

BROOKLYN HOMES MASS SHOOTING

# AFTER ACTION REPORT



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## Incident Background

On July 2, 2023, at approximately 12:30 A.M., 18-year-old Aaliyah Gonzalez and 20-year-old Kylis Fagbemi were killed, and 28 others were injured in a mass shooting incident in proximity to the 800 block of Gretna Court in South Baltimore's Brooklyn Homes community.

Kylis Fagbemi was a forklift operator at Amazon and Kohl's who sought to become a traveling ultrasound technician and had recently signed up for a certification course. He loved video games, music, motorcycles and playing with his dogs. Kylis is survived by a daughter, his parents, sister, niece, aunts and cousins.

Aaliyah Gonzalez received a last-minute invitation to the Brooklyn Day party and attended to support a friend. She loved to draw and had just graduated with honors from Glen Burnie High School. Aaliyah planned to study sports medicine at Anne Arundel Community College in the fall.

The 28 nonfatal shooting victims ranged in age from 13 to 32, including: 15 victims under 18 years old: two 13-year-olds, a 14-year-old, three 15-year-olds, five 16-year-olds, four 17-year-olds, five 18-year-olds, a 19-year-old, a 20-year-old, a 22-year-old, a 23-year-old, a 31-year-old and a 32-year-old.

Brooklyn Homes is a 34-acre Housing Authority of Baltimore City (HABC) property located on 10th Street in the Brooklyn neighborhood of South Baltimore, with approximately 1,161 residents in 481 units. On July 1, 2023, Brooklyn Homes was the site of Brooklyn Day, an annual community party organized by Brooklyn Homes residents during the summer for the past three decades.

Brooklyn Day has historically functioned in part as a reunion for current and former residents of Brooklyn Homes. This year's Brooklyn Day party began as a neighborhood cookout with pony rides and face painting, as in the past. Later in the evening, Brooklyn Day evolved into a dance party that drew significantly more people – primarily teenagers and young adults – than previous Brooklyn Day gatherings, including more individuals from outside the neighborhood. Estimates put the crowd size at a minimum of 800 to 900 people when gunfire erupted at approximately 12:35 A.M. on the morning of July 2.

## Agency Overview – Mayor's Office of Neighborhood Safety and Engagement

Established in December 2020, the Mayor's Office of Neighborhood Safety and Engagement (MONSE) replaced and re-scoped the office previously known as the Mayor's Office of Criminal Justice. The charge of the office is to coordinate citywide efforts to reduce crisis levels of gun violence immediately, while also addressing the long-term underlying factors that drive

violence in Baltimore. MONSE is the lead agency responsible for implementation of the Mayor's Comprehensive Violence Prevention Plan (CVPP), a trauma-informed, community-centered, and evidence-based public health approach to stemming the tide of violence.

MONSE's work focuses on development and coordination of an integrated violence prevention ecosystem in Baltimore. The agency's work is organized by three interconnected direct service lanes:

- **Gun Violence Prevention** including Community Violence Intervention (CVI) programming based in neighborhoods, schools, and hospitals; and the Group Violence Reduction Strategy (GVRS), which connects people at the highest risk for gun violence with intensive life coaching and other wraparound supports while ensuring swift accountability for continued violence.
- **Victim Services** including case management for victims of violence; referrals to service providers; intimate partner violence (IPV) prevention; operation of the Baltimore City Visitation Center; anti-human trafficking; and sexual assault response.
- **Community Engagement and Opportunity** including youth diversion; re-entry support; Neighborhood Policing Plans (NPP); and Coordinated Neighborhood Stabilization Response (CNSR).

The agency's approach recognizes that Baltimore's vicious cycle of violence is a public health epidemic. Mayor Scott's comprehensive violence prevention approach is a nationally recognized and proven strategy to save lives and produce sustainable outcomes for communities experiencing devastating levels of violence.

### *Gun Violence Prevention*

Baltimore's dual, integrated approach to preventing gun violence focuses on Community Violence Intervention (CVI) and the Group Violence Reduction Strategy (GVRS). Both CVI and GVRS are evidence-based solutions grounded in equity, healing, public health, and trauma-informed practices. They contribute to safer neighborhoods immediately, as well as sustainable reductions in violence over time, by building relationships with the people at the center of gun violence.

### Community Violence Intervention and the Ecosystem

Baltimore's CVI landscape is comprised of the City's flagship community violence intervention program Safe Streets Baltimore (SSB); Hospital-Based Violence Interruption Programs (HVIPs); School-Based Violence Intervention (SBVI); and contracts with community-based partners engaged in violence intervention. CVI strategies are rooted in the communities they serve and rely on credible messengers to reach individuals at the highest risk of victimization or retaliation.

## Safe Streets Baltimore

Safe Streets is Baltimore's flagship community violence intervention program. Grounded in the evidence-based Cure Violence model created at the University of Illinois at Chicago School of Public Health, Safe Streets focuses on identifying and mediating conflicts that might otherwise result in gun violence and changing cultural norms around the acceptability of gun violence. Safe Streets has operated as a trusted program in Baltimore since 2007 and relies on credible messengers. There are 10 Safe Streets sites across Baltimore, collectively covering approximately 2.6 square miles of the 90 square mile city.

Baltimore's 10 Safe Streets sites are administered by two community-based organizations: Associated Catholic Charities and LifeBridge Health's Center for Hope. Funding agreements with both organizations are executed as contracts. MONSE CVI staff, which includes a Deputy Director and two Outreach Liaisons, provide oversight and support for Safe Streets sites. MONSE provides regular technical assistance to Safe Streets site staff and leadership with the goal of ensuring that the program operates with high fidelity to the [Cure Violence model](#). The agency's oversight priorities include workforce safety, program accountability, overall program efficacy, staff training and development, and workforce morale.

Each Safe Streets site relies on outreach staff who have credibility within the community they serve to work with those individuals at highest risk for violence and stop the spread of community violence. A typical Safe Streets site team includes a Site Director; Violence Prevention Coordinator (VPC); Site Supervisor; and several violence interrupters. Violence interrupters are trusted messengers in the community who work on the frontlines to mediate conflicts, often interrupting the transmission of violence by putting themselves in between a person pointing a gun and a person being targeted.

The conflict mediation done by violence interrupters can happen anywhere, at all hours, including street corners, crime scenes, funeral parlors, emergency rooms, and in someone's home. Workers try to show up wherever and whenever is needed, often with little advance notice, to prevent violence. When violent incidents occur, outreach workers gather intelligence to determine whether retaliation is likely and intervene to talk potential shooters out of violence; violence interrupters also work to connect victims with services.

Conflict mediation entails 1) listening to each party involved, 2) calming the situation, 3) identifying ways to meet each side's needs, and 4) addressing the interests of each party such that both sides are satisfied with the outcome. Once violence interrupters have intervened in a conflict, the protocol is to continue ongoing mediation efforts until the conflict is resolved. In calendar year 2022, Safe Streets staff completed a total of 2,207 conflict mediations across all 10 sites.

Data on Safe Streets mediations are collected to inform evaluation, implementation, and measurement of program impact. Data collection is not intended for law enforcement investigative purposes. Violence interrupters must operate independently from law enforcement in order to maintain the credibility and trust required to do their jobs. Frontline workers are

tasked with using their relationships and street knowledge to intervene among individuals at highest risk of perpetrating and/or being victims of gun violence, risking their lives to save others. If they were to function as extensions of the police, these workers would be at even greater risk while losing the credibility and access to sensitive information needed to de-escalate conflicts and prevent shootings from occurring.

In addition to conflict mediation and intervention to prevent violence, an important component of the Safe Streets work is connecting people at highest risk with social services, resources, and employment opportunities, thereby addressing underlying conditions that drive violence. Traditional social support systems often fail to reach the population served by Safe Streets.

Violence interrupters engage where others cannot, connecting community members resources that would otherwise be unattainable. Safe Streets leadership maintains a partnership with BPD that includes getting referrals from BPD of individuals who could benefit from Safe Streets outreach and connections to services.

### *Victim Services*

In January 2022, under the direction of Mayor Brandon M. Scott, MONSE established the City's first-ever dedicated victim services lane. MONSE's Victim Services team fills gaps that have long existed in helping people not traditionally served at the local level, namely, direct and indirect victims of gun violence. The agency serves as a central point of contact for referrals to resources and access to wrap-around services that promote physical, mental and emotional health. MONSE intentionally defines "victim" broadly, serving direct victims, their families, and individuals impacted by community violence within Baltimore City.

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. The Victim Services team plays an active role in developing the wraparound service model associated with Baltimore's CVI ecosystem. For example, MONSE partners with area hospitals that treat gunshot victims to ensure coordination between hospital-based violence intervention programs and organizations that support victims.

The interagency coordination efforts of the victim services lane are in direct alignment with the CVPP's emphasis on a public health approach to safety. Every shooting or violent incident leaves behind a web of trauma – for the victim, as well as bystanders, families, neighbors, and even the perpetrators of violence. MONSE employs a broadened definition of "victim," recognizing that the City must address the deep traumatization of residents who have broadly been impacted by violence. This definition includes everyone from the direct victim of violence to witnesses, friends, and family of that individual.

MONSE's victim services work is crucial to breaking cycles of violence by ensuring that all residents have the resources they need to heal from experiences of victimization. Crisis response,

advocacy, therapy, wraparound services, and community awareness are key components of addressing trauma and ultimately preventing revictimization.

### *Community Engagement and Opportunity*

MONSE's Community Engagement and Opportunity team centers on community engagement, stakeholder coordination, and collaboration with a goal of co-producing public safety. This team works with grassroots organizations and service providers that serve youth, returning citizens, and people in a state of crisis. MONSE Community Engagement and Opportunity facilitates interagency coordination efforts on behalf of the agency, most notably through the implementation of Neighborhood Policing Plans and activation of Coordinated Neighborhood Stabilization Responses.

### Coordinated Neighborhood Stabilization Response (CNSR)

A Coordinated Neighborhood Stabilization Response (CNSR) is a violence reduction and prevention approach that addresses direct and residual trauma in a community by intentionally mobilizing City agencies and community-based partners over a 45-day period. MONSE activates CNSRs proactively and reactively in communities experiencing the highest levels of trauma. Each stabilization response is tailored to the specific needs of a given community, informed by 211, 311 and 911 data; survey data from residents; and qualitative needs assessment data gleaned from CBOs, churches, businesses, residents, schools, and neighborhood associations.

CNSRs may be activated in response to one of five scenarios:

- Mass shootings (4 or more victims)
- Youth-involved shootings
- Police-involved shootings
- Major law enforcement takedowns
- Rapid response situations.

After completing an initial assessment of the incident, the Mayor and MONSE Director determine whether a 45-day CNSR will be activated. Once activated, MONSE's CNSR Manager initiates the stabilization process and alerts interagency and community partners about next steps. While each stabilization is uniquely tailored to the community and incident, a general CNSR process map is included in the Appendix.

## Response Timeline

### *Mayor's Office of Neighborhood Safety and Engagement*

#### Timeline

At 12:42 A.M. on Sunday, July 2, MONSE team members who receive BPD First Net text alerts were notified about a shooting at 800 Gretna Court in the Southern District:

*S: Shooting  
M: Shooting  
SD 913 Post  
800 Gretna Ct  
7/2/23 @ 0035 hours  
SD DDU notified*

This alert did not indicate a mass shooting incident or fatalities.

MONSE's Communications Associate Director was contacted by the Baltimore Police Department public information officer (PIO) later that morning at 2:21 A.M. with the following message: *"we're on the scene of mass shooting of south Baltimore FYI."*

By 3:00 A.M., MONSE's Communications Associate Director followed up with BPD's PIO for additional information about the incident and then contacted the MONSE Interim Director, Victim Services Associate Director, and CVI Deputy Director. Immediately following this communication indicating a mass shooting in a Safe Streets catchment zone, MONSE's CVI Deputy Director contacted the Safe Streets Brooklyn site and staff at Catholic Charities, which administers the site.

At 4:44 A.M., Chief Administrative Officer Faith Leach provided a directive to the MONSE Interim Director to stand up immediate stabilization resources in Brooklyn in response to the mass shooting.

At 7:30 A.M., MONSE's Communications Associate Director reached and briefed the MONSE Interim Director on the mass shooting incident in Brooklyn Homes. Within 15 minutes, the Interim Director notified agency staff about the mass shooting and asked the team to be on standby for the impending Coordinated Neighborhood Stabilization Response. Additionally, the Interim Director made contact with the Mayor's Office of Neighborhoods, the Office of Emergency Management, and Councilwoman Phylcia Porter to solidify details associated with the immediate mobilization of resources.

At 8:00 A.M., the Mayor's Office, along with MONSE and BPD, released a joint statement on the incident, which outlined immediate next steps for the City's response:

*"In the early morning hours of July 2, a horrific mass shooting occurred at Brooklyn Homes in South Baltimore. At this time, two people have been killed and 28 others*

*injured, leaving three people in critical condition. My heart is with those who lost their lives, all those who are now battling injuries, and their loved ones. This community should also know that they have our wholehearted support during this unimaginably difficult time. This act of violence has shaken our city to the very core, and we are all grappling with the shock, pain, and trauma that accompanies such a heinous act of destruction.*

*“This investigation is ongoing, and we will not rest until the people responsible are held accountable. This tragedy again shows why we must continue to focus on the amount of illegal guns on our streets that make it into the hands of individuals who should not have them and continuously carry out violent acts in our city. There must be accountability at each level of the illegal gun trade from those using them, those trafficking them to those who manufacture them in ways they know will lead to violence. I’m asking that anyone who has information on who committed this cowardly, violent act to come forward and help us secure justice for the Brooklyn community.*

*“To support residents of South Baltimore during this time, my office has stood up immediate resources in and surrounding the Brooklyn Homes area. Today, the Brooklyn Homes Community Center will serve as a central place for various city agencies to provide residents immediate aid and services.*

*“My Mayor’s Office of Neighborhood Safety and Engagement (MONSE) will immediately begin their work activating a Coordinated Neighborhood Stabilization Response within this community, focused on addressing trauma and stabilizing the neighborhood in partnership with community-based organizations and City agencies.*

*“In the coming days, our community will undoubtedly be faced with grief, questions, and the need for answers. I assure you that the Baltimore Police Department, MONSE, and every other city agency is working diligently to investigate, engage residents, and keep everyone informed of additional pertinent information when it becomes available.”*

At 8:15 A.M., key MONSE staff held an emergency meeting to discuss the Brooklyn Homes stabilization response plan and start the work of coordinating City agencies, service providers, and trauma-responsive supports. Within one hour of the meeting ending, by 10:00 A.M., the first MONSE staff arrived on-site at the Brooklyn Homes community center to prepare for the response.

At 8:22 A.M., MONSE’s CVI Deputy Director contacted the Safe Streets Brooklyn site director, and continued outreach until reaching the site director at 10:35 A.M. The CVI Deputy Director contacted staff at Catholic Charities, which administers the Brooklyn site, at 9:04 A.M.

Additionally, MONSE Communications worked with the Office of Emergency Management to coordinate mass communication alerts to residents of the Brooklyn Homes community and immediate surrounding area to notify them of the resources and efforts underway at the Brooklyn Homes Community Center. At 10:48 A.M., OEM sent out an Everbridge BMORE ALERT informing recipients that the Mayor and MONSE would be at the Brooklyn Community



Resource Center with services and resources beginning at 1200 hours. The message provided a phone number for MONSE's Neighborhood Response Line, as well as an email address to reach MONSE's Victim Services team for assistance and support. At 11:34 A.M., OEM sent out the same Everbridge BMORE ALERT that was shared earlier to the impacted area.

By 12:00 P.M., MONSE was fully activated and on the ground in Brooklyn. The MONSE Interim Director was identified as the Incident Commander for the Recovery Center at the Brooklyn Homes Community Center, working in close partnership with the Office of Emergency Management and responsible for coordinating interagency and community-based providers. MONSE's Victim Services team engaged with residents who were outside of their homes and left letters from the Mayor indicating the activation of a CNSR. Specifically, letters were delivered to the Brooklyn Homes courts surrounding Gretna Court, homes across the street from Gretna Court on 6<sup>th</sup> Street, and homes along 10<sup>th</sup> Street.

In response to a directive from the CAO sent earlier that afternoon, City agency directors and designees met at the Brooklyn Homes Community Center between 1:00 P.M. and 2:00 P.M. Agency leadership began immediately assessing the impacted area, reviewing open service requests in and around Brooklyn Homes, and assisting with emerging needs in real-time.

At 1:06 P.M., OEM sent out another Everbridge BMORE Alert to the impacted area. This alert repeated the previous message. Shortly thereafter, the Department of General Services assisted in the transport of Baltimore's Peace Mobile to the Community Center.

The Mayor, BPD, MONSE, OEM, and City agency leadership provided a press update on the incident, scheduled for 2:30 P.M. It was at this press conference that MONSE's Interim Director notified the public that the agency would be activating a 45-day CNSR, in partnership with the Brooklyn Homes community, with an immediate focus on trauma-responsive supports and on-site mental health services.

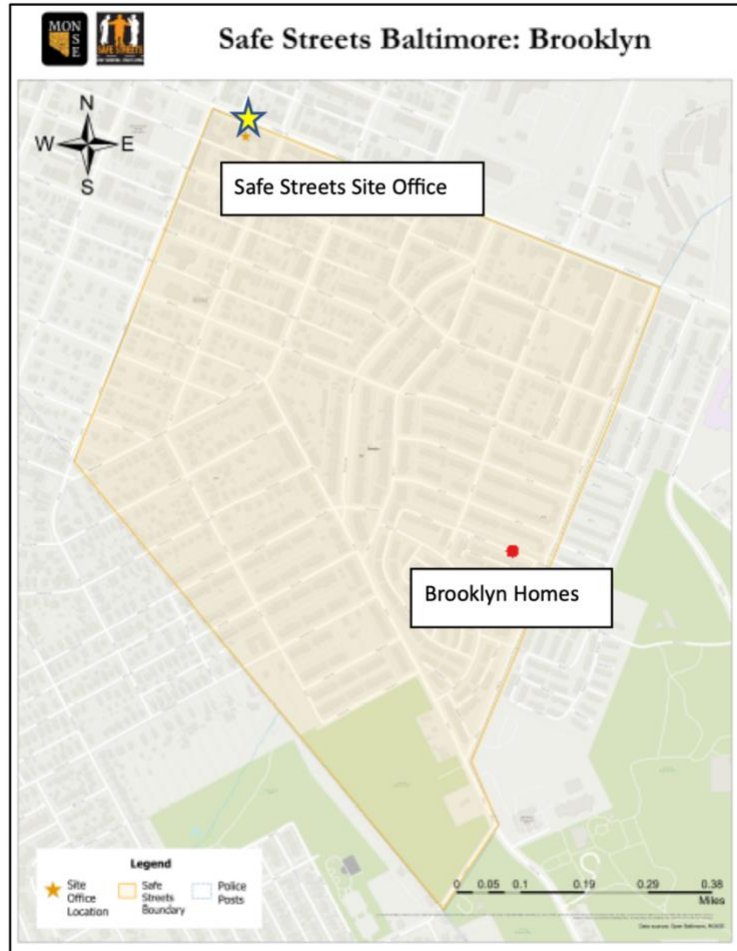
By the early evening, the Mayor's Office, MONSE, and MON developed a plan for the first week of the stabilization, which included a closed-door listening session with the Brooklyn community on Monday evening and an agency leader community walk on Wednesday evening. With permission from HABC, MONSE activated its plan to provide on-site resources for at least one consecutive week out of the Brooklyn Homes Community Center.

### *Safe Streets Brooklyn*

Safe Streets Brooklyn is located at 423 E Patapsco Avenue. The Safe Streets Brooklyn catchment area stretches North-South from E. Patapsco Avenue to the Baltimore City line and East-West from 10th Street to 4th Street. Brooklyn Homes falls within the site geography and is an area that site staff canvass daily. Posts are designated streets and blocks within a site's catchment area that intervention staff are assigned to canvass during their shift. Sites determine daily which posts will be canvassed based on activity within the site's catchment area that could lead to violence or where high-risk individuals spend time.

The Brooklyn Safe Streets site has a staff of five people, including three frontline violence interrupters, a violence prevention coordinator, and a site director. At present, there are three vacancies on the team: one site supervisor and two violence interrupters.

The violence interrupters at the Brooklyn site work Tuesday-Saturday from 3:00 P.M. to 11:00 P.M.; violence interrupters work selected shifts based on a data-driven analysis of trends in the timing of violent crime where they serve. The site director and violence prevention coordinator work from 10:00 A.M. to 6:00 P.M.



### Prior Incident Awareness

At least one month before the event, Safe Streets Brooklyn staff heard about tentative plans for the annual Brooklyn Day event from their daily outreach and engagement with the Brooklyn community, although an exact date was not known at that time. At the end of June, site staff learned that the event was slated to take place on July 1, 2023, when flyers were distributed in the community. Additionally, four of the five site staff are from the Brooklyn community, with many staff having attended Brooklyn Day celebrations in previous years in their capacity as longtime residents. Leading up to Brooklyn Day, Safe Streets staff did not witness or hear anything that suggested the event had the potential to turn violent.

## Timeline

Safe Streets Brooklyn violence interrupters started their shift at 3:00 P.M. on Saturday, July 1 and began canvassing their usual posts. As part of their daily outreach activities within the catchment zone, Safe Streets staff canvassed the area where the Brooklyn Day event was taking place. At 4:00 P.M., two violence interrupters were sent to a different post for outreach and engagement. These staff later returned to the Brooklyn Day event at approximately 9:00 P.M.

In the late afternoon, Safe Streets staff observed groups of young people getting off buses across the neighborhood asking where Brooklyn Day was taking place. Site staff encouraged the young people to return home if they were not sure where they were going.

Prior to the first documented mediation at 8:00 P.M., site staff walked through the large groups to separate and spread out the crowds, while monitoring group dynamics.

In the span of time at the event, Safe Streets staff mediated five conflicts/interventions involving individuals attending Brooklyn Day. Two were arguments between groups that had the potential to turn violent; one was a relationship dispute between two individuals; and two interventions involved Safe Streets staff persuading individuals known or believed to have guns to put them away and be safe. No shots were fired in any of the five conflicts and/or interventions. Each of the mediations/interventions were successfully resolved with two requiring follow up to ensure that conditions for resolution are met. [Note: *When a conflict is resolved as long as certain conditions are met, this means that the parties have agreed to a compromise and as long as both uphold the compromise, the conflict will remain resolved.*]

	Time	Conflict and/or Intervention	Outcome	Shots Fired?
1	8:00 P.M.	Argument between groups	Resolved	No
2	8:20 P.M.	Relationship dispute	Resolved	No
3	8:45 P.M.	Individual exposed previously concealed weapon	Resolved*	No
5	9:00 P.M.	Individual thought to have a gun	Resolved	No
4	10:30 P.M.	Argument between groups	Resolved*	No

*\*Resolved as long as certain conditions are met*

After the conclusion of their shift at 11:00 P.M., all Safe Streets site staff on site left the event between 11:00 P.M. - 12:20 A.M.

Once the Safe Streets Brooklyn team heard of the shooting, between 12:35 A.M. and 1:00 A.M., site staff contacted the Safe Streets Brooklyn Site Director to report the incident. Two staff members immediately returned to the scene, while another staff member went to the hospital where victims (including family members and loved ones of the staff) were being treated until approximately 5:00 A.M.

Based on policy documented in MONSE's Community Violence Intervention (CVI) Standard Operations Manual, the Safe Streets site director is to inform MONSE's CVI Deputy Director following a shooting incident within the site's catchment zone. In practice, this communication typically happens within 24 hours of an incident. In the instance of the Brooklyn Homes mass shooting, MONSE's CVI Deputy Director proactively contacted the Brooklyn site and Catholic Charities after learning of the incident.

Later that morning, by 10:00 A.M. on Sunday, July 2, the Safe Streets Brooklyn team returned to Brooklyn Homes to support the community and assist the MONSE team with the CNSR activation.

Additionally, the CVI Standard Operations Manual also outlines the protocol for scheduling and communicating about Safe Streets Shooting Responses. Shooting Responses are typically held within 72 hours of every shooting incident within the boundary of a Safe Streets post (or as soon after 72 hours that it is safe to hold the response). Safe Streets Brooklyn initially planned a Shooting Response for Wednesday, July 5, but rescheduled the response to Friday, July 7 in coordination with MONSE.

## Brooklyn Homes Coordinated Neighborhood Stabilization Response

At the direction of the Mayor in the hours following the mass shooting on July 2 in Brooklyn Homes, MONSE activated a 45-day Coordinated Neighborhood Stabilization Response. This CNSR activation, like other activations, was tailored to the magnitude of the incident and the expressed needs of the community. Due to the nature of the event and mass victimization of community members, the Brooklyn Homes CNSR was intentionally unique in comparison to previous activations in that it required immediate, sustained resource deployment, a focus on victim services, and unprecedented scale to address widespread trauma in the community.

Throughout the 45-day CNSR activation, the following resources and direct services were offered to residents of Brooklyn Homes and the broader Brooklyn community:

1. Housing assistance and emergency relocation
2. Rental assistance
3. Food assistance
4. Assistance with SNAP benefits
5. Mental health counseling
6. Employment assistance
7. Family services and childcare
8. Assistance with SSI benefits
9. Conflict mediation
10. Utility assistance
11. Legal aid and advocacy

12. Assistance with obtaining official documents (IDs, Birth Certificates, and Social Security Numbers)



*July 2 – July 12: Immediate, Intensive Stabilization Resources*

MONSE, in partnership with HABC and OEM, launched the first phase of stabilization response between July 2 – July 12, 2023, based in the Brooklyn Homes Community Center. MONSE coordinated City, State, and community-based organizations and providers to provide direct services out of the Community Center. Priority services in the first week and a half of the CNSR were on-site therapeutic and mental health services, coordinated victim services, and trauma-responsive care. Additionally, the agency’s Peace Mobile was on site daily, serving as a haven for children and families in the community. Inspired by LIFE Camp New York’s Peace Mobile, the Baltimore Peace Mobile is a City-owned RV outfitted into a mobile resource hub designed to offer immediate resources to residents experiencing trauma served during the city’s Coordinated Neighborhood Stabilization Responses (CNSR). Features and resources include tablets and laptops; a recording studio; board games; snacks; Narcan kits; and toiletry kits.

MONSE participated in the Mayor’s community meeting on Monday, July 3, to hear from residents of the community following the incident.

As part of this first week of activation, MONSE, Mayor Scott, and City agencies canvassed the community to identify additional areas of need and quality-of-life issues to tailor supplementary resources and deployment of City services on Tuesday, July 4, and Wednesday, July 5.

As part of Safe Streets Baltimore’s work to shift cultural norms around the acceptability of gun use and address underlying conditions that drive violence, the Safe Streets Brooklyn team, joined

by staff from Safe Streets sites across the city, conducted a shooting response on Friday, July 7. Safe Streets staff and members of the community canvassed the neighborhood and Brooklyn Homes community to encourage residents to put an end to gun violence.

On Wednesday, July 12, the Safe Streets Brooklyn team held a resource fair in partnership with MONSE to distribute essential household items (including diapers, laundry detergent, and toilet paper) to residents of Brooklyn Homes and the surrounding community.

Recovery Center Hours

Monday, July 3	10:00 A.M. - 5:00 P.M.
Tuesday, July 4	10:00 A.M. - 9:00 P.M.
Wednesday, July 5	10:00 A.M. - 5:00 P.M.
Thursday, July 6	10:00 A.M. - 5:00 P.M.
Friday, July 7	10:00 A.M. - 8:00 P.M.
Saturday, July 8	10:00 A.M. - 8:00 P.M.
Sunday, July 9	<i>Closed</i>
Monday, July 10	10:00 A.M. - 5:00 P.M.
Tuesday, July 11	10:00 A.M. - 5:00 P.M.
Wednesday, July 12	10:00 A.M. - 5:00 P.M.

*July 13 – August 18: Continued, Tailored Supportive Services*

As MONSE transitioned from the immediate phase of this stabilization, involving victim services and trauma-responsive services, the agency worked with other partners to develop the schedule for the remaining weeks of this activation for the Brooklyn Homes CNSR around community-identified priorities. These priorities included activities for youth, employment services, and outreach to the Spanish-speaking community. For example, during the early days of the stabilization, residents expressed the need for more resources and opportunities for young people to “just be kids” and help heal from trauma caused by the incident.

On Thursday, July 20, MONSE helped support BCRP and MOCFS’s Movie Night event for young people in the Brooklyn Homes community.

On Wednesday, August 2, MONSE’s CNSR, MONSE’s Victim Services, MOED, City of Refuge, HABC, and Pivot held a combined resource fair and food distribution event to meet identified long-term needs around additional contributing factors to public safety. The agency continues to nurture existing partnerships and leverage City resources to address food insecurity and ensure that residents of the Brooklyn Homes community can access employment and job training opportunities.

On Saturday, August 12, MONSE’s CNSR and Victim Services teams worked with Councilwoman Phylicia Porter’s office, the Brooklyn Homes Tenants’ Council, Safe Streets

Brooklyn, We Our Us, HABC, City of Refuge, Catholic Charities, Young Black Scholars, and Let's Thrive Baltimore to hold a Brooklyn Homes "Fun Day" and Youth Town Hall.



### *Impact and Engagement*

MONSE achieved the following impacts and outcomes over the course of the immediate and ongoing coordinated stabilization efforts in Brooklyn Homes:

- More than 370 individuals signed in at the Recovery Center and outside of the Peace Mobile, with many of these individuals requesting follow-up services and support from MONSE. The agency estimates reaching even more individuals who did not sign in through direct outreach during events held in partnership with CNSR community organizations, as well as food and donation giveaways.
- A total of 98 individuals expressed a need for housing assistance, relocation services, and/or transfers. MONSE continues to work in close partnership with the State's Attorney's Office and HABC (in cases where the individuals are Brooklyn Homes residents) on these requests.
- Coordinated services with the Baltimore City Department of Social Services to provide on-site assistance with and registration for benefits, including food stamps, Social Security Income, counseling, employment and financial assistance, housing, water bills,

and more.

- Provided on-site, coordinated victim services supports, with staff at MONSE, SAO, and BPD working in close partnership to meet the immediate and ongoing needs of primary and secondary victims impacted by the Brooklyn Homes mass shooting.
- Coordinated with the Mayor's Office of African American Engagement to lead outreach and engagement efforts with young men and boys from Brooklyn Homes, with additional outreach support provided by We Our Us.
- Coordinated legal services with the Rebuild, Overcome, and Rise (ROAR) Center at UMB, which provided on-site support to individuals impacted by the incident, including assistance with landlord and rent discrepancies and the completion of forms for victim's compensation opportunities.
- Supported the Red Cross of Maryland with food distribution (lunch and dinner) for Brooklyn Homes residents on Sunday, July 2 and Monday, July 3.
- Coordinated with the Office of Emergency Management around incident command protocol, emergency needs for the community, event management, and donation documentation.
- Coordinated with Baltimore Crisis Response Inc. (BCRI) to provide immediate, on-site counseling services for residents directly and indirectly impacted by the incident.
- Coordinated with Mayor's Office of Children and Family Success (MOCFS) Community Action Partnership (CAP) Centers to support residents with rental and utility assistance. Additionally, MOCFS led coordination and communication with Baltimore City Public Schools, whose social work and student wholeness staff also provided on-site assistance to families and children visiting the Recovery Center.
- Coordinated services with the Mayor's Office of Immigrant Affairs (MIMA) and CASA de Maryland to aid in communication and connection to service providers for Brooklyn's Spanish-speaking residents.
- Moms Demand Action worked collaboratively with MONSE to provide activities for children in the Brooklyn community, including arts and crafts and games. The availability of these activities for youth, under the guidance of caring adults, allowed parents who visited the Recovery Center with their children to receive on-site therapeutic



services, register for resources, and engage with MONSE, BPD, and SAO victim services teams.

### Resident Impact Stories

The following victim services cases are illustrative of the trust and relationships that MONSE built during the initial days of the CNSR activation. The agency observed many residents returning to the Recovery Center day after day. This strong, immediate presence laid the foundation for the consistent engagement work that MONSE undertook, in partnership with the community and key stakeholders, in the second phase of stabilization response.

*“D”, a Brooklyn Homes resident, was a primary victim in the July 2 mass shooting. He was not open to interacting with the SAO or BPD when he walked into the community center on Day 1 of the stabilization, as he was in crisis with multiple acute needs. The MONSE victim services team immediately began working with “D” and connected him to a Transformation Health therapist. In the ensuing days, as trust was developed, he was connected on-site with SAO victim services, who paid his back BGE bill and back rent; DSS for assistance with food stamps and benefits; ROAR for bandages; and the University of Baltimore’s Center for Criminal Justice Reform for help with the Criminal Injuries Compensation Board (CICB) process. By Day 4, “D” was joining MONSE staff and other volunteers, side by side, in helping distribute food to residents.*

*“A’s” son was a non-fatal shooting victim in the July 2 incident. Her son was still at the hospital when “A” came to the community center, unable to sleep or eat. She was connected with SAO victim services and immediately received relocation assistance. SAO Victim Services reached out to her employer to ensure that she would not lose her job, and MONSE Victim Services made a connection to therapy.*



### *Interagency and Partner Mobilization*

Partners activated during the response include:

1. 4MyCiTy Inc.
2. American Red Cross
3. Annapolis Office of Emergency Management (OEM)
4. Anne Arundel Office of Emergency Management (OEM)
5. Aspire Behavioral Connections LLC
6. Baltimore City Department of Housing Community Development (DHCD)
7. Baltimore City Department of Social Services (DSS)
8. Baltimore City Fire Department (BCFD)
9. Baltimore City Health Department (BCHD)
10. Baltimore City Mayor's Office of Homeless Services (MOHS)
11. Baltimore City Office of Emergency Management (OEM)
12. Baltimore City Public Schools (BCPSS)
13. Baltimore City Recreation and Parks (BCRP)
14. Baltimore Crisis Response Inc. (BCRI)
15. Baltimore City State's Attorney's Office (SAO)
16. Baltimore Police Department (BPD)
17. Board of Liquor License Commissioners
18. CASA de Maryland
19. Catholic Charities of Baltimore
20. Center for Urban Families (CFUF)

21. Christopher Place Employment Academy
22. City of Refuge
23. Department of General Services (DGS)
24. Enoch Pratt Free Library (EPFL)
25. Everytown for Gun Safety
26. Food for the Hungry
27. Goodness and Mercy LLC
28. Governor's Office of Community Initiatives (GOCI)
29. Greater Baybrook Alliance (GBA)
30. GriefShare
31. Health Care for the Homeless
32. Healthcare Access Maryland (HCAM)
33. Healthy Lives Maryland
34. Housing Authority of Baltimore City (HABC)
35. HTP Homes
36. Islamic Leadership Institute of America (ILIA)
37. Kingdom Life Church
38. Let's Thrive Baltimore
39. Linmar Leadership
40. Living Classrooms Foundation
41. M and T Bank
42. Maryland Department of Human Services (DHS)
43. Maryland Department of Juvenile Services (DJS)
44. Maryland Responds
45. Mayor's Office of African American Male Engagement (MOAAME)
46. Mayor's Office of Children & Family Success (MOCFS)
47. Mayor's Office of Employment Development (MOED)
48. Mayor's Office of Immigrant Affairs (MIMA)
49. Molock Cares LLC
50. Moms Demand Action
51. Pivot
52. Reading Partners Baltimore
53. Rebuild, Overcome and Rise (ROAR) Center at University of Maryland Baltimore
54. Roca
55. Safe Streets Baltimore
56. Strong Schools Maryland
57. T.I.M.E. Organization
58. Transformation Health
59. United Way of Central Maryland
60. University of Baltimore Center for Criminal Justice Reform

61. University of Maryland School of Social Work
62. We Our Us
63. We Responders, Inc.
64. Young Black Scholars

Faith-Based Partners

Rev. Amin Flowers, Life Church Ministries

Pastor Billy Humphrey, Pathway Church of God

Pastor John Watts, Kingdom Life Church Apostolic



*Beyond the 45 Days: Ongoing Engagement Efforts*

MONSE will continue to work with local organizations, faith leaders, and other partners to stay engaged in and support community-led event planning and resource provision efforts to ensure that City government is able to maintain supports for Brooklyn Homes residents post-CNSR. This includes actively working with the Mayor’s Office and Children and Family Success to distribute bookbags and other school supplies at back-to-school events throughout the surrounding communities.

- Some of this work has already started, with a calendar of meetings and events taking place post-CNSR activation included below:
  - Saturday, August 19 - Backpack and school uniform coordination for families
  - Monday, August 21 - We Our Us Community Walk (Gretna Ct)

- Tuesday, August 22 - Youth and family engagement at the Baltimore Orioles Game (40 children and parents)
- Thursday, August 24 - Bi-weekly Community Stakeholder meeting (non-public)
- Saturday, August 26 - Coordinate families to attend Charm City Live event
- Thursday, September 7 - After-Action Report Community Meeting
- Saturday, September 9 - Community-Led Resource Fair
- Thursday, September 21 - Bi-weekly Community Stakeholder meeting (non-public)
- Saturday, September 23 - Coordinate families to attend Artscape
- Sunday, September 24 - Coordinate families to attend Artscape
- Wednesday, September 27 - Brooklyn Healing Day meeting (non-public)
- Saturday, September 30 - Brooklyn Healing Day (90 Day Close-Out Event with Lisa Molock)

## Findings and Recommendations

As the agency tasked with carrying out Baltimore’s comprehensive, public health approach to safety, MONSE is committed to ensuring everything within the scope of responsibility is done to support the primary and secondary victims of the Brooklyn Day mass shooting, help the community heal, and ensure that what happened on July 2<sup>nd</sup> never happens again.

Over the past two months, the agency has taken time to assess:

- The results, outcomes, and impacts of CNSR activation, a constantly evolving process
- Internal, interagency, and community coordination and collaboration
- Internal and external communication

MONSE presents the following findings and recommendations, with a goal of implementing changes that aid the agency in its mission to support the Baltimore community and build a safer city.

### *Role of Safe Streets Baltimore*

#### Finding 1

There are only informal practices -- no documented protocols -- regarding when and how Safe Streets staff share knowledge with MONSE CVI staff about large events or potential/ emerging threats to public safety in their catchment zones. In this case, Safe Streets had no advance information about conflicts among attendees or likely violence at Brooklyn Day, although they were aware of the occurrence of the Brooklyn Day event. It is important to note that Safe Streets’ violence interrupters mediate conflicts involving weapons on a daily basis, and the conflicts they mediated on Brooklyn Day were not out norm of their daily course of duty. However, escalation protocols could have helped to mitigate the risk of violence by increasing government awareness of the Brooklyn Day event.

#### **Recommendation:**

- MONSE will update the CVI Standard Operations Manual to expand the criteria for when Safe Streets staff escalate information about potential incidents to MONSE CVI staff. The agency will work with Safe Streets site staff and the strategic partners that administer sites to finalize and implement suggested formal notification and escalation protocol.
- MONSE will also work with Safe Streets site staff and the strategic partners that administer sites to finalize a formal notification and escalation protocol for both large events happening within catchment zones and emerging situations where additional support and/or resources may be needed.
- Proposed escalation protocol is included below:
  - *If staff are aware of a potential incident that could cause mass harm or destruction, including prior knowledge of potential violence at an upcoming event or exceeds the ability of Safe Streets staff to intervene or mediate conflict, they would escalate to MONSE, who would then escalate to the Administration. This includes events hosted or supported by Safe Streets, as well as community events taking place within a Safe Streets catchment zone.*
    - *Proposed criteria for escalation to MONSE [Note: escalation to require occurrence of at least two or more of the following criteria]:*
      - *Suspicion of or witnessing multiple individuals with weapons in a single location.*
      - *Conducting multiple interventions with individuals with exposed weapons.*
      - *Engagement exceeds Safe Streets staff's capacity to intervene and mediate.*
      - *Large event taking place in a Safe Streets catchment zone with more than 50 attendees.*
      - *Two or more groups with a known conflict attending the same event.*
- Escalation path for staff if or when a Site Director cannot be reached should be as follows:
  - *Contact the Site Administrator and next staff member in the chain of command, the Violence Prevention Coordinator (VPC) then Site Supervisor.*
  - *The VPC or Site Supervisor will contact MONSE in the absence of the Site Director.*
  - *MONSE will also communicate directly with the Site Administrator to assist in coordinating a response and gaining information about potential violence or the incident.*

## Finding 2

The scrutiny of Safe Streets' response to the incident made it apparent that there is some public confusion about Safe Streets Baltimore's role and its model.

**Recommendation:**

- MONSE will increase public communication and awareness about the daily work of Safe Streets Baltimore, what their evidence-based street outreach model looks like, and how they function as credible messengers with those at highest risk.
- MONSE will work with site administrators to facilitate increased engagement between Safe Streets sites and key community stakeholders.

*Mobilization, Wraparound Supports, and Coordination*Finding 3

The MONSE team was able to immediately mobilize during off hours to arrive within one to two hours of the agency’s internal planning meeting to address urgent needs in the community within hours of the incident.

**Recommendation:**

- Ensure communication channels exist to replicate immediate response timeline for future incidents.

Finding 4

MONSE adapted to meet evolving needs throughout the agency’s Brooklyn Homes Coordinated Neighborhood Stabilization Response. The team held internal debriefings to catalog and discuss strengths and opportunities of each step, discussed process improvements on a day-to-day and week-to-week basis, and worked to increase team accountability and redundancy over the stabilization event, even amid MONSE’s CNSR manager being scheduled out of the office during the first part of the stabilization.

**Recommendation:**

- Conduct a feedback session to outline strengths and opportunities after each activation in order to continually improve the effectiveness, speed, and coordination associated with future CNSRs.

Finding 5

Coordinated Neighborhood Stabilization Responses are constantly evolving activations that require the coordination of multiple interagency, cross-governmental and community-based partners to address residents’ needs throughout the process. This work is relatively new to the City, being first piloted by MONSE in 2022, and a CNSR had never been deployed for an incident of the magnitude of the July 2 mass shooting.

MONSE collaborated with partners and community members to identify residents' specific needs and tailor the response to those needs. The need to manage an extensive amount of coordination across partners and community stakeholders -- while simultaneously addressing trauma and root drivers of violence through direct service work on the ground -- presented a significant challenge to MONSE's capacity.

Additionally, MONSE found that partner organizations were at times confused about who was serving as lead within MONSE and within the administration, which created challenges for event planning and coordination with external organizations. The existence of firm procedures around CNSR roles and responsibilities could have remedied this issue.

**Recommendation:**

- Implement CNSR roles and responsibilities process to ensure everyone on the MONSE team knows what they are responsible for delivering and to ensure the CNSR manager has a backup.
- Update the CNSR process map to ensure that protocols are consistent, fully developed, and up to date.
- Establish a Joint Information Center (JIC) for future CNSR activations to streamline communication channels across stakeholders. The JIC for the City's response to the COVID-19 pandemic served as a standing meeting for agencies to coordinate and uplift both internal and external communications and was essential to the City's work to navigate that public health crises. MONSE believes that the JIC's success could be replicated for CNSR activations.
- Ensure dates and commitments are locked down and promoted to community stakeholders and residents at least 48 hours in advance.

[Finding 6](#)

MONSE is actively working with HABC to prioritize assistance for primary and secondary victims from the July 2<sup>nd</sup> incident. This work is shared between BPD Victim Services (which provides support for direct victims), the SAO Victim Services Division (which provides support for victims and witnesses as part of the criminal justice process), and MONSE Victim Services (which provides central case management, support for secondary and tertiary victims, and interagency coordination). MONSE's Victim Services team also quickly engaged with other governmental partners and community-based providers where necessary.

Over the course of the Brooklyn Homes CNSR, MONSE connected with 167 residents who expressed a need for follow-up services and case management through the agency. Of the 98 requests for relocation and/or housing assistance MONSE received throughout the CNSR activation, 86 were from residents of Brooklyn Homes. To date, MONSE is providing some level of case management support to 19 victims (both primary and secondary) of the Brooklyn Homes mass shooting, with needs ranging from relocation assistance to ongoing mental health supports.



MONSE is actively working with partners to assess and process the remaining requests. Many residents were able to fill out applications for support services and resources on-site, which helped streamline and expedite what can otherwise be lengthy and complex processes.

**Recommendation:**

- Build out an internal central information hub and database for resources and offers of assistance from external partners to limit service redundancy and ensure resident needs are more effectively met.
- Work in partnership with BPD and SAO Victim Services to develop an interagency process map and regular coordinated case review meeting. Some of this work has already begun and should be institutionalized.
- Work with partner agencies and service providers to integrate the on-site direct resource and support service structure into future CNSR activations.

[Finding 7](#)

At the Community Center and outside of the Peace Mobile, MONSE primarily used paper sign-in sheets to log resident information and track expressed needs, as well as to collect contact information for follow-up and case management purposes. Due to the extensive nature of the response, staff had to monitor and manually enter information into the agency's internal data tracking system. Some entries had inaccurate or incomplete names and contact information for residents.

**Recommendation:**

- Identify data lead for all future CNSRs.
- Develop and use digital sign-in forms instead of paper sheets where possible.
- Create a streamlined data collection system to ensure continuity of recorded data amongst each agency partner and prevent double-counting and/or duplication of efforts.

[Finding 8](#)

As this was MONSE's highest profile incident response to date and the first time many people heard about a CNSR, there was public confusion about the scope of CNSR activations. Some mistakenly believed that the CNSR was a 45-day resource fair based on what Day #1 of the response looked like.

Throughout MONSE's presence in Brooklyn Homes, there was a concern that resources to the community would cease at the conclusion of the 45-day period. Many residents expressed a distrust and/or lack of faith in City government. By maintaining a regular presence in the community throughout the response and focusing on relationships, the MONSE team actively worked alongside residents and community leaders to build trust.

**Recommendation:**

- Distribute stronger, clearer, and more detailed public communication in the press and on social media to reinforce the CNSR process.
- Provide consistent updates, including daily updates with specific resource offerings, at least in the first week of the response.
- Maintain an ongoing presence in the community and continue to foster relationships with residents and community-based organizations after the 45-day period, with a focus on community-led decision-making.
- Continue to participate in community-led event and resource planning with Councilwoman Porter's office, the Brooklyn Tenant's Association, and other organizations, faith institutions, businesses, and service providers operating in the Brooklyn community.
- Explore opportunities to make small grants available to local community-based organizations operating in the Brooklyn community.

**Finding 9**

MONSE's Peace Mobile, which debuted only one month prior to this incident, was on-site daily for the initial phase of the CNSR activation and served as a hub for youth engagement and resources in addition to the Brooklyn Homes Community Center. Young people are the primary demographic that took advantage of this space, allowing them to decompress and take their minds away from their respective trauma following the mass shooting while family members received services. This required regular staffing and maintenance of the space. On a few occasions, MONSE had to close off the bus due to not having sufficient staffing to oversee young people and clean the space. Established protocols around staffing and cleaning of the Peace Mobile could have limited these closures.

**Recommendation:**

- Establish a standard operating procedure for Peace Mobile deployment, cleaning, resident sign-in, and staffing.
- In response to the agency's experience in the initial phase of the stabilization, MONSE has established a staffing minimum of two people for the Peace Mobile.

## Appendix

Coordinated Neighborhood Stabilization Response (CNSR) Letter Sent to Brooklyn Homes Residents.....	1
Updated CNSR Documentation.....	2
Map of Brooklyn Homes CNSR Boundaries.....	3
CNSR Process Map.....	4



BRANDON M. SCOTT  
MAYOR

100 Holliday Street, Room 250  
Baltimore, Maryland 21202

July 2, 2023

Dear Neighbor,

In light of the recent event that occurred in the Brooklyn Homes community, I wanted to provide information to make you aware of support available to residents during this difficult time.

The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will be activating a Coordinated Neighborhood Stabilization Response within this community over the next 45 days, focused on addressing trauma and stabilizing the neighborhood in partnership with community-based organizations and City agencies. This response is part of my administration's focus on prioritizing the well-being of our residents in the immediate aftermath of a traumatic event like the one experienced this weekend.

Even though we missed you today, please know that my team is here to support and facilitate your healing and well-being at this moment. We know that incidents of violence have any number of personal, mental, and/or emotional impacts. You can reach a member of the MONSE team by calling **(410) 929-5488** or by emailing [monse@baltimorecity.gov](mailto:monse@baltimorecity.gov).

To support residents of South Baltimore during this time, my office has stood up immediate resources in and surrounding the Brooklyn Homes area. Today, the Brooklyn Homes Community Center will serve as a central place for various city agencies to provide residents immediate aid and services. Residents are also encouraged to visit the Enoch Pratt Free Library Brooklyn branch starting Monday, July 3 at 10am to receive free mental health supports.

We are available to discuss the support services and resources available for you according to your needs. Again, the MONSE neighborhood response line is available at **(410) 929-5488** and at [monse@baltimorecity.gov](mailto:monse@baltimorecity.gov). Please note: The line and email inbox are not staffed 24/7; however, multiple members of the MONSE team actively monitor them. If you leave a message requesting support, please know that a MONSE team member will get back to you as soon as possible.

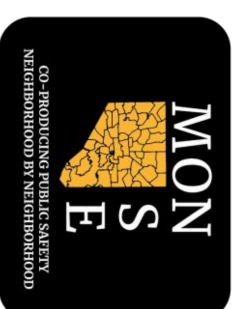
Violence impacts everyone in every neighborhood of our city, yet we can never accept this as normal. You have my unyielding commitment as your Mayor that we are not and will not be deterred in our efforts to disrupt it.

In service,

Brandon M. Scott  
Mayor  
City of Baltimore

MAYOR'S OFFICE OF NEIGHBORHOOD SAFETY AND ENGAGEMENT

COORDINATED NEIGHBORHOOD STABILIZATION RESPONSE (CNSR) DOCUMENTATION



<b>Date and Time of Incident</b> MM/DD/YYYY ##:## AM/PM	<b>Incident Location and Description</b> ADDRESS - ##
<b>CNSR Activation Period (Start - End)</b> MM/DD/YYYY - MM/DD/YYYY	<b>Response Priority Areas</b> #####

<b>CNSR MANAGER</b>	<b>PEACEMOBILE LEAD</b>	<b>INTERNAL COMMS LEAD</b>	<b>EXTERNAL COMMS LEAD</b>	<b>VICTIM SERVICES LEAD</b>	<b>DATA LEAD</b>
NAME	NAME	NAME	NAME	NAME	NAME
<ul style="list-style-type: none"> <li>Lead coordinator and core team communication lead</li> <li>Activation schedule keeper</li> <li>PeaceMobile approver</li> <li>Consistent communication with Data Lead and Internal/ External Comms Leads</li> <li>Main liaison with MONSE Comms rep for all interfacing with media/interview requests</li> <li>Lead qualitative</li> </ul>	<ul style="list-style-type: none"> <li>DGS lead</li> <li>Ensure PeaceMobile stocked and cleaned between shifts</li> <li>Ensure daily data collected logged</li> </ul>	<ul style="list-style-type: none"> <li>Internal team CNSR updates (multiple times per week)</li> <li>PeaceMobile request and scheduling management</li> <li>Driver scheduling</li> <li>Volunteer scheduling</li> <li>Service partnership scheduling (w/ Ext. Comms Lead)</li> </ul>	<ul style="list-style-type: none"> <li>External stakeholder vetting lead</li> <li>External stakeholder coordination lead - day-to-day point of contact</li> <li>Main point of contact for external stakeholder communication</li> <li>Consistent communication with CNSR Mgr</li> </ul>	<ul style="list-style-type: none"> <li>On-the-ground lead for victim services management</li> <li>Consistent communication with Data Lead</li> <li>Support qualitative data collection</li> </ul>	<ul style="list-style-type: none"> <li>Form/survey creation and tailoring</li> <li>Data entry training lead</li> <li>Daily Apricot report-outs and auditing</li> <li>Support quantitative data collection</li> <li>Serve as an accountability partner to the CNSR Manager to ensure timely and accurate data collection</li> </ul>

and quantitative data collection					
<i>Primary: CNSR Mgr Backup: CEO AD</i>	<i>Primary: PMB Driver Backup: DGS - A, Wilson, J. Brooks</i>	<i>Primary: EA Backup: SA</i>	<i>Primary: SA Backup: Comms AD, EA</i>	<i>Primary: VS Mgrs Backup: VS Coordinator and VS Admin</i>	<i>Primary: Data Analyst Backup: DA DD</i>

**CNSR Map w/ 6-Block Radius Identified**

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**CNSR Data Analysis - Starting Summary Statistics**

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**CNSR Data Analysis - Post-CNSR Summary Statistics**

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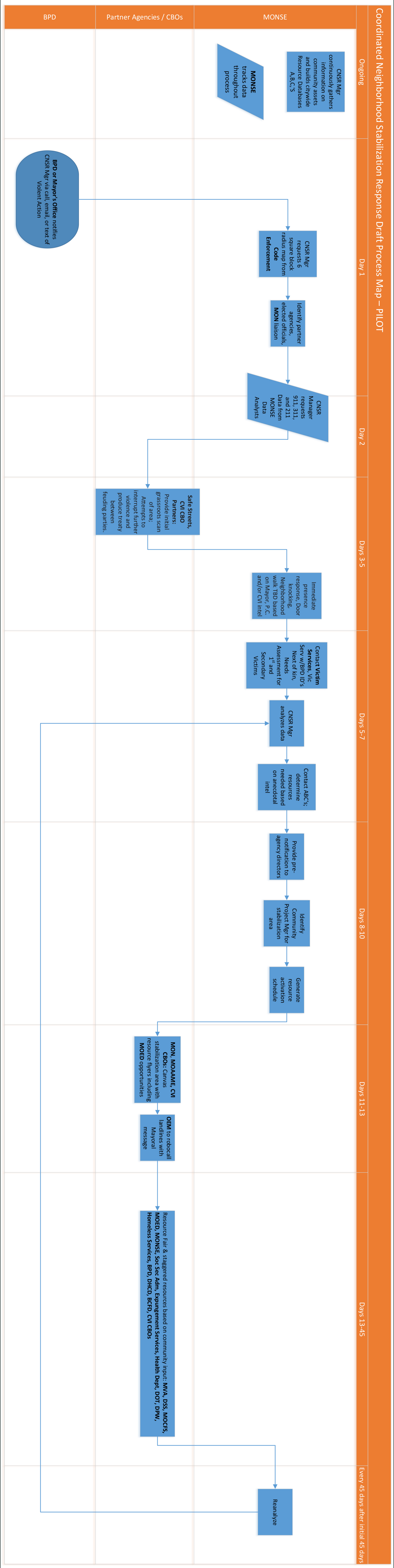
**Post-CNSR Narrative Report and Qualitative Impact**

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Brooklyn Homes



# Coordinated Neighborhood Stabilization Response Draft Process Map – PILOT



Ongoing

Day 1

Day 2

Days 3-5

Days 5-7

Days 8-10

Days 11-13

Days 13-45

Every 45 days after initial 45 days

CNSR Mgr continuously gathers information on community assets and builds citywide Resource Databases A,B,C'S

MONSE tracks data throughout process

CNSR Mgr requests 6 square block radius map from Enforcement Code

Identify partner agencies, elected officials, MON liaison

CNSR Manager requests 911, 311, and 211 Data from MONSE Data Analysts

Safe Streets, CVI CBO Partners: Provide initial grassroots scan of area; Attempts to interrupt further violence and produce treaty between feuding parties.

Immediate presence response, Door knocking, Neighborhood walk TBD based on Mayor, P.C. and/or CVI intel

Contact Victim Services, Vic Serv w/BPD ID's Next of kin, Needs Assessment for 1st and Secondary Victims

CNSR Mgr analyzes data

Contact ABC's; determine resources needed based on anecdotal intel

Provide pre-notification to agency directors

Identify Community Project Mgr for stabilization area

Generate resource activation schedule

MON, MOAAME, CVI CBOs: Canvas stabilization area with resource flyers including MOED opportunities

OEM to robo-call landlines with Mayoral message

Resource Fair & staggered resources based on community input: MVA, DSS, MOCFs, MOED, MONSE, Soc Sec Adm, Expungement Services, Health Dept, DOT, DPW, Homeless Services, BPD, DHCD, BCFD, CVI CBOs

Reanalyze

BPD

Partner Agencies / CBOs

MONSE

BPD or Mayor's Office notifies CNSR Mgr via call, email, or text of Violent Action