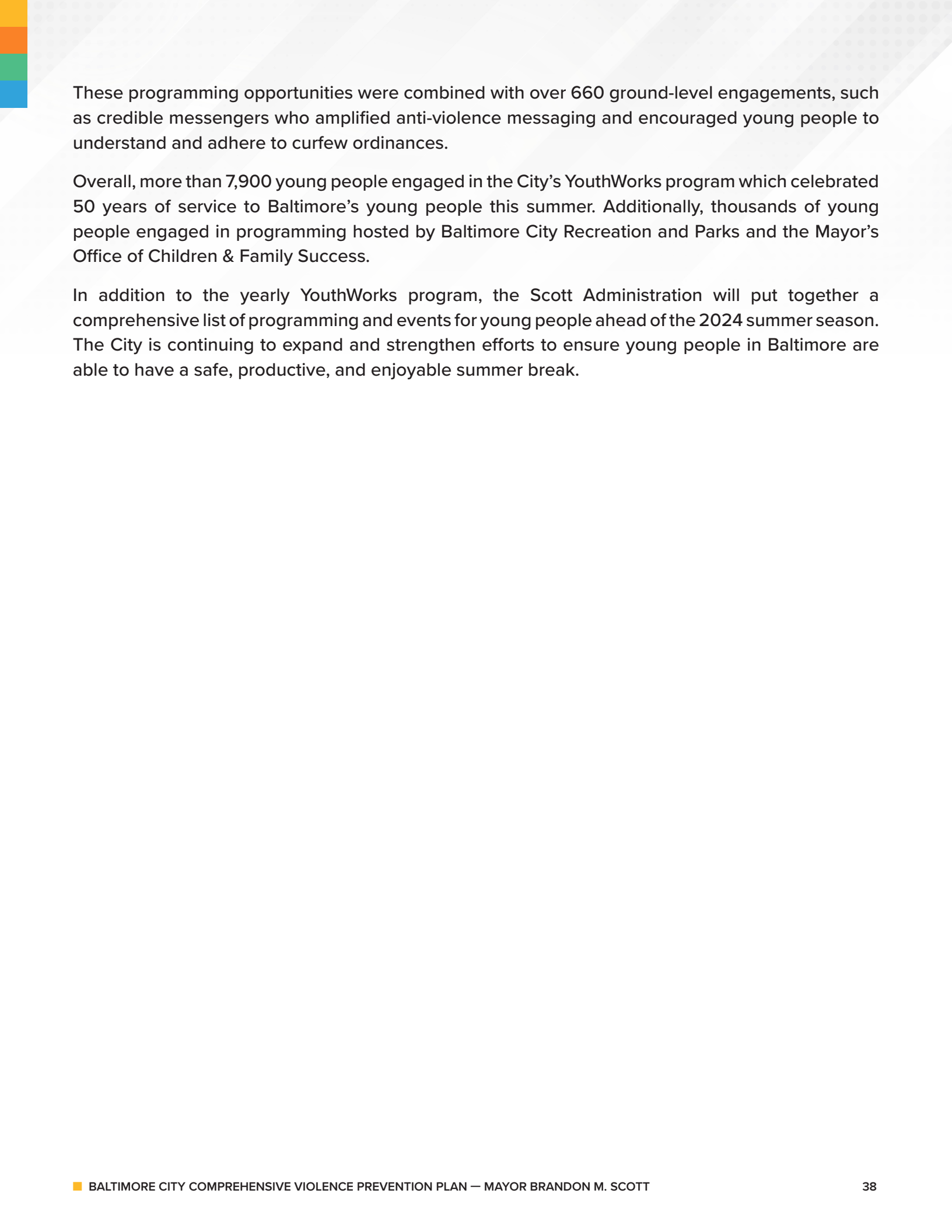
This work is led by MOCFS and is supported through partnerships with BCPSS, MONSE, BCHD, and DJS to provide access to services for high-risk youth.



3.4 Expand Programming Opportunities to Engage School-Age Youth During Summer Months — Completed

The Scott Administration is committed to ensuring that young people have a safe and engaging summer, enjoy their time off from school, and are afforded programming that supports their social and emotional development.

In Summer 2023, Mayor Scott announced the B'More this Summer: Engage + Connect youth engagement strategy, which emphasized limiting unnecessary interactions with law enforcement and connecting young people to crucial supports and wraparound services.



These programming opportunities were combined with over 660 ground-level engagements, such as credible messengers who amplified anti-violence messaging and encouraged young people to understand and adhere to curfew ordinances.

Overall, more than 7,900 young people engaged in the City's YouthWorks program which celebrated 50 years of service to Baltimore's young people this summer. Additionally, thousands of young people engaged in programming hosted by Baltimore City Recreation and Parks and the Mayor's Office of Children & Family Success.

In addition to the yearly YouthWorks program, the Scott Administration will put together a comprehensive list of programming and events for young people ahead of the 2024 summer season. The City is continuing to expand and strengthen efforts to ensure young people in Baltimore are able to have a safe, productive, and enjoyable summer break.

PILLAR 03

Community Engagement and Interagency Collaboration

Promoting civic engagement and mobilizing community members is key to the successful deployment of any violence prevention strategy. This administration is actively creating mechanisms for community input and leadership, while holding all parties accountable for building a safer city. In order to successfully reduce gun violence and increase safety in Baltimore's neighborhoods, Mayor Brandon M. Scott is determined to engage directly with community stakeholders, including but not limited to: community leaders, religious organizations, anchor institutions, youth, elders, neighbors, parents, nonprofits, and employers.

1: Build Community and Stakeholder Capacity to Co-Produce Public Safety

Mayor Scott is committed to routinely engaging with neighborhoods to discuss their specific needs and share information about the work that is happening. He has also committed to focusing on building capacity for community-based organizations (CBOs) that operate in Baltimore neighborhoods. These assets are critical partners in the co-production of public safety for our city.

1.1 Assess the Community-Based Organization Landscape — Completed

The Scott administration set forth a goal to analyze Baltimore's Community-Based Organizations (CBOs) landscape and implement a capacity-building plan to strengthen their efforts. This plan considers CBOs' resource and training needs concerning program and fiscal management, staff recruitment and professional development, training in behavior change methods, and trauma informed care.

In service of fulfilling this goal, MONSE partnered with the Baltimore Neighborhood Indicators Alliance (BNIA) to survey community-based organizations in Baltimore City and identify strengths and gaps in the existing network of providers and organizations serving residents.

Starting in March 2023, organizations were encouraged to complete a 28-question survey to collect information about how each organization sustains their services and what practices they use to maintain, expand, and evaluate their programming.

While an initial report has been produced, findings will continue to be utilized to assess existing landscape data to identify gaps and develop plans to help address community needs in response to local public safety trends. To build on this work, MONSE will assess service needs and conduct further analysis to comprehensively address gaps in services.

1.2 Fund Community-Based Organizations Directly Involved in Public Safety Work — Completed

MONSE has and continues to support ground-level CBOs working to improve safety in neighborhoods across Baltimore using its General Funds budget and dollars made available through Mayor Scott's ARPA violence prevention investment.

Since it was founded in December of 2020, MONSE has allocated over \$30 million to CBOs across Baltimore City to fund public safety initiatives. Organizations awarded grants engage in important work, such as community violence intervention, victim services, youth justice, community healing, and re-entry work. Many CBOs that have been contracted by MONSE have not historically received any degree of government funding.

As FY '24 draws to a close, the main priorities for this work will be to strengthen relationships and ensure strategic alignment across funding recipients. MONSE will make its final ARPA allocations and continue to leverage General Funds in order to support long term partner organization longevity. In the CVPP's Finishing Year, MONSE will explore other grant opportunities to fill ARPA funding gaps and continue partnering with CBOs across the City.

1.3 Continue Funding Community Tips to Co-Produce Public Safety — Completed

To promote community buy-in in the co-production of public safety, Mayor Scott has committed to funding the **Metro Crime Stoppers** (MCS) community tip line (1-866-7LOCKUP).

Metro Crime Stoppers is a volunteer organization that supports local law enforcement efforts to solve crime in the community. The program encourages individuals to provide information that can result in the resolution of unsolved felony crimes, with a cash reward of up to \$2,000. Contributors are not required to self-identify, and their anonymity is maintained through every stage of the process.

Funding from the City has helped expand tip rewards beyond homicides and shootings to cover additional violent crimes including but not limited to: sexual assaults, stabbings, and other weapon-involved crimes.

Updates to the new MCS contract will seek to improve operational transparency, community engagement, and broader awareness of the Metro Crime Stoppers program throughout the region.

1.4 Activate the Resident-Led Public Safety Advisory Commission — Completed

Addressing historic distrust between community and police is essential for violence prevention. The Public Safety Advisory Commission (PSAC) is a diverse group of city residents from each police district, representatives from various constituencies (such as the LGTBQIA and Latinx communities), police officers, and government officials. The Commission is tasked with developing recommendations for the Baltimore Police Department (BPD) community engagement protocol and best practices to build strong, productive relationships between police officers and residents, with an emphasis on improving police interactions with marginalized communities.

The PSAC has held monthly meetings since January 2021, the agendas and minutes for which can be found on the City's website. MONSE continues to work with the PSAC to ensure that vacancies on the commission are filled, in coordination with the Mayor's Office and City Council.

MONSE opened the application process for interested Baltimore City residents to fill remaining vacancies in January 2024 and is actively reviewing applications on a rolling basis in partnership with the City Council President's Office. Additionally, MONSE revised the commission's scope of work and mission statement to refine its focus on improving BPD's community connectivity, including ensuring that all officers have the necessary opportunities and tools to interact positively with the community; bringing public safety to the higher education classroom by establishing a curriculum in local colleges and HBCUs that centers on community relations with BPD; and developing the Commission's capacity to serve as a forum and resource for communities.

1.5 Establish Collaborative Relationships with Non-Governmental Partners — In Progress

With the goal of uplifting and better serving constituencies that have been neglected and forgotten in mind, Mayor Scott has driven efforts to make City government work for all communities in Baltimore City and place Baltimoreans at the heart of his public safety strategies.

The Mayor set a goal to establish collaborative relationships with local foundations, community-based organizations, and local universities to assess program impacts and provide learning opportunities to support strengthened community-based violence prevention.

In November 2023, Mayor Scott launched his Mayor’s Business Roundtable to engage the business community around his administration’s priorities including: economic development, vacant properties, and public safety. This group is slated to have a discussion around public safety in early 2024.

Additionally, through the Mayor’s Office of Community Affairs’ (MOCA) faith liaison, the Scott Administration continues to engage Baltimore’s faith-based communities around shared public safety goals including safety in respective neighborhoods, addressing hate crimes, and addressing quality-of-life concerns.

As we enter into the final years of the five-year plan, MONSE’s focus will continue to be on building stronger alignment with additional stakeholders, business and faith leaders, and community-based partners to sustain and expand this work. The agency will also work to develop regular channels for coordination and information sharing across partners to facilitate greater accountability and transparency around shared initiatives.

1.6 Host Public Safety Town Halls — In Progress

Effective public safety strategies hinge on community buy-in, and it is important to develop mechanisms to solicit and incorporate public feedback into this plan. The Mayor has committed to conducting community town halls and other listening sessions to evaluate resident perceptions of public safety and the success of the comprehensive plan.

In August of 2023, the Mayor and then-Acting Police Commissioner Worley conducted four Community Listening Sessions ahead of the confirmation of the Commissioner. These sessions, held in North, West, South, and East Baltimore, provided a forum to ask questions directly of the Police Commissioner and Mayor concerning public safety. Not only did these sessions give residents a direct line to their elected and appointed officials, but it also built on the goal of strengthening trust between residents and police.

Additional sessions to directly engage the public are currently in the planning stage. MONSE has secured funding to host a series of Community Violence Intervention Listening Sessions to educate the community on the CVI ecosystem and determine ways it can be better tailored to serve residents.

These listening sessions will work to strengthen relationships with community members, create an even greater sense of transparency through an open dialogue, and help uncover information and service gaps. Feedback from these sessions will inform future CVI ecosystem operations.

1.7 Provide Regular Updates on Consent Decree Progress — **Completed**

BPD regularly attends community gatherings and participates in quarterly public hearings to discuss progress that has been made to address the requirements of the Consent Decree, along with relevant audits, staffing, and case information. BPD’s Consent Decree Implementation Unit leads these presentations and solicits resident feedback on the reform process. In total, BPD presented on Consent Decree progress more than 40 times in 2023.

To accompany these gatherings, BPD provides accountability reports that include, but are not limited to: audit findings, community engagement on matters of accountability and transparency, caseload numbers for the Public Integrity Bureau (PIB), status of investigations within the established timelines, categories of investigations, tallies of how complaints are being made, timely responses to community members, training materials, use of force reporting, information on sex assault investigations, First Amendment protected activity, and EIS implementation progress. These reports are available on the Baltimore Police Department’s website under [Resources and Reports](#).

2: Regularly Convene Local, State, and Federal Agencies Around Shared Public Safety Goals

To holistically approach neighborhood health and safety and tackle the social determinants of health, the Scott Administration regularly convenes various agencies to develop and implement evidence-based programs and tactics to increase safety and healing in Baltimore’s communities through City government operations.

2.1 Restart the Criminal Justice Coordinating Council — **Completed**

Upon the publishing of the original CVPP, the Mayor set a goal to restart the Criminal Justice Coordinating Council (CJCC), a multi-agency partnership of senior decision makers and elected officials who convene on a regular basis to improve the effective administration of justice and coordinate cross-cutting systemic responses to criminal justice issues.

Mayor Scott reestablished Baltimore City’s Criminal Justice Coordinating Council (CJCC) in August 2021. Until this point, the body had not been convened since 2017.

The CJCC meets on the second Thursday of February, April, June, August, October, and December. The current principal members of the CJCC are the Mayor, the State’s Attorney, the Police Commissioner, the Sheriff, the City Council President, a representative from the USAO, a representative from the Office of the Public Defender, a representative from the Department of Juvenile Services, a representative from the Department of Parole and Probation, and a representative from the Department of Public Safety and Correctional Services.

THE SUBGROUPS FOR THE CJCC ARE:

Auto Theft

Backlog of Cases

Domestic Violence Coordinating Council

Fines, Fees, & Restitution

Pre-Trial

Public Safety Accountability Dashboard

Transportation

Warrants

The goals of the CJCC are improving cross-agency communication on the City of Baltimore criminal justice system issues, improving transparency on criminal justice system issues, and using accountability and collaboration to make recommendations of policies. The CJCC provides an annual report to the public no later than July 31 of each year. Existing reports can be found on [MONSE's website](#).

In 2024, Mayor Scott, in partnership with the Governor's Office of Crime Prevention and Policy, has engaged the administrative judges around future collaborations to improve overall public safety coordination and make practical systems-level improvements.

2.2 Expand the Violence Prevention Task Force — **Completed**

The Violence Prevention Task Force (VPTF) was created when then-Council President Scott passed the Biennial Comprehensive Violence Prevention Plan Ordinance in 2020. The VPTF's main goals include implementing violence reduction strategies in collaboration with partners, providing ongoing training and technical assistance to programs and services, and collecting data to review outcomes from performance measures.

The VPTF was relaunched in April 2023 to deepen coordination between partner organizations, with a focus on youth violence prevention.

The Mayor set forth a goal to expand membership for the Violence Prevention Task Force, assigning BCHD and MONSE the responsibility to co-share the management of the task force and oversee its progress towards the identified goals. The Scott Administration has already expanded the VPTF membership beyond the legislatively-mandated agencies and is in the process of incorporating other agencies, community partners, and residents into the Task Force. The VPTF now includes representatives from:

- Baltimore Police Department
- Mayor's Office of Employment Development
- Office of Equity and Civil Rights
- Department of Housing and Community Development
- Department of Public Works
- Baltimore City Recreation and Parks
- Department of Social Services
- Department of Transportation
- Baltimore City Fire Department
- Baltimore City Public School System
- Baltimore City State's Attorney's Office
- Governor's Office of Crime Prevention, Youth, and Victim Services
- Housing Authority of Baltimore City
- Mayor's Office of Children and Family Success
- Office of Emergency Management
- Mayor's Office of Homeless Services
- Department of Juvenile Services
- Mayor's Office of African American Male Engagement

Moving forward, the quarterly VPTF meeting will be a forum to track interagency progress towards implementation of the Comprehensive Violence Prevention Plan and identify new opportunities for cross-agency collaboration.

THE SUBGROUPS FOR THE VPTF ARE:

School Based Violence Intervention Task Force

Equity Task Force

BCPSS Student Case Management Task Force

Each subgroup is chaired or co-chaired by VPTF members.

2.3 Establish Equity Task Force to Improve Outcomes for Residents — In Progress

The Mayor tasked Baltimore’s Chief Equity Officer to create a task force on structural racism to identify key policies and practices within the city — spanning law enforcement, housing, employment, health, education, transportation, and environment — that contribute to structural racism, with particular attention to conditions that elevate individual and community risk for violence. This task force has been stood up as a subgroup of the Violence Prevention Task Force, which was reconvened at Mayor Scott’s request.

Membership is still being solidified. In addition to commitments from the Office of Equity and Civil Rights, the Mayor’s Office of Employment Development, and the Baltimore City Health Department there is anticipated participation from the Baltimore Police Department, the City’s Department of Housing, the Baltimore City Public School System, the City’s Department of Transportation, and the City’s Department of Planning. In addition, numerous racial justice advocates, foundation representatives, historians, and researchers have expressed interest in joining the task force.

Having laid a strong foundation for robust efforts to meet all aspects of the task force’s mission, and with a goal of completing the work by June 2026, the task force will focus on the following efforts in the coming fiscal year:

1. Assess BPD’s existing community engagement policies and procedures
2. Assess existing housing and employment policies and procedures
3. Review archival policies, procedures, and legal opinions that should be sunset
4. Review recommendations of the City’s Charter Review Commission to assure equity
5. Join in collaborative “truth and reconciliation” conversations

2.4 Work Collaboratively, Not Competitively to Secure Grant Dollars — Completed

In FY ’23, the Mayor established an integrated public safety grants development committee, led by MONSE, that includes representatives from the Baltimore City Health Department, the Baltimore City Fire Department, the Baltimore Police Department, and the Office of Emergency Management. The principal members regularly convene to discuss pending applications, requests for proposals, and new prospects for joint funding. Together, these City agencies secured \$49,845,460 in public safety grant funds spanning local, private, state, and federal funding sources.

With ARPA funding set to end after FY ’25, the Public Safety Grants Committee will be prioritizing interagency funding opportunities whenever possible. The committee will also maintain a dedicated space for interagency resource sharing and technical assistance to improve the efficiency, reach, and success rate of grant solicitations.

Lastly, the committee seeks to grow to include as-yet undetermined City agencies. Prospective additions include representatives from the Baltimore City Public School System and the Mayor’s Office of African-American Male Engagement, among others.

3: Improve Public Safety Through Community Policing

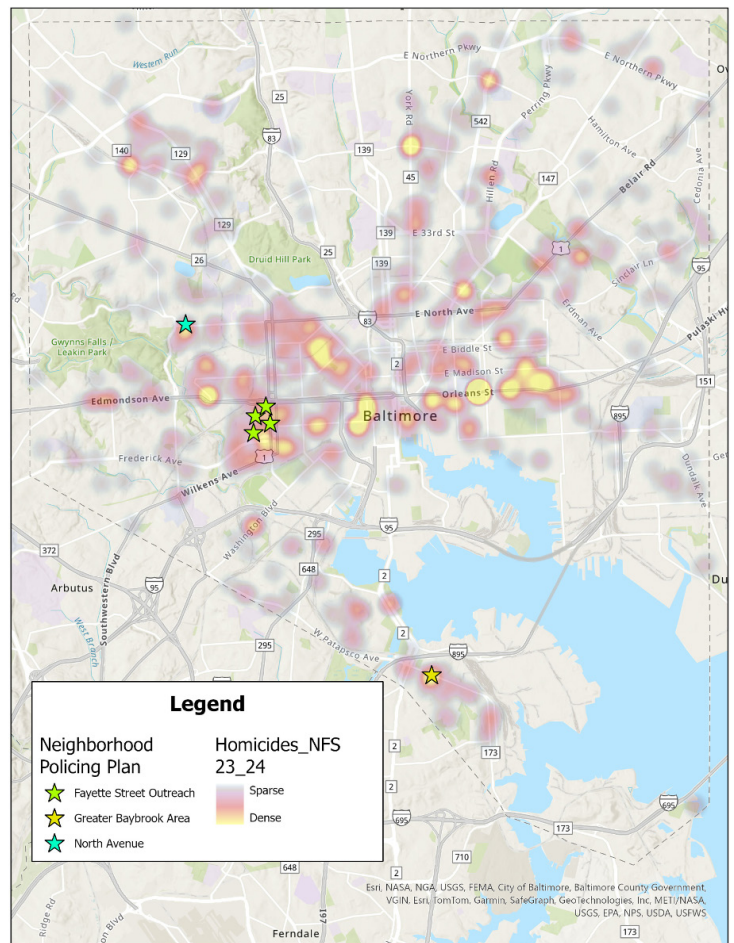
Mayor Scott and BPD leadership have emphasized community-oriented policing in line with the Department’s Consent Decree requirements and as a way to build, strengthen, and repair relationships between law enforcement and residents. This approach understands that constitutional and proactive policing strategies are the most effective ways to improve public safety and, simultaneously, ensure law enforcement accountability.



3.1 Create Neighborhood Policing Plans to Address Resident-Identified Challenges — In Progress

With project management oversight from MONSE and in line with the requirements of the Consent Decree, BPD is working with select neighborhoods to create Neighborhood Policing Plans (NPP) that address the challenges identified by residents in the neighborhoods in which they live.

Neighborhood Policing Plans are currently being piloted in two police districts before being scaled to other locations: in the Western District — in partnership with Fayette Street Outreach (FSO) and in partnership with the North Avenue/Hilton Street Task Force — and the Southern District — in partnership with the Greater Baybrook Association (GBA). These plans were designed as a direct response to calls by Baltimore residents to have more agency over decision-making impacting public safety in their neighborhoods. Included in the fifth round of MONSE’s ARPA award allocations announced in February 2023, GBA and FSO were awarded a combined \$700,000 to implement resident-led public safety strategies as part of the initial pilot.



MONSE hosts a standing bi-weekly NPP meeting for each pilot community, bringing together partner organizations, local stakeholders, and City agencies.

The main goal for the Finishing Year (FY '25) is to establish a more robust accountability infrastructure, evaluate existing NPP programs, and deliver final plans for all three pilots. Additionally, MONSE and BPD will partner to determine how to scale this work to more corners of the city. This work is fundamentally about delivering more place-based collaboration between local government, law enforcement, and community members.

3.2 Improve Internal Affairs Training for All Sworn Officers — Completed

To foster accountability within the agency, BPD ensures that all sworn officers are adequately trained in Internal Affairs before they work in the Internal Affairs office. New recruits receive Internal Affairs training at Education & Training during their first and final weeks at the Academy. Additionally, all supervisors are required to receive the training. BPD policy requires all employees to understand how to handle a citizen complaint, which they learn via BPD's internal PowerDMS software. The first training took place in July 2023 with additional Internal Affairs interview training carried out in January 2024.

PILLAR 04

Evaluation and Accountability

Accountability and quantified results are a key component of any successful strategy in order to show progress, make course corrections when needed, and ensure transparency for all Baltimoreans, funders, and stakeholders.

1: Identify Measures to Ensure Accountability and Evaluate Programming

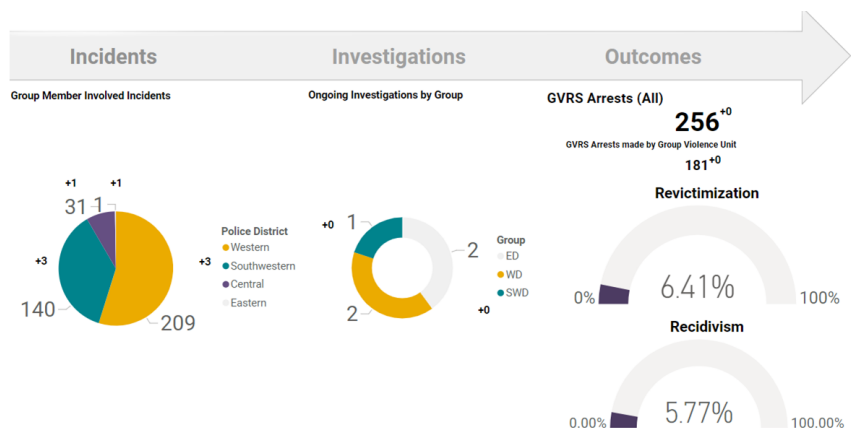
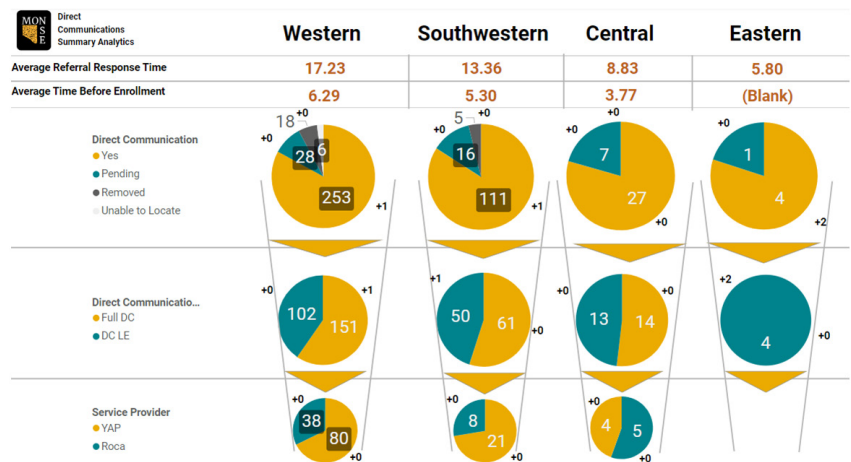
To monitor the success of this strategic plan in achieving the goals outlined in this document and to hold all stakeholders accountable to the public, the Scott administration has created strategic key performance indicators (KPIs) to account for program progress and strategy oversight.

Under Mayor Scott’s leadership, the Office of Performance and Innovation has led an effort to establish performance metrics unique to agencies’ missions and established goals. City leadership meets with each agency to discuss agency performance and challenges bi-annually, with some agencies being called to meet more frequently to review metrics. The FY ’25 budget cycle will be the first time these measures will be utilized within the budget book. This is a tool for agency accountability and tracking citywide progress towards public safety and other goals.

1.1 Establish GVRs Stat — Completed

In coordination with the Mayor’s Office of Performance and Innovation in Fall 2022, MONSE created a Stat system for the Group Violence Reduction Strategy. GVRs Stat is used to regularly assess progress toward the strategy’s violence reduction goals with guidance from national technical advisors to maintain the intensive focus required to sustain prolonged reductions in gun violence.

Information collected and data visualized by the tool is critical to the City’s assessment and management of GVRs as the program expands into additional police districts. By the close of FY ’24, MONSE will make much of this data available through the Public Safety Accountability Dashboard.



1.2 Establish IPV Stat — In Progress

Addressing intimate partner and family violence is integral to cultivating neighborhood safety within a trauma informed, healing-centered approach. MONSE has developed an initial Intimate Partner Violence (IPV) Stat prototype using a combination of publicly available and sensitive datasets. IPV Stat was created to promote a more timely, in-depth analysis of IPV incidents.

Moving forward, MONSE will improve its ability to track and monitor trends in IPV crime data in partnership with BPD and local service providers. Local data will also be assessed against national averages, improving the team's ability to make more informed recommendations.

In line with Mayor Scott's commitment to data transparency, MONSE is working to develop an iterative IPV Stat version using publicly available data. In the future, MONSE will incorporate IPV Stat into the Public Safety Accountability Dashboard and use it as an accountability tool for MONSE, BPD, and community-based providers to meet the needs of survivors and identify additional prevention and intervention points.

1.3 Biennial Evaluation of Programs and Initiatives — In Progress

In line with Mayor Scott's commitment to evidence-based practices, MONSE has committed to conducting biennial evaluations of agency programs and initiatives. The City will use these evaluations to ensure continued programmatic efficacy and inform discussions about sustained funding.

To date, the Scott administration and MONSE have initiated and delivered independent programmatic evaluations for:

- **Safe Streets**
- **Group Violence Reduction Strategy**
- **Neighborhood Policing Plans**
- **Summer Youth Engagement 2023**

Future performance evaluations are planned for the following programs:

- **Returning Citizens Behind the Wall**
- **Coordinated Neighborhood Stabilization Response**

2: Build Up the City's Research Capabilities

The Mayor will ensure Baltimore continues to invest in programs and services that are proven to work, while also leading the way in removing systems and policies that are unjust and prevent Baltimoreans from becoming the best versions of themselves.

Offices like MONSE and the Mayor's Office of Performance and Innovation continue to prioritize building up Baltimore's research and analytical capabilities to ensure all efforts are evidence-based and data-driven.

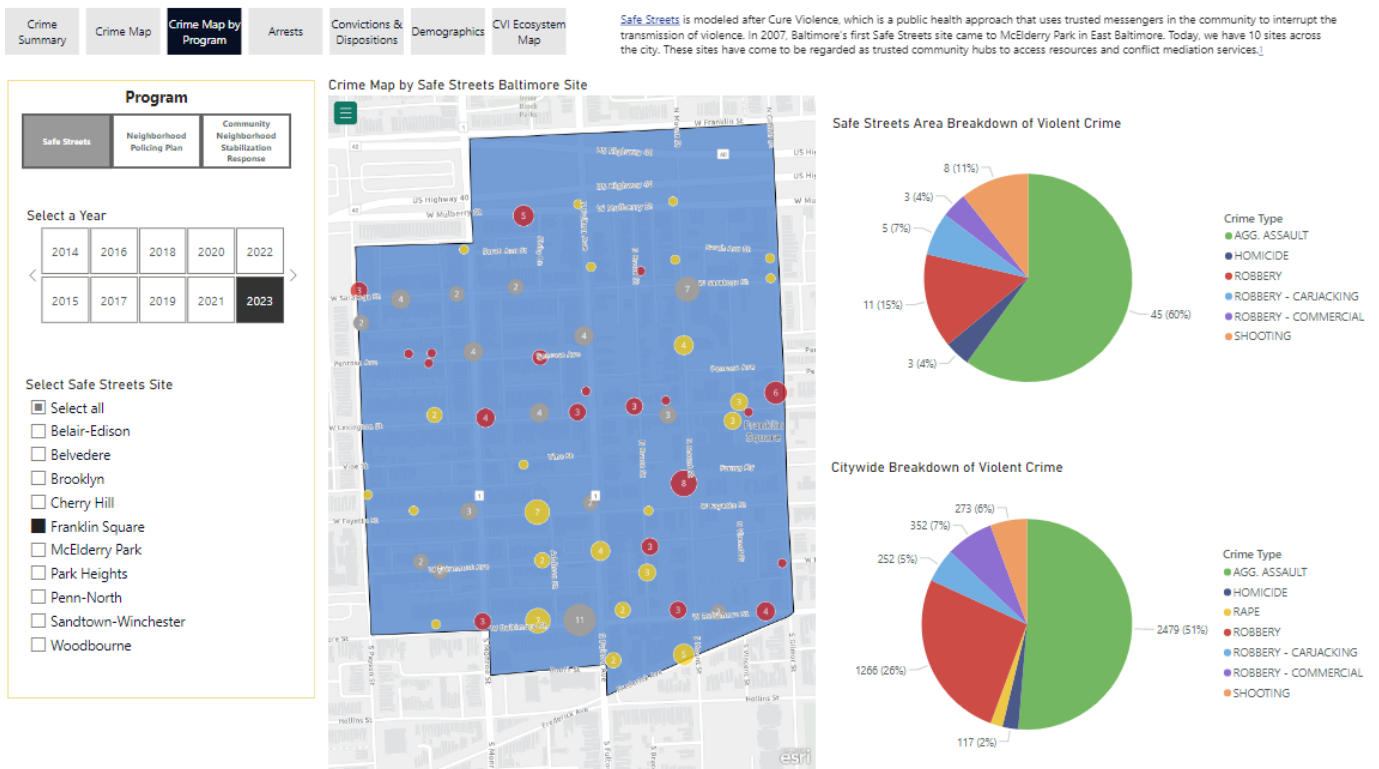
2.1 Create a Public Safety Accountability Dashboard — **Completed**

Upon the reconvening of the Criminal Justice Coordinating Council, MONSE led a process to establish workgroups and lay the foundation for Baltimore’s Public Safety Accountability Dashboard. The dashboard was created in partnership with Baltimore’s Chief Data Officer, the Mayor’s Office of Performance of Innovation, and principal members of the CJCC.

First published in February 2023, the Public Safety Accountability Dashboard (PSAD) reflects data from respective Baltimore City and State of Maryland agencies on neighborhood and demographics of victims of violence; public safety related activity by neighborhood and police district including arrests; Baltimore’s Community Violence Intervention (CVI) ecosystem, including all ten Safe Streets sites as well as Hospital-Based Violence Intervention Program data; Neighborhood Policing Plan pilot program data; and prosecution data from the Baltimore City State’s Attorney’s Office. The PSAD is refreshed on a daily basis.

MONSE will strengthen public safety accountability mechanisms with the launch of an updated and more robust Public Safety Accountability Dashboard by the end of FY ’24. The updated Dashboard will provide additional information on violence prevention and intervention initiatives, neighborhood stabilizations, and more robust arrest data.

An updated arrest page will provide a more comprehensive overview of arrest and crime data, as well as regional demographic data related to rates of home ownership and median household income. This revised dashboard will house a NeighborhoodStat, which will reflect demographic data and analysis of the most recent 2020 census as well as other key indicators.



Data from January 1, 2023 to December 31, 2023. Date accessed 4-11-24

Safe Streets is modeled after Cure Violence, which is a public health approach that uses trusted messengers in the community to interrupt the transmission of violence. In 2007, Baltimore's first Safe Streets site came to McElderry Park in East Baltimore. Today, we have 10 sites across the city. These sites have come to be regarded as trusted community hubs to access resources and conflict mediation services.

Program

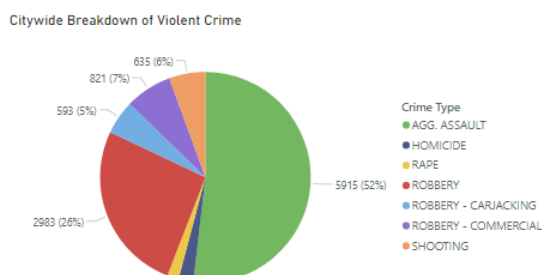
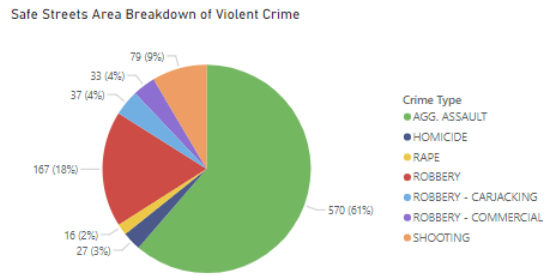
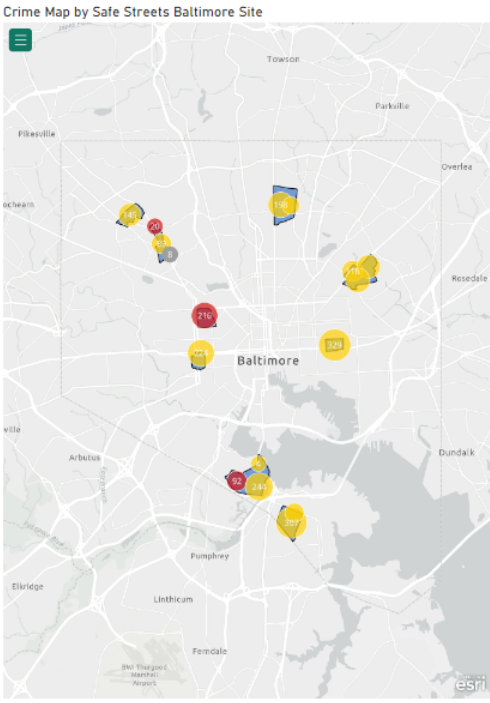
Safe Streets | Neighborhood Policing Plan | Community Neighborhood Stabilization Response

Select a Year

2014 | 2016 | 2018 | 2020 | 2022
 2015 | 2017 | 2019 | 2021 | **2023**

Select Safe Streets Site

Select all
 Belair-Edison
 Belvedere
 Brooklyn
 Cherry Hill
 Franklin Square
 McElderry Park
 Park Heights
 Penn-North
 Sandtown-Winchester
 Woodbourne



Data from January 1, 2023 to December 31, 2023. Date accessed 4-11-24

City Wide | Neighborhoods

Select a Year

2012 | 2016 | 2020
 2013 | 2017 | 2021
 2014 | 2018 | 2022
 2015 | 2019 | **2023**

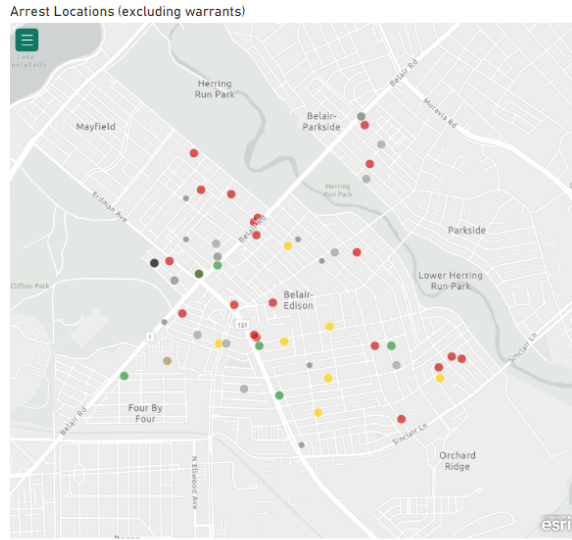
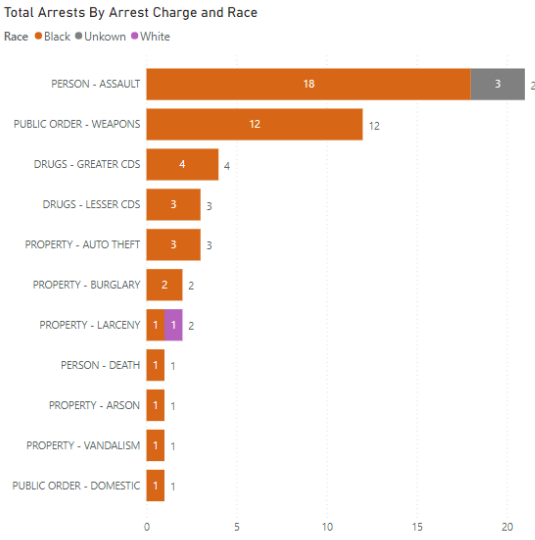
Neighborhood

Search

Bayview
 Beechfield
 Belair-Edison
 Belair-Edison

Part 1 Arrests

Aggravated Assault	Forcible Rape
Arson	Larceny Theft
Burglary	Motor Vehicle Theft
Controlled Dangerous Sub...	Robbery
Criminal Homicide	Violation of Probation

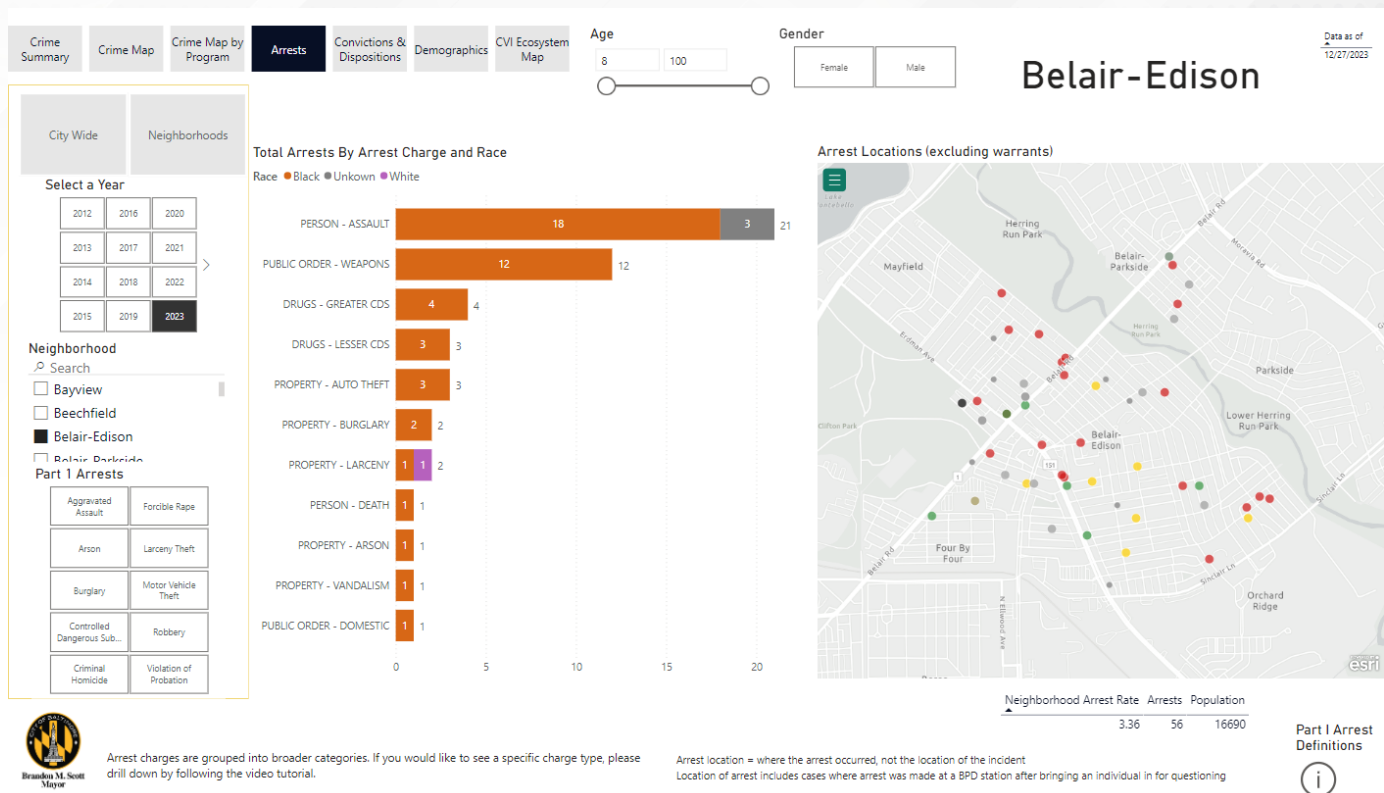


Arrest charges are grouped into broader categories. If you would like to see a specific charge type, please drill down by following the video tutorial.

Arrest location = where the arrest occurred, not the location of the incident
 Location of arrest includes cases where arrest was made at a BPD station after bringing an individual in for questioning

Part 1 Arrest Definitions

Data from January 1, 2023 to December 31, 2023. Date accessed 4-11-24



Data from January 1, 2023 to December 31, 2023. Date accessed 4-11-24

2.2 Launch CVI Ecosystem Map — Completed

MONSE launched Baltimore’s CVI Ecosystem Map in November 2022 to showcase the various organizations involved in community violence intervention work. **A current iteration of the map is available on Open Baltimore** and included in the appendix.

MONSE will integrate the CVI ecosystem map with Coordinated Neighborhood Stabilization Response activation and Neighborhood Policing Plan maps to spread public awareness and highlight community-based partnerships around these efforts. This version of the map will be posted on MONSE’s website by the end of FY ’24.

2.3 Improve Data Quality and Reporting for Violence Interruption Programs — Completed

In order to ensure standardized reporting measures across all ten Safe Streets Baltimore (SSB) sites, MONSE launched improved Safe Streets reporting within the agency’s data and case management system.

All SSB employees have been trained to upload data and reports about mediations that they conduct for easy data tracking and reporting. SSB staff are required to upload mediation data daily by the end of their respective shifts. Booster trainings and new employee trainings are provided on a regular basis by the MONSE data team.

Looking ahead, MONSE’s goal is to continue to build data analysis capacity to inform SSB operations and overall program efficacy.

2.4 Track and Monitor Warrants Data — In Progress

With support from the Abell Foundation and in collaboration with BPD, MONSE created a warrant prioritization system for warrants issued to BPD. Supported by a dedicated Warrants Analyst at MONSE, the goal is to improve BPD's capacity to serve warrants and reduce the existing backlog of open warrants.

The prioritization system focuses on individuals with histories of violence, who have the highest likelihood of re-offending. This data-driven priority score allows for a straightforward interpretation of an individual's history of violence, shows which warrants are most important to serve within the city, and should ultimately reduce harm across Baltimore's neighborhoods.

After finalizing the system in early 2024, MONSE and BPD are focused on ensuring successful warrant prioritization implementation throughout the department.



APPENDIX

APPENDIX B: ACRONYM GLOSSARY

ARPA – American Rescue Plan Act

ATF – Bureau of Alcohol, Tobacco, Firearms and Explosives

BCFD – Baltimore City Fire Department

BCHD – Baltimore City Health Department

BCHTC – Baltimore City Human Trafficking Collaborative

BCPSS – Baltimore City Public School System

BCRI – Baltimore Crisis Response, Inc.

BCRP – Baltimore City Recreation and Parks

BHSB – Behavioral Health System Baltimore

BPD – Baltimore Police Department

CBO – Community Based Organization

CFR – Child Fatality Review

CGIC – Crime Gun Intelligence Center

CNSR – Coordinated Neighborhood Stabilization Response

CVI – Community Violence Intervention

CVPP – Comprehensive Violence Prevention Plan

DHR – Department of Human Resources

DJS – Department of Juvenile Services

DPSCS – Department of Public Safety and Correctional Services

DV – Domestic Violence

FIU – Firearms Intelligence Unit

FOIA – Freedom of Information Act

FSO – Fayette Street Outreach

FY – Fiscal Year

FR-CARA – First Responders-Comprehensive Addiction and Recovery Act

GBA – Greater Baybrook Association

GPL – Government Performance Lab (Harvard University)

GVRS – Group Violence Reduction Strategy

HCA – Healing City Act

HVIP – Hospital-Based Violence Intervention Program

IPV – Intimate Partner Violence

KPI – Key Performance Indicator

LOC – Level of Consciousness

MCS – Metro Crime Stoppers

MOCA – Mayor’s Office of Community Affairs
MOCFS – Mayor’s Office of Children and Family Success
MOED – Mayor’s Office of Employment Development
MONSE – Mayor’s Office of Neighborhood Safety and Engagement
MOU – Memorandum of Understanding
NPP – Neighborhood Policing Plan
OECR – Office of Equity and Civil Rights
PEP – People Empowering People
PIB – Public Integrity Bureau
PSAC – Public Safety Advisory Commission
PSAD – Public Safety Accountability Dashboard
RAC – Re-Entry Action Council
RCBTW – Returning Citizens Behind the Wall
SAO – State’s Attorney’s Office
SART – Sexual Assault Response Team
SSB – Safe Streets Baltimore
VPTF – Violence Prevention Task Force
YAP – Youth Advocate Programs

APPENDIX C: SAFE STREETS BALTIMORE ANNUAL REPORT FOR 2023 CALENDAR YEAR



Safe Streets Baltimore Annual Report: January 1, 2023 - December 31, 2023 Calendar Summary of Activity Within Safe Streets Boundaries

Annual Calendar Summary

Annual Summary Source: BPD

Homicides

25⁺²
Last Year: 33 (-24.24%)

Shootings

79⁺²⁸
Last Year: 88 (-10.23%)

Violent Crime

876⁺³⁰
Last Year: 986 (-11.16%)

Property Crime

1686[!]
Last Year: 1261 (+33.7%)

With the Brooklyn victims included, homicides are down 18.2% compared to 2022 and shootings are up by 21.6% violent crimes are down 8.1%.

Note: Sites that are not listed under a category have a count of 0.

Definitions
Mediations - Mediations with outcomes that were resolved, resolved as long as certain conditions are met, and resolved temporarily

Front End - Little to no violence prior to the conflict being squashed

Middle - Some violence or back and forth but Safe Streets was able to come to a solution before more serious violence

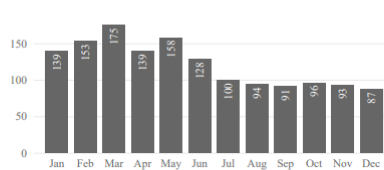
Retaliation Prevention Mediation - One incident attempted or resulted in serious violence prior to Safe Streets mediating but further violence was prevented

Mediation Summary

Total Number of Mediations
1453

Mediations by Site	
Site	Count
Brooklyn	295
Cherry Hill	269
Franklin Square	257
Woodbourne-McCabe	232
Sandtown-Winchester	115
Penn-North	86
McElderry Park	73
Belair-Edison	71
Park Heights	38
Belvedere	17

Number of Mediations by Month



Top Reasons for Conflict

PRIMARY reason for current conflict	Count
Altercation (personal)	924
Narcotics	171
Domestic Violence	76
Unknown	69
Group Gang/Clique/Crew, etc.	58
Robbery/Jumped/Mugged	55
Burglary	19
Money	12
Resources	12
Stolen bike	7

When the Mediation Occurred

Front End		Middle		Retaliation Prevention Mediation	
Site	Count	Site	Count	Site	Count
Franklin Square	158	Cherry Hill	87	Brooklyn	20
Brooklyn	155	Brooklyn	85	Franklin Square	3
Woodbourne-McCabe	135	Woodbourne-McCabe	56	Penn-North	3
Cherry Hill	125	Penn-North	39	Woodbourne-McCabe	3
Sandtown-Winchester	80	Sandtown-Winchester	27	Belair-Edison	2
Belair-Edison	57	McElderry Park	17	Cherry Hill	2
McElderry Park	55	Franklin Square	12	Belvedere	1
Penn-North	41	Belair-Edison	11	McElderry Park	1
Park Heights	20	Park Heights	10	Park Heights	1
Belvedere	9	Belvedere	7		
Total	835	Total	351	Total	36

Outcome of Mediation

Conflict Resolved Safe Streets		Conflict Resolved as long as Certain Conditions are Met		Conflict Resolved Temporarily		Conflict Ongoing		Unknown	
Safe Streets	Count	Site	Count	Site	Count	Safe Streets	Count	Site	Count
Franklin Square	212	Cherry Hill	177	Woodbourne-McCabe	48	Woodbourne-McCabe	39	Penn-North	20
Brooklyn	191	Brooklyn	68	Brooklyn	36	Franklin Square	19	Woodbourne-McCabe	11
Woodbourne-McCabe	124	Woodbourne-McCabe	60	Franklin Square	19	Brooklyn	14	Franklin Square	9
Belair-Edison	95	Belair-Edison	44	Cherry Hill	17	Cherry Hill	8	Cherry Hill	4
Sandtown-Winchester	95	Franklin Square	26	Penn-North	17	Belair-Edison	7	Brooklyn	2
Cherry Hill	75	Park Heights	13	Cherry Hill	17	Sandtown-Winchester	4	Park Heights	2
McElderry Park	72	Sandtown-Winchester	13	Belair-Edison	9	Winchester	7	McElderry Park	2
Penn-North	59	Penn-North	10	Park Heights	7	McElderry Park	3	Sandtown-Winchester	2
Belair-Edison	18	Belvedere	4	Sandtown-Winchester	7	Belvedere	1	Winchester	2
Park Heights	18	McElderry Park	1	Belvedere	1	Park Heights	1		
Belvedere	12			Belvedere	1				
Total	876	Total	416	Total	161	Total	96	Total	50

Shooting Incidents and Homicides Summary

Total Number of Non-Fatal Shooting Incidents Within Safe Streets Site Boundaries
79⁺²⁸

Total Number of Homicides Within Safe Streets Site Boundaries
25⁺²

Longest Number of Days without a Firearm-Related Homicide Within Safe Streets Site Boundaries
412

Non-Fatal Shootings by Site	
Site	Count
McElderry Park	14
Belair-Edison	10
Brooklyn	10 ⁺²⁸
Cherry Hill	10
Franklin Square	8
Park Heights	7
Sandtown-Winchester	6
Woodbourne	6
Penn-North	5
Belvedere	3
Total	79

Homicides by Site	
Name	Count
Brooklyn	5 ⁺²
Sandtown-Winchester	4
Cherry Hill	3
Franklin Square	3
McElderry Park	3
Woodbourne	3
Belair-Edison	2
Belvedere	1
Penn-North	0
Total	25

Longest Number of Days without Firearm-Related Homicide	
Site	Days
Penn-North	412
Franklin Square	188
Belvedere	186
Brooklyn	182
Belair-Edison	169
Park Heights	154
Woodbourne	128
Cherry Hill	123
McElderry Park	92
Sandtown-Winchester	75

Note: Note: +2 and +28 are written to reflect the 2 homicides and 28 non-fatal shootings that occurred in Brooklyn Homes on 7/2/2023.

Community Events Summary

Total Number of Community Events
219

Total Number of Attendees at Community Events
11,031

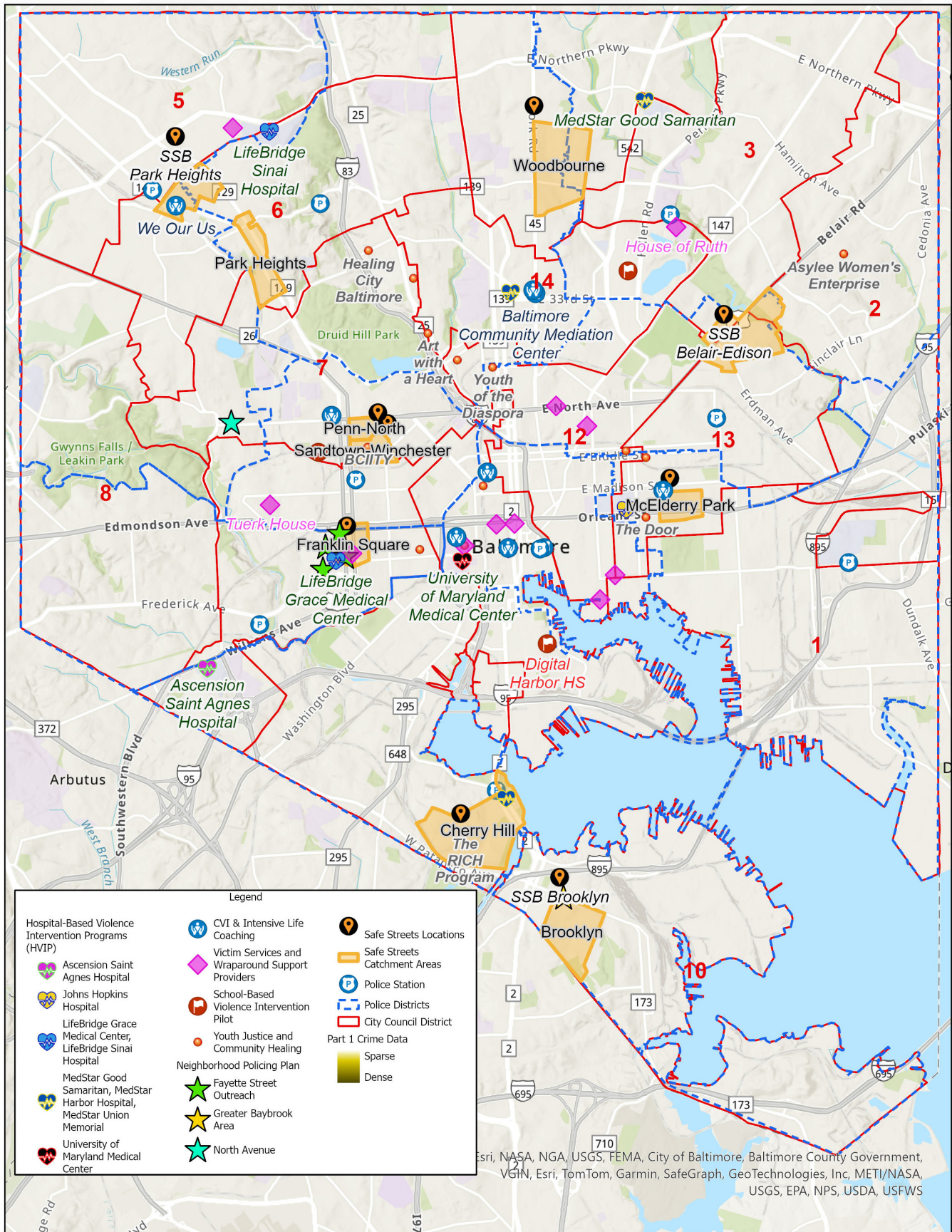
Total Number of Public Education Materials Distributed
38,415

Staffing Summary

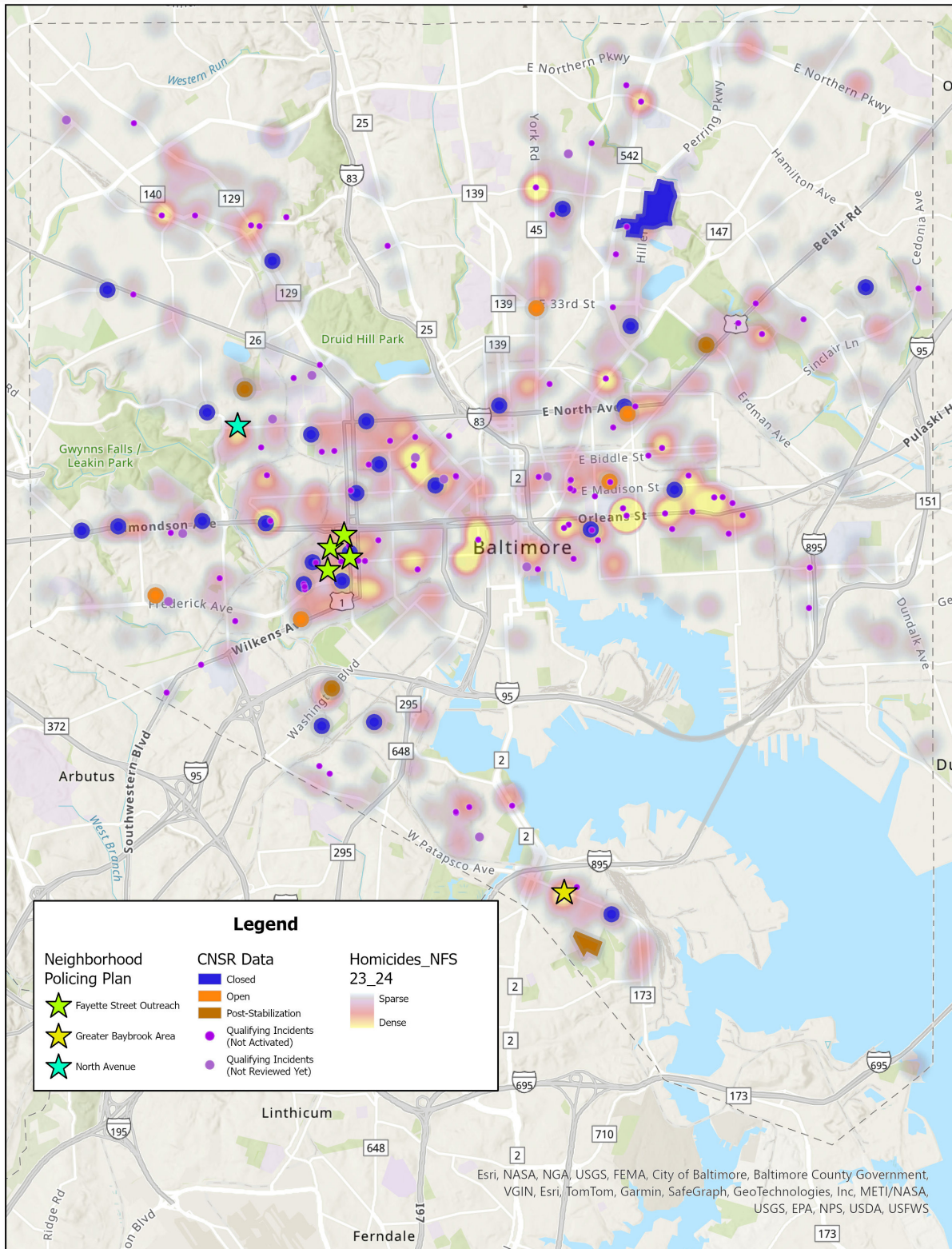
Site	FY23 Ratio
Belair-Edison	57.14%
Belvedere	42.86%
Brooklyn	62.22%
Cherry Hill	89.66%
Franklin Square	63.10%
McElderry Park	66.67%
Park Heights	52.38%
Penn-North	71.59%
Sandtown-Winchester	80.30%
Woodbourne-McCabe	79.76%

Data retrieved on 2/23/2024
Data Sources: BPD (Citistat)[dbo].[Part1_Crime], Cure Violence, MONSE

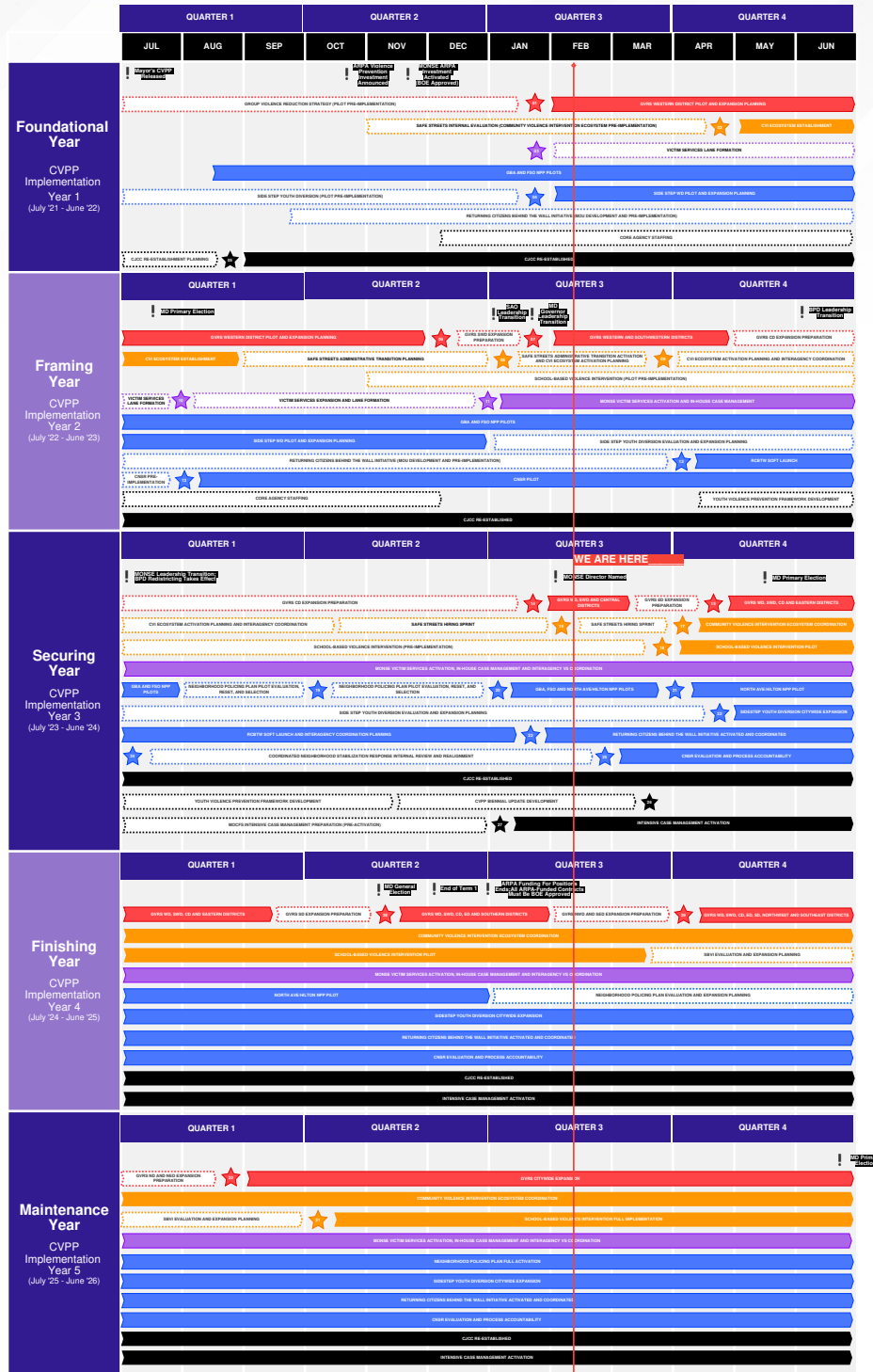
APPENDIX D: CVI ECOSYSTEM MAP



APPENDIX E: MAP OF MONSE PLACE-BASED INITIATIVES — NEIGHBORHOOD POLICING PLANS AND COORDINATED NEIGHBORHOOD STABILIZATION RESPONSE ACTIVATIONS



APPENDIX F: ANNUAL CVPP TIMELINE (MILESTONES AND PROJECTED GOALS)



Comprehensive Violence Prevention Plan (CVPP) Key Implementation Milestones, FY22-FY26 Plan. — Completed: Foundational Year. (01) MONSE, BPD, and SAO launch Group Violence Reduction Strategy Pilot in the Western District. (02) Mayor outlines plan for integrated Baltimore Community Violence Intervention Ecosystem and outcomes of Safe Streets Internal evaluation. (03) MONSE establishes Victim Services lane. (04) MONSE and BPD launch Side Step Pre-Arrest Youth Diversion Pilot in the Western District. (05) Mayor re-establishes Criminal Justice Coordinating Council at the municipal level. Framing Year. (06) Mayor outlines early GVRV pilot results and shares preliminary timeline for citywide expansion. (07) Tri-party principals expand GVRV to the Southwestern District. (08) MONSE completes Safe Streets administrative transitions and establishes new CVI partnerships. (09) Johns Hopkins publishes Safe Streets empirical evaluation. (10) MONSE, BPD and community-based partners outline comprehensive victim services goals and plan for reform. (11) MONSE Victim Services lane activates central victim services referrals and case management. (12) MONSE, DPSCS, MOED and BCRP soft-launch the Returning Citizens Behind the Wall pre-release employment initiative. (13) MONSE begins activating Coordinated Neighborhood Stabilization Response protocol reactively and proactively. Securing Year. (14) UPenn shares findings of empirical evaluation of GVRV pilot and Mayor announces expansion to the Central District. (15) MONSE and University of Baltimore launch certification program for Urban Conflict Managers. (16) MONSE and BPD Community Collaboration Partners complete selection process for third Neighborhood Policing Plan pilot community. (17) MONSE launches third NPP pilot. (18) MONSE and MOED resume regular behind the wall visits. (19) MONSE leads Brooklyn Homes CNSR following mass shooting. (20) MOJFS activates interagency intensive case management group for youth and families impacted by gun violence and trauma. Forthcoming: Securing Year. (21) GVRV expands to the Eastern District, bringing strategy to four districts. (22) MONSE activates regular and ongoing CVI Ecosystem coordination. (23) MONSE and BCPSS soft-launches School-Based Violence Intervention Pilot in four high schools. (24) GBA and FSO finalize NPP strategy with MONSE and BPD. (25) MONSE and BPD expand Side Step Youth Diversion citywide. (26) MONSE activates support infrastructure for interagency coordination for CNSRs. (27) MONSE publishes CVPP Biennial Update. Finishing Year. (28) GVRV Expands to the Southern District. (29) GVRV Expands to the Northwestern District and Southeastern District. Maintenance Year. (30) GVRV Expands to the Northern District and Northeastern District. (31) MONSE and BCPSS fully launch SBVI Pilot across four high schools.

As of April 15, 2024

APPENDIX G: NOTABLE ARPA INVESTMENTS

Commitment	Funding Recipient	Committed Amount
YouthWorks	MOED	\$11,300,000
#Ride4Change: Using Dirt Bikes to End The Cycle of Poverty for Baltimore Residents	B360	\$1,200,000
Cradle to Career Pipeline	Ministers' Conference Empowerment Center CDC	\$1,200,000
BActive	Volo Kids Foundation	\$1,000,000
Justice Impacted Employment Program (JIEP)	Greater Baltimore Urban League	\$1,000,000
Expanding Youth Employment and Sports (E.Y.E.S.) Toward the Future	Banner Neighborhoods	\$900,000
Advancing Digital Equity - Pratt Anywhere	Enoch Pratt Free Library	\$900,000
Refugee Youth Project (RYP)	Baltimore City Community College Foundation	\$800,000
Community Recovery Through Youth Income, Education & Workforce Development	No Boundaries Coalition	\$800,000
Developing Mental Health and Support Resources to Help Keep At-Risk Youth Off the Streets	Ahavas Chaim Inc	\$500,000
Social and Academic Enrichment for English Language Learners	Soccer Without Borders	\$500,000
Wide Angle Youth Media's Core Programs	Wide Angle Youth Media	\$400,000
Rebuilding Student Matinees via Free Tuition & Transportation	Chesapeake Shakespeare Company	\$300,000
Easterwood Recreation Center	Omega Baltimore Foundation Inc.	\$300,000
HeartSmiles	HeartSmiles	\$200,000
Modernizing Recreation and Parks Facilities	BCRP	\$41,000,000
	TOTAL	\$62,300,000