

BALTIMORE CITY COMPREHENSIVE VIOLENCE PREVENTION PLAN

MAYOR BRANDON M. SCOTT

Effective: July 1, 2021 – June 30, 2026



Brandon M. Scott
Mayor



Table of Contents

INTRODUCTION: BALTIMORE'S FIRST COMPREHENSIVE VIOLENCE PREVENTION STRATEGY	7
COMPREHENSIVE VIOLENCE PREVENTION PLAN FOR BALTIMORE (2021-2026)	8
PILLAR 1 — PUBLIC HEALTH APPROACH TO VIOLENCE	9
DESIRED OUTCOMES AND IMPACTS	9
STRATEGY	10
1. Gun Violence Prevention	10
1.1 Implement Group Violence Reduction Strategy	10
1.2 Expand Investment in Community Violence Intervention (CVI) Programs	11
1.3 Hold Gun Traffickers and Straw Purchasers Accountable	12
2. Victim Services	12
2.1 Expand Victim Services to Gunshot Survivors	12
2.2 Strengthen Victim Services for Survivors of Intimate Partner Violence, Sexual Assault, and Human Trafficking	13
3. Youth Justice	13
3.1 Adopt Proven, Community-Based Solutions to Reduce Youth Arrests and Incarceration	13
3.2 Fund Violence Intervention and Prevention Programs for School-Aged Youth	14
3.3 Implement Agency-Level Changes to Shift Long-Term Youth Outcomes	14
4. Community Healing and Trauma-Informed Practice	15
4.1 Train Residents in Trauma-Informed Approaches	15
4.2 Implement a Shooting Response Protocol to Support People and Communities	15
4.3 Promote Mediation Services to Resolve Conflict	15
4.4 Expand Community-Based Harm Reduction Supports	15
4.5 Accelerate and Expand Behavioral Health Interventions and Alternatives to Policing	15
4.6 Reduce Barriers to City Government Employment	16
4.7 Engage in Truth and Reconciliation Process to Increase Public Trust	16
4.8 Improve Relationships with Key Constituencies through Partnership	16
5. Re-Entry	16
5.1 Establish the Re-Entry Action Network	17
5.2 Develop Safe Return Plans for Returning Citizens Prior to Release	17
PILLAR 2 — COMMUNITY ENGAGEMENT AND INTER-AGENCY COORDINATION	18
DESIRED OUTCOMES AND IMPACTS	18
STRATEGY	19
1. Neighborhood Engagement and Capacity Building	19
1.1 Build Capacity of Community-Based Efforts	19
1.2 Solicit the Partnership of the Business Community	19
1.3 Expand the Violence Prevention Task Force	19
2. Inter-agency Coordination	20
2.1 Restart the Criminal Justice Coordinating Council	20
2.2 Regularly Convene Local, State, and Federal Agencies Around Shared Public Safety Goals	20
2.3 Work Collaboratively, Not Competitively, to Secure Grant Dollars	20
3. Building and Strengthening Key Partnerships	20
4. Fostering Relationships with BPD	20
4.1 Activate the Resident-Led Public Safety Advisory Commission	21
4.2 Create Neighborhood Policing Plans to Address Resident-Identified Challenges	21

DESIRED OUTCOMES AND IMPACTS 22

STRATEGY 23

1. Strategic Key Performance Indicators 23

 1.1 Identify Measures to Ensure Accountability 23

2. Performance Management 23

 2.1 Establish GVRs Stat 23

 2.2 Implement IPV Stat 23

 2.3 Develop Neighborhood Stat, Focused on Equity 24

3. Community Perception of Safety and Trust 24

 3.1 Establish Collaborative Relationships with Non-Governmental Partners 24

 3.2 Host Semi-Annual Community Town Halls and Listening Sessions 24

4. Police Accountability 25

 4.1 Provide Regular Updates on Consent Decree Progress 25

 4.2 Improve Internal Affairs Training for All Sworn Officers 25

5. Policy and Research 25

 5.1 Build Up the City's Research Capabilities 25

 5.2 Establish Equity Task Force to Improve Outcomes for Residents 25

TIMELINE 26

 Fiscal Year 22 – Foundational Year 26

 Fiscal Year 23 – Framing Year 28

 Fiscal Year 24 – Securing Year 28

 Fiscal Year 25 – Finishing Year 28

 Fiscal Year 26 – Maintenance Year 28

APPENDIX 29

 I. Visual Overview: Comprehensive Violence Prevention Plan 29

 II. Coordination and Partnership Map 30

 III. Acronym Glossary 31





Executive Summary

Baltimore City is wrestling with multiple public health crises: the global COVID-19 pandemic and local epidemics of gun violence and preventable overdose deaths. Since 2015, Baltimore has seen more than 300 homicides per year—the overwhelming majority of which were gun-related. In 2020, there were 954 opioid-related overdose deaths in Baltimore.

Historically, Baltimore has over-relied on the 3Ps – policing, prosecutions, and prisons – in an attempt to reduce violence and strengthen community safety. This strategy has not only failed to yield long-term results, it has also come at an extremely high social cost to many of our most vulnerable communities.

Never before has Baltimore developed a holistic public safety strategy, one that aims to treat gun violence as a public health crisis and operationalizes what Baltimore residents want to see from their City government. Furthermore, the City has never developed a multi-year plan to reduce violence in a sustainable way over time, not just for a year or two.

As past public safety practices have failed to yield long-term results for Baltimore, the time is now for a comprehensive, coordinated strategy that recognizes policing, prosecution, and prisons cannot stem the tide of violence on their own. This Comprehensive Violence Prevention Plan recognizes that every agency, institution, and organization that interfaces with Baltimoreans has a role to play in preventing violence in our communities.

This plan embodies what it means to treat violence as a public health epidemic and reflects Mayor Scott's urgency to cure violent crime and work in partnership with Baltimore residents around this shared vision. It is based in equity, healing, public health, and trauma-informed practices, all while centering on a clear strategic goal: a sustainable reduction in gun violence over the next five years.

Implementing a Comprehensive, Coordinated Strategy

Deep challenges require creative, coordinated solutions. Mayor Brandon M. Scott's overarching strategy for a safer, accountable, equitable Baltimore centers around five driving priorities: Building Public Safety, Clean and Healthy Neighborhoods, Equitable Neighborhood Development, Prioritizing Our Youth, and Responsible Stewardship of City Resources.

This Violence Prevention Plan assumes that violence is not an unsolvable problem, but rather a public health crisis that is treatable and preventable through an intentional, coordinated, and sustained effort. Over the next five years, the Scott administration will continue to focus on implementing this all-hands-on-deck strategy and ensuring accountability to build safer communities.

This plan addresses the role City Hall and City agencies will play to intentionally and strategically reduce violence in Baltimore. While the Baltimore Police Department (BPD) is a key partner in this comprehensive strategy, this plan is distinct from that of BPD's crime plan, which is a subplan of the enclosed comprehensive, coordinated public safety strategy.

This work is divided into three key pillars, which reflect a holistic approach to reducing violence, with an intersectional focus on individuals, communities, and systems.

Pillars:

01

PUBLIC HEALTH APPROACH TO VIOLENCE

Gun Violence Prevention

Victim Services

Youth Justice

Community Healing and Trauma-Informed Practice

Re-Entry

02

COMMUNITY ENGAGEMENT AND INTER-AGENCY COLLABORATION

Neighborhood Engagement & Capacity Building

Inter-Agency Coordination (Local, State and Federal)

Building Key Partnerships

Fostering Relationships with BPD

03

EVALUATION AND ACCOUNTABILITY

Strategic Key Performance Indicators

Performance Management

Community Perception of Safety

Police Accountability

Policy and Research

Operating with Urgency and Addressing Contributing Factors to Violence

Although this strategy spans the next five years, the Mayor and his administration have already begun implementing key elements of this plan — including laying the groundwork for the implementation of the Group Violence Reduction Strategy, establishing a 9-1-1 diversion pilot program, and restarting the Criminal Justice Coordinating Council.

Equitable access to human services, receipt of quality education, healthy environmental and infrastructure systems, and community and economic development, amongst other elements, are inextricably tied to residents' feelings of safety.

These contributing factors to violence prevention, while not always explicitly addressed in this plan, are accounted for in the Scott administration's work as it partners with other City agencies, state and federal partners, and residents for a safer, more equitable Baltimore. This administration operates with the belief that every agency and institution that interacts with Baltimore residents has a role to play in stemming the tide of violence.

Baltimore's Plan

Hundreds of Baltimoreans offered comments, input, and ideas on the draft of this comprehensive plan in more than 36 community sessions; meetings with partner agencies at the local, state, and federal levels; gatherings with neighborhood associations, community-based organizations, City employees, and youth; and discussions with members of Baltimore's LGBTQ+, immigrant, and returning citizen populations.

These engagements created spaces where Baltimoreans came together to collectively envision what the city will look like when the transformation is complete and begin the work of co-producing public safety.

This plan:

- Reflects key recommendations from the [Mayor's Public Health and Safety Transition Committee final report](#);
- Complements the [Baltimore Police Department's Crime Reduction and Departmental Transformation Plan](#), which should be understood as a sub-plan of this comprehensive strategy;
- Includes the implementation of [consent decree-mandated reforms](#); and
- Builds upon the [Baltimore City Health Department Citywide Violence Prevention Framework](#) and community feedback.



Defining Our Terms / Social Determinants of Health

Social determinants of health are the economic and social conditions that determine individual and group differences in health status. The five major determinants are economic stability, education, health and health care, neighborhood and built environment, and social and community context.



Economy Stability



Education



Health &
Health Care



Neighborhood &
Built Environment



Social & Community
Context

Guiding Vision / Quote from Mayor Scott, March 2021

"We must no longer subscribe to the thinking that police alone can stem the tide of violence. While the Mayor's Office of Neighborhood Safety and Engagement (MONSE) will be part of holding our law enforcement agencies accountable, we must ask what every agency and institution that interacts with our residents can do to stop the violence. Under my leadership and in partnership with MONSE, Baltimore will embody what it means to treat violence as a public health epidemic."

-Mayor Brandon M. Scott





■ Introduction: Baltimore's First Comprehensive Violence Prevention Strategy

In May 2020, the City Council, led by then-Council President Scott, made the bold move to pass 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 and strategies that are trauma-informed, reduce harm, and heal individuals and communities.

In working toward compliance with this law, Baltimore City Health Commissioner Letitia Dzirasa convened the Citywide Violence Prevention Taskforce, comprised of local agencies and organizations, state agencies, and federal government technical assistance partners, in September 2020. This taskforce met over eight sessions and solicited public feedback

to develop a violence prevention framework rooted in a public health approach and equitable life outcomes for all of Baltimore's residents and visitors.

In December 2020, newly-inaugurated Mayor Scott established the Mayor's Office of Neighborhood Safety and Engagement (MONSE). The Mayor tasked this office with coordinating citywide efforts in addressing crisis levels of gun violence today, while also focusing on the broader social determinants of health for a safer and more equitable Baltimore tomorrow.

Mayor Scott released the Draft Violence Prevention Framework and Plan on March 15, 2021, opening it for public comment. The City engaged more than 13,000 residents, partner

agencies, neighborhood associations, businesses, and other stakeholders, during virtual and in-person feedback sessions, and City Council hearings. That feedback was documented and incorporated into this plan.

MONSE will work closely with the Mayor to implement this holistic violence prevention strategy, ensure accountability, and align public agencies and community partners—the whole weight of Baltimore—in the broader pursuit of more public safety with more justice and less harm. To maintain compliance with Ordinance 20-364B, MONSE will work closely with the Mayor to refresh the enclosed plan every two years based on outputs, outcomes, and community feedback.

■ Comprehensive Violence Prevention Plan for Baltimore (2021-2026)

The Scott administration's comprehensive violence prevention strategy centers on three pillars: **(1) Public Health Approach to Violence**, **(2) Community Engagement and Inter-agency Coordination**, and **(3) Evaluation and Accountability**.

Historically, City government has shied away from setting ambitious goals to reduce violent crime. Mayor Scott believes in setting strong goals and pushing his entire administration to work with complete focus, dedication, and accountability to achieve them. Successful implementation of this plan strives to sustainably reduce gun violence (fatal and non-fatal shootings) by 15 percent per year and make Baltimore a city where everyone is and feels safe.

These goals will be measured by the number of serious victimizations (both fatal and non-fatal shootings), as well as the community's perception of safety and trust.

This work will not be easy, nor will it happen overnight — but reducing violence and building public safety, hand-in-hand with Baltimore residents, will remain the Mayor's primary focus over this term and beyond through the implementation of this plan.



Pillar 01

Public Health Approach to Violence

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.



Desired Outcomes and Impacts

Result 1.1: Improved life outcomes and reduced recidivism rates for individuals at the highest risk of involvement in gun violence.

How We Will Measure Progress and Success:

- Recidivism as measured by re-arrest and/or convictions for participants in the Group Violence Reduction Strategy

Result 1.2: Reduced harm to communities by empowering community-based alternatives as the option of first resort, whether it be in handling juvenile offenders, responding to non-violent and non-criminal 911 events or mediating potentially lethal conflicts.

How We Will Measure Progress and Success:

- Percentage of 911 calls diverted to a non-law enforcement response;
- Number of Black youth diverted to community-based alternatives to arrest and prosecution;
- Number of Black youth provided with social-emotional learning supports; and
- Number of mediations performed by violence interrupters.

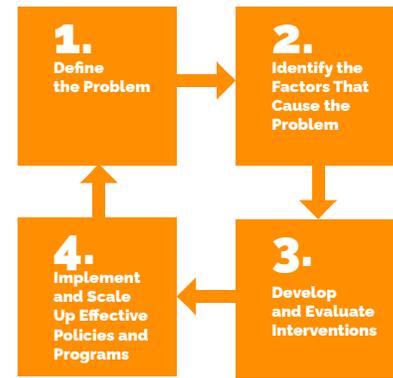
Result 1.3: Reduced incidents of violence, including intimate partner violence, sexual violence, human trafficking, violence against children and elders.

How We Will Measure Progress and Success:

- Decrease in percentage of domestic violence incidents to Part 1 Crime;
- Rate of forcible rapes estimated to occur in the past 12 months per 100,000 cases; and
- Number of human trafficking cases founded.

Strategy

WHAT IS A PUBLIC HEALTH APPROACH?



1. GUN VIOLENCE PREVENTION

The record levels of gun violence in our communities are the primary barrier to sustainably addressing Baltimore's most pressing inequities – joblessness, homelessness, poor education and health – as we build broad systems to address all social determinants of health affecting Baltimore residents.

1.1 IMPLEMENT GROUP VIOLENCE REDUCTION STRATEGY

Persistently high levels of gun violence, disproportionately affecting historically disinvested Black communities, present Baltimore's foremost challenge in achieving racial justice, health equity and positive living environments. In meeting this challenge, Baltimore will launch a robust Group Violence Reduction Strategy (GVRS), in partnership with the Baltimore Police Department, the State's Attorney's Office, and federal partners. This will be the City's leading strategy to reduce homicides and promote justice.

GVRS is an approach that facilitates direct, sustained engagement with the small number of group-involved individuals through a partnership of community leaders, social service providers, employers, and law

enforcement standing and acting together. The focus is explicitly on homicide and serious violence. Successful implementations of GVRS in the United States have resulted in a 30 – 60 percent reduction in homicides.

GVRS relies on strong collaboration between community members, support and outreach providers, and law enforcement. These partners engage directly with those most intimately involved in and affected by gun violence to keep them safe, alive, and free – supporting them in their daily lives, communicating community norms in support of everybody's safety and success, and where necessary, creating swift, certain, and legitimate accountability for violence.

WORK IN PROGRESS / BPD'S GROUP VIOLENCE UNIT

The Baltimore Police Department is creating a Group Violence Unit to support the successful implementation of the Group Violence Reduction Strategy. Rather than simply making arrests, officers who are part of this specific unit will work in partnership with MONSE, the State's Attorney's Office, federal partners, and community-based organizations to make referrals and hold people committing violence accountable.

In addition, the Mayor will leverage funding from local philanthropy and the Governor's Office to support community-based organizations that will be integral in creating true opportunities and alternatives with the potential to change conditions and help group-involved individuals turn their lives around.

PARTNERSHIP IN ACTION / MAJOR TAKEDOWN OF TRIPLE C GANG

Partnership between local, state, and federal officials have yielded major impacts when it comes to group violence. In June 2021, the Department of Justice announced a federal indictment of the “Triple C” gang, who are alleged to be responsible for 18 murders and 27 attempted murders. This takedown built on investigative work by BPD, ATF, and the U.S. Attorney’s Office.

WORK IN PROGRESS / PROBLEM ANALYSIS OF WESTERN DISTRICT CRIME

In early 2021, the Mayor’s Office, Baltimore Police Department, State’s Attorney’s Office, and federal partners worked together to analyze violent crime in the Western District. This problem analysis is important groundwork for the successful implementation of the Group Violence Reduction Strategy, which will be piloted first in the Western District before going citywide. The Western District experienced the highest number of shootings between 2016-2020, averaging 53 homicides per year and 111 shootings per year.

1.2 EXPAND INVESTMENT IN COMMUNITY VIOLENCE INTERVENTION (CVI) PROGRAMS

Too often in Baltimore neighborhoods, interpersonal conflict escalates into cruel and deadly behavior. In order to expand Baltimore’s capacity to positively transform conflict and reduce violence, the Mayor will make significant investments in Baltimore’s community violence intervention infrastructure.

This will include conducting an evaluation of the City’s hallmark violence intervention and prevention program: Safe Streets and its hospital-based violence intervention partners. Currently, Baltimore’s community

violence intervention ecosystem includes 10 Safe Streets sites and seven hospital-based partnerships, Roca, and a handful of neighborhood-based violence interruption organizations. The evaluation of this multi-site implementation will ensure an intelligent scaling of violence intervention and prevention programming in Baltimore over the next five years.

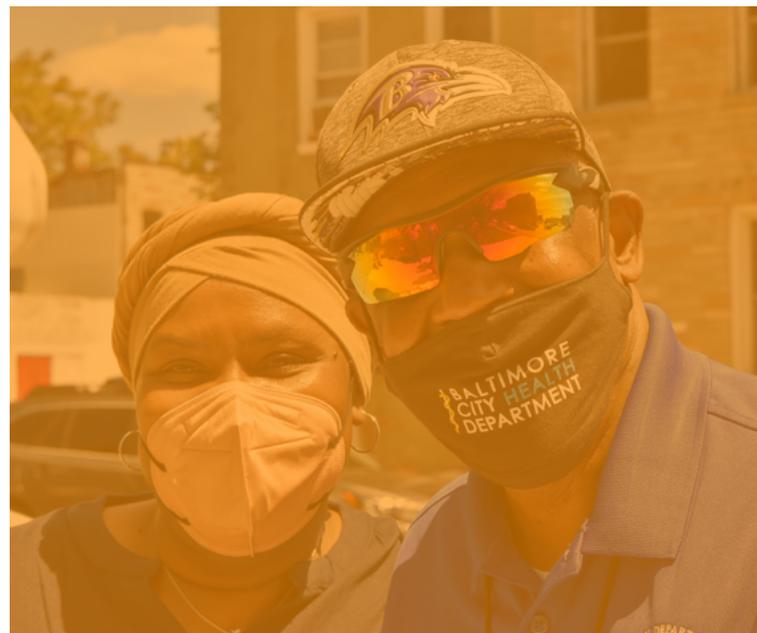
MONSE will work closely with the Mayor to expand Baltimore’s violence intervention and prevention ecosystem to include an estimated addition of 20 violence prevention contracts across Baltimore. The Mayor will provide the support necessary to implement and strengthen coordination

among community-based partners, Safe Streets, and Roca, while investing in sustainable, centralized funding streams and long-term professionalization.

The American Rescue Plan dollars and President Biden’s commitment to expanding community violence interventions in American cities present an immediate opportunity to 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.

PARTNERSHIP IN ACTION / BIDEN ADMINISTRATION’S FOCUS ON COMMUNITY VIOLENCE INTERVENTIONS (CVIS)

In June 2021, the Biden-Harris administration released a Comprehensive Strategy to Prevent and Respond to Gun Crime and Ensure Public Safety. A cornerstone of the plan is investing in evidence-based community violence interventions, or CVIs — the first time in history a U.S. president is working to operationalize the co-production of public safety with local communities. Mayor Scott was asked to join a collaborative, along with 15 other Mayors, to expand this work. CVIs are effective because they utilize credible messengers to directly resolve conflicts, intervene before violence occurs, and connect people to needed resources. Safe Streets is one example of a community violence intervention.



1.3 HOLD GUN TRAFFICKERS AND STRAW PURCHASERS ACCOUNTABLE

The gun trade fuels violence in Baltimore. 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 will take a data-driven approach to investigate, identify, and end the flow of illegal guns that make their way onto our streets.

In 2020, the Baltimore Police Department seized more than 2,500 crime guns. More than 80% of these guns came from outside of Baltimore City. Thus far in 2021, BPD has already seized over 140 ghost guns, nearly ten times the number seized during the same time period in 2020. Ghost guns are made from build-at-home kits, are untraceable, and are an emerging challenge in cities across the country.

Mayor Scott has directed BPD to establish the Firearms Intelligence Unit. Using a custom tool that integrates gun violence data, this unit will use a custom tool

that integrates gun violence data and investigate straw purchases, problem dealers, and other sources for illegal guns. The Unit will work in lockstep with ATF, homicide detectives, and district-based detectives to align trafficking investigations with ongoing investigations of violence.

PARTNERSHIP IN ACTION / EVERYTOWN FOR GUN SAFETY

In March of 2021 Mayor Scott announced a partnership with Everytown for Gun Safety to create a first-of-its-kind data portal. This tool gives Baltimore a near real-time view of crime gun data. This portal integrates data regarding the origin of crime guns, ballistic evidence, shot spotter alerts, and BPD crime data — enabling detectives to see the full picture of guns fueling Baltimore's violence. With a few quick clicks, BPD detectives can see patterns related to where crime guns are coming from and the connections between where guns are coming from and how they're being used on our streets.

PARTNERSHIP IN ACTION / GUN MANUFACTURING RING TAKEDOWN IN NORTHWEST BALTIMORE

In July 2021, officers of BPD's Northwest District Detective Unit led an investigation, in conjunction with Homeland Security Investigations, that resulted in the takedown of four people in Northwest Baltimore for their role in firearm possession, firearm manufacturing, drug trafficking, and violent crimes inside and outside of city limits.

2. VICTIM SERVICES

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. Particularly in Baltimore's Black neighborhoods, which have borne the brunt of gun violence over decades, this trauma has been compounded year after year, incident after incident.

Victim services must be a priority in Baltimore's public safety strategy. To be effective, services must be intentionally coordinated with a trauma-informed approach. The Scott administration's approach to the work of victim/survivor support will be done in ways that acknowledge the varied and unique needs of victims of violence across their life span and lived experiences.

2.1 EXPAND VICTIM SERVICES TO GUNSHOT SURVIVORS

In a shift from past practice, the City will ensure that victim services includes offender accountability and the removal of sole responsibility of safety from the shoulders of victims/survivors.

Additionally, Baltimore will increase its investment in supporting gunshot victims

and training on victim services. Including the voice and perspective of survivors and those directly impacted (known or unknown to the City at the time of the initial victimization) is key to better understanding what types of services and service delivery best promote safety, stability and healing.

In order to provide this level of service and support, the City will focus on leveraging the many assets that currently exist across Baltimore neighborhoods in a more aligned and inclusive way.

WORK IN PROGRESS / FOCUSING ON NON-TRADITIONAL SURVIVORS

President Biden, through the Department of Justice's Office for Victims of Crime (OVC), is requiring Victims of Crime Act (VOCA) grant administrators to focus on non-traditional survivors — namely, acknowledging gun violence as a specific category to prioritize in victim services work.

2.2 STRENGTHEN VICTIM SERVICES FOR SURVIVORS OF INTIMATE PARTNER VIOLENCE, SEXUAL ASSAULT, AND HUMAN TRAFFICKING

Intimate partner violence accounts for over 20 percent of all violent crime. The City must do more to create a safety and support net for survivors in collaboration with prosecution, rehabilitation, enforcement, and local service providers.

The Mayor will work with service providers, public health institutions, BPD, Sheriff's Office, State's Attorney Office, the Governor's Office of Crime Prevention, Youth, and Victim Services, and others to coordinate a sensitive and appropriate response to intimate partner violence, sexual violence, and human trafficking.

To do this, Mayor Scott and MONSE will continue to provide and expand services for victims through the Baltimore City Visitation Center, the Baltimore City Human Trafficking Collaborative, and the Sexual Assault Response Team (SART).

Additionally, Baltimore will invest to expand programs which change the behavior of perpetrators of intimate partner violence and work with organizations providing abuse intervention programming. The administration will focus this support on trauma-informed service providers, trainings, and strategies that remove the sole responsibility of safety from the shoulders of victims.

3. YOUTH JUSTICE

Historically, Baltimore has over-invested in punitive approaches when young people act out or make a mistake. Mayor Scott has named Prioritizing Our Youth as a cornerstone of his administration's strategy for a safer, accountable, and equitable Baltimore. The Mayor has committed that the City will do more to invest in the promise of young Baltimoreans, rather than their failure.

In Baltimore, Black youth are overrepresented in the youth justice system. The Department of Juvenile Services (DJS) data for Fiscal Year 2020 illustrates the problem. Out of the six DJS regions, Baltimore saw the highest percentage of intake into DJS among Black youth at 95.6 percent. Complaints were formalized or referred to the DJS court for more than 80 percent of youth in Baltimore. This exceeds the statewide rate of formalization, which is 38.9 percent. Simply stated, Baltimore is two times more likely than the surrounding counties to introduce its young people to the criminal justice system.

3.1 ADOPT PROVEN, COMMUNITY-BASED SOLUTIONS TO REDUCE YOUTH ARRESTS AND INCARCERATION

The Mayor will work 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.

As one example, the City will engage stakeholders to advise and support the SideStep program, a community-based youth diversion/opportunity pilot developed by the West Baltimore community in the aftermath of the Baltimore Uprising in 2015. This work aligns directly with consent decree-mandated reforms associated with improving BPD's interactions with Baltimore's young people.

WORK IN PROGRESS / FOCUSING ON INTIMATE PARTNER AND FAMILY VIOLENCE

Baltimore City agencies currently conduct Child Fatality Reviews (CFRs) of the deaths of individual young people, ages 17 and under. The goal is 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. This work will be taken to the next level thanks to coordination support provided by MONSE. The Office will ensure the fatality analysis is done with a focus on policies, procedures, and interventions that can be put in place to make long-term positive impacts. Additionally, the City is building out a similar fatality review process for incidents of intimate partner violence with BPD, the House of Ruth, and other partners to address service delivery, victimization, and interventions that can save lives.

WORK IN PROGRESS / ADDRESSING HUMAN TRAFFICKING

As part of their focus on improving victim services, the Mayor's Office of Neighborhood Safety and Engagement provided microgrants directly to community-based organizations supporting survivors of human trafficking and/or awareness around the issue. In this first round of funding, more than \$230,000 was distributed to a total of five community-based organizations, some of which had never received City funding prior to the Scott administration.

PARTNERSHIP IN ACTION / SIDESTEP YOUTH DIVERSION PILOT

The SideStep Youth Diversion Program was co-developed by young people, West Baltimore residents, and Western District officers following the death of Freddie Gray in police custody as part of truth and reconciliation conversations. The program employs community-based supports to help young people after they make a mistake, rather than immediately referring them to the criminal justice system.

SideStep will be piloted first in the Western District in early 2022 before being scaled up. This will be Baltimore City's first attempt at pre-arrest diversion for youth. The program will be made possible by funding from the Maryland Department of Juvenile Services and the City.

3.2 FUND VIOLENCE INTERVENTION AND PREVENTION PROGRAMS FOR SCHOOL-AGED YOUTH

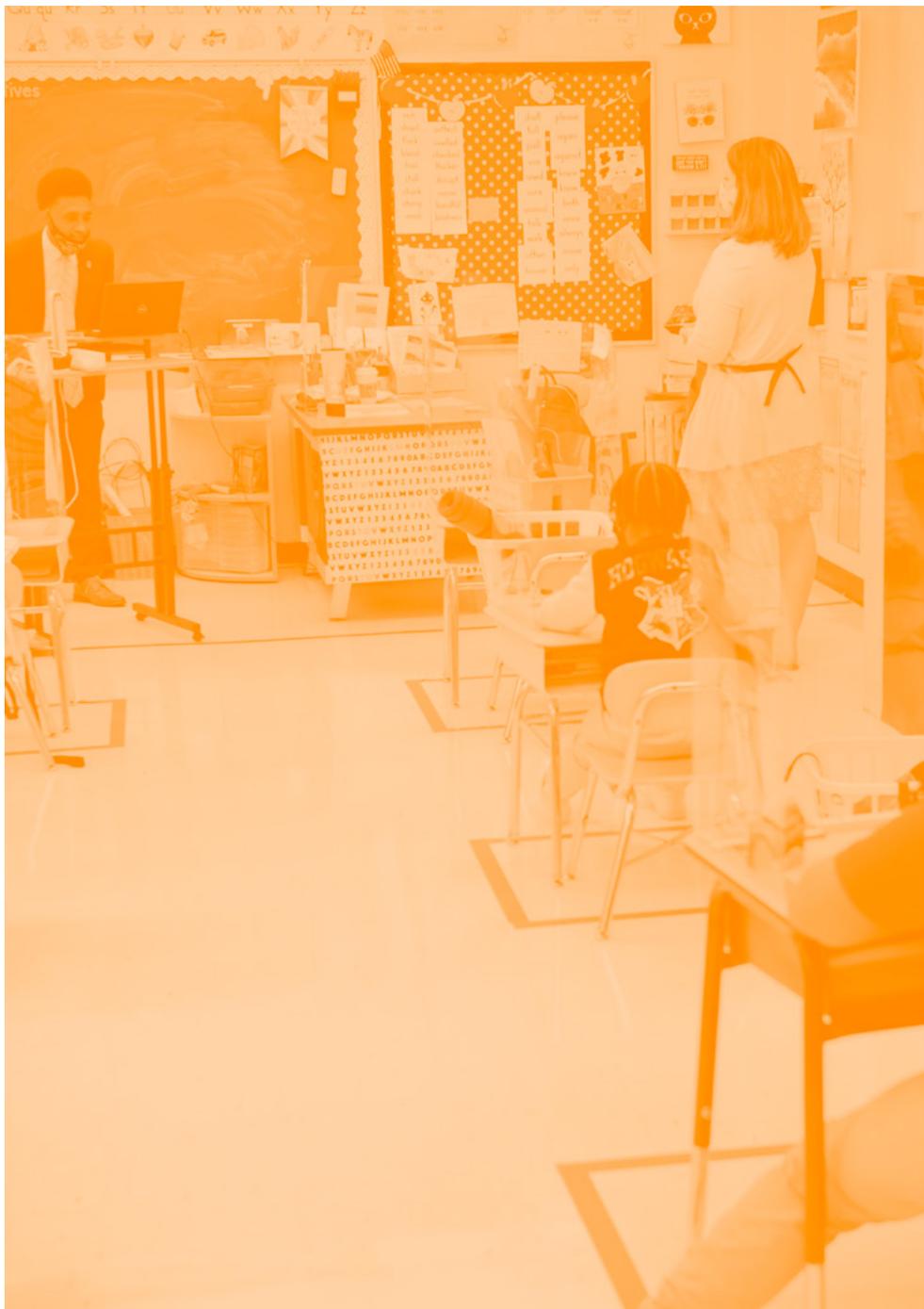
Justice for our youth is not only about immediate interventions when they make a mistake but, more importantly, providing them with the appropriate social-emotional development opportunities to foster emotional intelligence, conflict transformation skills, and appropriate behavioral responses. This is the long-term preventative work associated with violence prevention and includes strategies like restorative practices, mentoring, and cognitive behavioral therapy.

To this end, the Mayor will fund community-based programs that provide violence intervention and prevention supports for school-aged children and youth.

3.3 IMPLEMENT AGENCY-LEVEL CHANGES TO SHIFT LONG-TERM YOUTH OUTCOMES

Child fatality reviews (CFRs) are the multi-agency review of individual deaths for 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 will work in partnership with the Baltimore City Health Department, 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 will serve 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.



4. COMMUNITY HEALING AND TRAUMA-INFORMED PRACTICE

Mayor Scott recognizes the prevalence of trauma in communities experiencing high incidents of gun violence, as well as the impacts of untreated trauma and re-traumatization. The City will work 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.

4.1 TRAIN RESIDENTS IN TRAUMA-INFORMED APPROACHES

Baltimore must continue the work of bringing together agencies, organizations, businesses, and individuals dedicated to promoting healing and train residents in best practices for relationship building, de-escalation, conflict mediation, and unpacking trauma.

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.

4.2 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, the Mayor will develop and embed a Shooting Response Protocol within the Coordinated Neighborhood Stabilization Response that is focused on decreasing retaliation, addressing trauma, and promoting healing.

This data-driven and human-centered

approach will be informed by trends in demand for services, including 211, 311, and 911 calls for service. This work will happen in partnership with USAO, SAO, BPD, a host of City agencies, and community-based assets.

4.3 PROMOTE MEDIATION SERVICES TO RESOLVE CONFLICT

Recognizing that Safe Streets outreach workers cannot be everywhere in Baltimore at once, the Mayor will promote mediation services citywide and engage all of our communities to co-produce public safety.

After investing time and resources into community engagement and training, these community mediation services will be integrated into the outreach efforts of the City's and Baltimore Police Department's community liaisons.

4.4 EXPAND COMMUNITY-BASED HARM REDUCTION SUPPORTS

The opioid epidemic, fueled by heroin and fentanyl, is devastating Baltimore neighborhoods. In 2020, Baltimore experienced a 12 percent increase in opioid-related overdose deaths when compared to the year prior. More people die to fatal overdoses each year than to gun violence. Implementing an evidence-based, harm reduction approach rooted in public health has the power to save countless lives in our city.

The Mayor will work closely with MONSE and the Health Department 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.

Additionally, the Mayor will continue the investigatory and advocacy work he started in the City Council to champion the expansion of harm reduction supports, including overdose prevention services. Cities across the world with overdose prevention sites, also known as safe use sites, do not lose people to fatal overdoses. As

state and federal policy changes may be required to formally adopt this best practice locally, the Mayor will continue his advocacy and support for policy changes that make way for this work.

4.5 ACCELERATE AND EXPAND BEHAVIORAL HEALTH INTERVENTIONS AND ALTERNATIVES TO POLICING

The combination of the overdose crisis and defunding of behavioral health services across Maryland means police are frequently encountering people experiencing a mental health crisis. Officers may lack the in-depth knowledge and training to effectively de-escalate these situations, while a behavioral health response may be more appropriate.

Baltimore's 911 system receives approximately 13,000 calls for people in crisis each year. Under the Mayor's leadership, Baltimore is proud to be a leader in creating community-based alternatives to calling 911 and receiving exclusively a police response. In partnership with Behavioral Health System Baltimore (BHSB) and Baltimore Crisis Response, Inc. (BCRI), the Mayor will expand 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.

WORK IN PROGRESS / RESIDENTS PLAYING A ROLE IN PREVENTING OVERDOSE DEATHS

Baltimore offers residents training and education around naloxone, also known as Narcan, a lifesaving antidote medication that can be administered to someone experiencing an overdose. Since 2015, the Baltimore City Health Department (BCHD) has trained more than 43,000 Baltimore residents to administer naloxone and saved the lives of nearly 3,000 family members, friends, and neighbors. Any Baltimore resident can get naloxone from a pharmacy without a prescription or training certificate, per the State's standing order. BCHD and community-based organizations in Baltimore regularly offer trainings on how to use naloxone. More information is available at health.baltimorecity.gov/naloxone

4.6 REDUCE BARRIERS TO CITY GOVERNMENT EMPLOYMENT

Upon taking office, Mayor Scott committed to making the hiring practices of Baltimore City government more equitable. The Mayor intends to reduce barriers and expand the pipeline to employment for Baltimore residents by suspending pre-employment drug screenings for public employees in non-safety sensitive positions. This is a long-overdue first step to increasing opportunities for our residents experiencing difficulties finding employment.

Additionally, the Mayor charged the Department of Human Resources (DHR) with ensuring the City is compliant with the State's new Ban the Box law and initiating a review of current procedure. DHR will be 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.

4.7 ENGAGE IN TRUTH AND RECONCILIATION PROCESS TO INCREASE PUBLIC TRUST

In addition to reducing the number of interactions between police and residents that could escalate and become fatal, increasing police legitimacy and reducing violence will require law enforcement to begin a racial reconciliation and truth-telling process. MONSE will take the lead on facilitating discussions between BPD and community members about harms and immediate ways to improve police and community cooperation, in partnership with community-based organizations.

In order to build community trust, BPD leadership will publicly acknowledge the harm their department has historically inflicted on marginalized communities of color. Additionally, City agencies will acknowledge their historic role in perpetuating structural and institutional racism.

Furthermore, law enforcement and other City agencies must and will contribute to the dismantlement

of the structures that alienate poor communities of color from the rest of society.

4.8 IMPROVE RELATIONSHIPS WITH KEY CONSTITUENCIES THROUGH PARTNERSHIP

An equally critical component of community healing involves each of us seeing the humanity of others. Many key constituencies in Baltimore feel unseen, diminished, and dehumanized because of differences in their lived experience. This dehumanization has resulted in the victimization of specific micro-communities, including Black youth, Baltimore's immigrant communities, and the LGBTQ+ community.

Mayor Scott believes in the value of each of Baltimore's residents and their right to feel safe in spaces that they choose to occupy. Given this, the City will bring together the efforts of MONSE, the newly-created Mayor's Office of LGBTQ Affairs, the Mayor's Office of Immigrant Affairs, the Mayor's Office of African American Male Engagement, and community-based organizations to ensure the citywide effectiveness of anti-violence and healing efforts.

PARTNERSHIP IN ACTION / BALTIMORE SAFE HAVEN

In July 2021, Mayor Scott announced that Baltimore's Continuum of Care received a two-year, \$488,083 grant from the U.S. Department of Housing and Urban Development (HUD) for a new transitional housing project to provide shelter to LGBTQ+ youth experiencing homelessness. The grant will fund a partnership between the Mayor's Office of Homeless Services and Baltimore Safe Haven – a nonprofit organization dedicated to providing opportunities for a higher quality of life for transgender people and others in Baltimore City living in survival mode – for housing that targets unaccompanied, homeless youth 16-24 years of age. This partnership is one of four Youth Homelessness Demonstration Programs in Baltimore.

PARTNERSHIP IN ACTION / MAYOR SCOTT SIGNS BILL ESTABLISHING BALTIMORE'S FIRST OFFICE OF LGBTQ AFFAIRS

In June 2021, Mayor Scott signed Bill 21-0019: Baltimore City Office of LGBTQ Affairs. The legislation, sponsored by Councilmember Kristerfer Burnett, will amend the Baltimore City Charter to mandate the office's existence. The Mayor has committed to work with the City's LGBTQ Commission to develop the new office.



5. RE-ENTRY

Most people who have been incarcerated in Maryland state prisons return home to Baltimore City after serving time. In Fiscal Year 2020, 2,040 residents returned to Baltimore communities from state prisons and the Baltimore City Pre-Trial Complex. Looking at projections over the next six years, Baltimore City is expected to welcome back an average of 2,400 people per year.

Baltimore must do a better job of providing services to people returning home from prison. This work must start prior to release. Mayor Scott believes that if we know who will be returning home from prison and when, we can be more intentional about how we tailor support so that returning residents do not reoffend, return to prison, or find themselves unable to make ends meet.

5.1 ESTABLISH THE RE-ENTRY ACTION NETWORK

In Fiscal Year 2019, Baltimore City had the highest number of active supervision cases in Baltimore, at approximately 10,000. With scant positive support networks, a lack of past City leadership in this space, limited education and work experiences, and significant legal and social barriers to successful re-entry, it should come as no surprise that many resume their negative relationships and fall back into old habits.

To address this challenge, the Mayor will establish a Re-Entry Action Network (RAN) in Baltimore, prioritizing successful re-entry not only as a moral imperative, but also as a crucial strategy to sustainably reduce crime and violence.

5.2 DEVELOP SAFE RETURN PLANS FOR RETURNING CITIZENS PRIOR TO RELEASE

If returning citizens succeed, communities succeed, and Baltimore succeeds. Under the Mayor's leadership, MONSE will work closely with the Mayor's Office of Employment Development, the Mayor's Office of Homeless Services, the Baltimore City Department of Housing and Community Development, the Housing Authority of Baltimore City, other City agencies, and various community-based re-entry partners to implement Safe Return. This program leverages the influence of the Mayor's Office and relationships with community-based providers to open new avenues of coordinated support.

Additionally, the administration will advance policy-level reforms in order to remove barriers, reduce harm, and support positive transformation for returning residents.

INITIATIVE TO COME / BUILDING PATHWAYS TO SUCCESSFUL RE-ENTRY

The Mayor is working on an initiative in partnership with the Maryland Department of Public Safety and Correctional Services (DPSCS) that would begin working with people behind bars in the months prior to their release. In partnership with MONSE, the Mayor's Office of Employment Development (MOED), the Department of Public Works (DPW), and Baltimore City Recreation and Parks (BCRP), this initiative will provide training and paid employment for people preparing to transition back into their communities, along with providing wraparound supports before and upon their return.



Pillar

02

Community Engagement and Inter-agency Coordination

Community engagement, stakeholder coordination, and collaboration are at the heart of an effective public safety strategy for all Baltimoreans.



Desired Outcomes and Impacts

Result 2.1: Increased community capacity to co-produce public safety through violence prevention.

How We Will Measure Progress and Success:

- Number of MONSE-led meetings with community partners; and
- Number of MONSE-made and -facilitated grants and stipends made to local community-based organizations (CBOs) and community partners.

Result 2.2: Improved law enforcement-community relationships through respectful partnerships and reconciliation.

How We Will Measure Progress and Success:

- Community perception of trust in law enforcement.

■ Strategy



1. NEIGHBORHOOD ENGAGEMENT AND CAPACITY BUILDING

In order to successfully reduce gun violence and increase safety in Baltimore's neighborhoods, the Mayor 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.

Promoting civic engagement and mobilizing community members will be key to the successful deployment of any violence prevention strategy. This administration will create mechanisms for community input and leadership, while holding all parties accountable for building a safer city.

PARTNERSHIP IN ACTION / BALTIMORE COMMUNITY MEDIATION CENTER

The Baltimore Community Mediation Center (BCMC) was selected and tasked with engaging Baltimore residents around the City's Group Violence Reduction Strategy (GVRS). In these facilitated, community-based conversations, BCMC will talk to residents about what GVRS is and solicit feedback on the approach.

1.1 BUILD CAPACITY OF COMMUNITY-BASED EFFORTS

Mayor Scott will not only routinely engage with neighborhoods to discuss their specific needs and share information about the work that is happening, he will also focus on building capacity for community-based organizations (CBOs) that operate in Baltimore neighborhoods — to amplify the effectiveness of community violence intervention strategies and the provision of direct services and wraparound supports, to name a few. These community-based assets will be critical partners in the coproduction of public safety for our city.

According to the National Council of Nonprofits, capacity building is "whatever is needed to bring a nonprofit to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future. Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable and effective organization." The Mayor believes that the City has a role to play in helping provide this level of support to community-based organizations to reimagine Baltimore.

The Scott administration will analyze Baltimore's CBO landscape and implement a capacity-building plan to strengthen these efforts. This plan will consider CBOs' resource and training needs concerning program and fiscal management, staff recruitment and professional development, training in behavior change methods, and trauma-informed care.

The City will intentionally identify and support CBOs that use liberatory approaches and draw from knowledge and systems that have proven

effective in majority Black and Brown communities. MONSE will serve as the coordinator between City agencies and community-based organizations for violence prevention efforts.

1.2 SOLICIT THE PARTNERSHIP OF THE BUSINESS COMMUNITY

Mayor Scott believes that community and economic development are inextricably tied to one another. If our communities and residents are not healthy, thriving, and safe, business growth suffers. As such, the Mayor will also partner with the business sector on community capacity building.

Specifically, the Mayor's Office will work with the Mayor's Office of Minority and Women-Owned Business Development, the Baltimore Development Corporation, the business community, community development corporations, and others to provide support to both traditional and non-traditional CBOs. This partnership will involve leveraging the entirety of human resources available to these business partners by connecting CBOs with expert assistance as needed to grow their capacity.

1.3 EXPAND THE VIOLENCE PREVENTION TASK FORCE

The Mayor will expand membership for the Violence Prevention Task Force (VPTF), which was created when then-Council President Scott passed the Biennial Comprehensive Violence Prevention Plan Ordinance.

The VPTF is tasked with implementing violence prevention strategies in collaboration with partners, providing ongoing training and technical assistance to programs and services, and collecting data and reviewing results from performance measures and indicators. The VPTF will provide an annual report for the Mayor, City Council, and the public to review.

2. INTER-AGENCY COORDINATION

Cross-system collaboration and accountability among local, state, and federal agencies serving Baltimore City is critical to the success of Baltimore's public safety strategy.

2.1 RESTART THE CRIMINAL JUSTICE COORDINATING COUNCIL

The Mayor will 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.

The inclusion of stakeholders from city, state, and federal criminal justice agencies will allow the CJCC to function as the primary forum for facilitating communication and coordination around policies, programs, and operations. MONSE will staff the CJCC and partner with its members to integrate their work, while fostering a systems perspective among criminal justice agencies from different branches and levels of government to ensure accountability.

2.2 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 Mayor will regularly convene various agencies to develop and implement evidence-based programs and tactics to increase safety and healing in Baltimore's communities through City government operations.

MONSE, in partnership with the Mayor's Office of Performance and Innovation, will create and utilize mechanisms to hold agencies accountable for their efforts and, in that way, push for results.

2.3 WORK COLLABORATIVELY, NOT COMPETITIVELY, TO SECURE GRANT DOLLARS

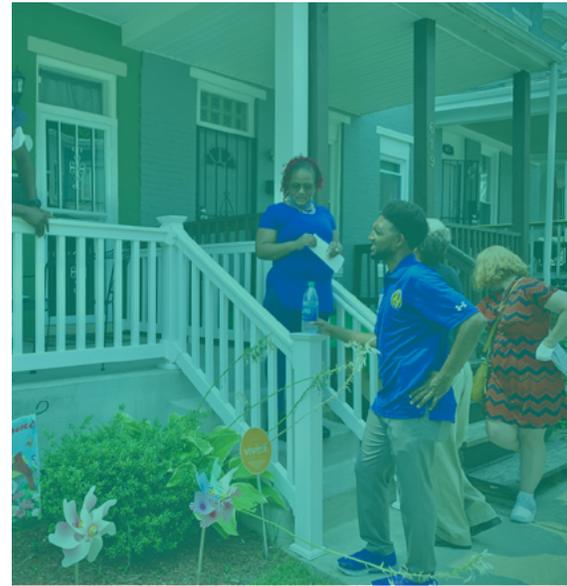
On a regular basis, City agencies unknowingly compete for grant funding for important public safety ends. The Mayor will establish an integrated public safety grants development committee that will include the Baltimore City Health Department, the Baltimore City Fire Department, the Baltimore Police Department, and the Office of Emergency Management.

This inter-agency committee will be focused on breaking down silos and working collaboratively to securing grant funds for Baltimore.

3. BUILDING AND STRENGTHENING KEY PARTNERSHIPS

Collaborative networks are key to creating safety in Baltimore neighborhoods. As such, the Mayor will focus on building and strengthening partnerships at a local and national level to ensure the Mayor's Office is part of the important conversation around the public health crisis of gun violence.

Regular and strong participation in local and national convenings as well as direct engagement with grant funding organizations and philanthropic organizations will be at the heart of this strategy to ensure that Baltimore can expand the potential network of funding available for neighborhood safety.



PARTNERSHIP IN ACTION / MAYORS FOR A GUARANTEED INCOME

In February 2021, Mayor Scott officially joined the Mayors for a Guaranteed Income and committed to launching a guaranteed income pilot to increase economic security among low-income residents. Baltimore will join at least 11 other cities that have implemented, or committed to having, direct-cash pilot programs in place in 2021. Mayors for a Guaranteed Income is a national network of mayors who advocate for a guaranteed income—direct, recurring cash payments—that lift all of our communities to build a resilient, just America. Joining the network puts Baltimore at the forefront of a national fight for equity, and connects the city to a network of best practices and resources, including up to \$500,000 in pilot funding.

4. FOSTERING RELATIONSHIPS WITH BPD

BPD must work cooperatively with Baltimore's residents to reduce violence in our city. The findings in the Department of Justice's report that led to the creation of the consent decree highlighted the unconstitutional policing that has been happening in Baltimore for decades. This historic pattern and practice is one of the contributing factors to the distrust between residents and officers.

4.1 ACTIVATE THE RESIDENT-LED PUBLIC SAFETY ADVISORY COMMISSION

Addressing historic distrust between community and police is essential for violence prevention. The Public Safety Advisory Commission is a diverse group of city residents from each police district, representatives from various constituencies, such as the LGTBQ and Latinx communities, police officers, and government officials. MONSE will serve as the coordinator for this new commission that is tasked with building trust with all Baltimoreans, with an emphasis on improving interactions with marginalized communities.

The Commission will provide an annual report to the Mayor and City Council with its recommendations about improving interactions and relationships with police officers and youth, returning citizens, immigrants, members of the LGBTQ and Latinx communities, public housing residents, people experiencing homelessness, and victims of domestic violence. The report will also provide ideas for resident-involved training of police officers, partnerships with HBCUs, and increasing recruitment of city residents as police officers.

WORK IN PROGRESS / PUBLIC SAFETY ADVISORY COMMISSION SWORN IN

After being appointed by then-Council President Scott, members of the Public Safety Advisory Commission were sworn in by Mayor Young between November and December 2020.

4.2 CREATE NEIGHBORHOOD POLICING PLANS TO ADDRESS RESIDENT-IDENTIFIED CHALLENGES

In alignment with the requirements of the consent decree, BPD will work with neighborhoods to create Neighborhood Policing Plans (NPP) that address the challenges identified by residents in the neighborhoods in which they live.

This initiative will bring BPD, residents, City agencies, and community-based resources together to address both immediate violence in their neighborhoods and quality of life issues. NPPs intentionally create conditions for residents to manage safety for themselves.

WORK IN PROGRESS / NEIGHBORHOOD POLICING PILOTS IN WESTERN AND SOUTHERN DISTRICTS

Neighborhood Policing Plans will be piloted in two police districts before being scaled up: the Western District – in partnership with Fayette Street Outreach – and the Southern District – in partnership with the Greater Baybrook Association. These plans allow for individually-tailored strategies by neighborhood and are a direct response to calls by Baltimore residents to have more agency over decision-making impacting their communities. They represent Mayor Scott's all-hands-on-deck approach to building a safer city.



Pillar

03

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.



Desired Outcomes and Impacts

Result 3.1: Increased shared accountability across public agencies through clear metrics and performance management.

How We Will Measure Progress and Success:

- Number of public agencies engaged in MONSE-led performance management systems
- Trust amongst stakeholder agencies; and
- Percentage of Baltimoreans with increased perception of public safety as a result of inter-agency collaboration..

Result 3.2: Increased research and analytical capabilities to ensure that strategies, policies and implementation are driven by data, evidence and community-based best practice.

How We Will Measure Progress and Success:

- Number of research partnerships and collaborations; and
- Number of MONSE-led data sharing agreements between academic and community organizations.

Result 3.3: Leadership provided in dismantling structural and institutionalized systems of racism that perpetuate inequities and prevent community self-actualization.

How We Will Measure Progress and Success:

- Number of MONSE-led legislative priorities passed into law and/or policies implemented that advance violence prevention and remove barriers to equity.

■ Strategy



1. STRATEGIC KEY PERFORMANCE INDICATORS

The Mayor's violence prevention plan will be driven by data, evidence, and community-based practice. The Mayor, in partnership with the Mayor's Office of Neighborhood Safety and Engagement and the Mayor's Office of Performance and Innovation, will identify, track, and analyze key internal indicators to ensure the fidelity of operations and accountability.

1.1 IDENTIFY MEASURES TO ENSURE ACCOUNTABILITY

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 will create strategic key performance indicators (KPIs) to account for program progress and strategy oversight.

Identifying the KPIs that evaluate the holistic approach will be the first step in ensuring accountability across the board. Once KPIs have been determined, the City will obtain information from partners to ensure that every stakeholder is effectively contributing to the co-production of public safety and healing.

By working with Baltimore's Chief Data Officer, the official responsible for the creation of data governance standards

that are open and accessible to the public, MONSE and other agencies will share metrics, data, and experiences publicly through a dashboard to help keep agencies accountable for executing agreed upon strategies while identifying best practices for measuring effectiveness.

WORK IN PROGRESS / OPEN CHECKBOOK

As a sign of his commitment to transparency in government, Mayor Scott committed to publishing an Open Checkbook that would include information on how the City spends its public dollars on vendors. In April 2021, the first iteration of Open Checkbook was published as an interactive dashboard.

2. PERFORMANCE MANAGEMENT

The creation of KPIs will drive partnership-focused management and accountability through the establishment of multiple Stat systems. "Stat" processes establish performance measures for agencies or key issues and then use data to monitor progress and to analyze and problem solve around challenges. They can also be used to make recommendations for performance improvement

WORK IN PROGRESS / RESUMING BI-WEEKLY POLICESTAT MEETINGS

In one of his first acts as mayor, Mayor Scott re-instituted bi-weekly PoliceStat meetings to strengthen accountability between City Hall and BPD. These meetings bring together members of different City agencies to evaluate operations on blocks with the highest rates of violent crime. The Stat meetings are mindful of current police operations, build on existing programmatic infrastructure, and use an existing performance management framework in City government.

2.1 ESTABLISH GVRS STAT

The Mayor will work with the Mayor's Office of Performance and Innovation to create a Stat system for the Group Violence Reduction Strategy to maintain the intensive, uninterrupted focus required to achieve and sustain reductions in gun violence.

Using GVRS Stat to assess progress towards violence-reduction goals, stakeholders will be able to review data on the quality of implementation and solve operational challenges. KPIs will help ensure that partners are focused on the small proportion of people and places most associated with gun violence; working at a scale that promises community- and, ultimately, citywide results; and implementing GVRS in a way that is consistent with best practice.

2.2 IMPLEMENT IPV STAT

The Mayor will develop a Stat process focused on intimate partner violence (IPV). Addressing intimate partner and family violence is integral to cultivating neighborhood safety within a trauma-informed, healing-centered approach. Research suggests that children who experience domestic violence are nine times more likely to become involved in criminal activity. Also, in homes where there is domestic violence, children are physically abused and neglected at a rate fifteen times higher than the national average.

To this end, the City will use IPV Stat to gain a deeper understanding of the landscape of IPV, as well as resources in communities, assess effectiveness, and lead accountability through the intentional collection of data and development of key performance indicators.

2.3 DEVELOP NEIGHBORHOOD STAT, FOCUSED ON EQUITY

The Mayor will develop a neighborhood-focused Stat tool. While preventing violence is something all Baltimoreans will benefit from, Baltimore neighborhoods are diverse in their assets, issues, and needs. It is a priority to formulate a tool for our local government and partners to develop a deep understanding of each neighborhood's current situation, including assets that exist or are needed for improvements.

Neighborhood Stat will be developed to include KPIs to measure safety and the determinants of social health identified in the Citywide Violence Prevention Framework and other reports. To further strengthen partnerships, Baltimore will incorporate data from local partners, such as Live Baltimore and the Baltimore Neighborhood Indicators Alliance (BNIA) measuring key indicators on the ground in addition to leveraging government data. Developing this tool will help prioritize efforts, not only by safety indicators, but also by geographic region. Having this tool as a baseline and monitoring for change will help the City measure and understand the impact of strategic efforts to increase safety across Baltimore's neighborhoods.

3. COMMUNITY PERCEPTION OF SAFETY AND TRUST

Feelings of safety are both individualized and communal. Resident perceptions of safety and trust are critical in evaluating the efficacy of programming.

3.1 ESTABLISH COLLABORATIVE RELATIONSHIPS WITH NON-GOVERNMENTAL PARTNERS

To complete this evaluation, the Mayor will establish collaborative relationships with local foundations, community-based organizations, and local universities to assess program impacts and generate learning to support strengthened community-based violence prevention.

These partners will assist in the development of annual community surveys centered around community voice and neighborhood empowerment. Survey results will be publicly accessible year-over-year and will be used to gauge the trajectory of the City's violence reduction efforts.

3.2 HOST SEMI-ANNUAL COMMUNITY TOWN HALLS AND LISTENING SESSIONS

The Mayor will conduct semi-annual community townhalls and other listening sessions to evaluate resident's perception of success of this plan.

WORK IN PROGRESS/ CROSS-DISTRICT NEIGHBORHOOD LEADER TOWN HALLS

Since taking office, Mayor Scott has convened a series of four town halls with neighborhood leaders from every City Council district. These town halls group community association presidents from different Council districts to hear directly from the Mayor, ask questions, learn about the issues of other neighborhoods, and encourage cross-district partnership.



4. POLICE ACCOUNTABILITY

The Mayor understands the correlation between violence prevention and law enforcement accountability, and fully supports the implementation of the consent decree. BPD's image has been tattered by police corruption, inappropriate behavior, and the mismanagement of taxpayer dollars. The actions of rogue cops have compromised the public's trust in the ability of police officers doing their jobs in a constitutional and productive way.

4.1 PROVIDE REGULAR UPDATES ON CONSENT DECREE PROGRESS

As such, the Mayor and City Administrator will require BPD to host quarterly community gatherings to discuss progress that has been made to address the requirements of the consent decree, along with other accountability reforms.

To accompany these gatherings, BPD will provide a quarterly accountability report that includes, but is not limited to: integrity test report outs, audit findings, community engagement on matters of accountability and transparency, diversity numbers in employees that are working on the consent decree, 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 all officers in internal affairs, top 50 officers with complaints, internal responses to frequently complained-of officers, frequency of early intervention systems (EIS), rate of mediations offered/accepted, and the number of internal affairs cases that missed investigation deadline 90-day, 180-day, and one-year cut-offs.

4.2 IMPROVE INTERNAL AFFAIRS TRAINING FOR ALL SWORN OFFICERS

To foster accountability within the agency, BPD will also ensure that all sworn officers are adequately trained in internal affairs before they are required to work in internal affairs.

All sworn officers should know how to conduct proper citizen complaint investigations, draft and submit formal charges, and conduct audits and integrity tests to ensure that their staff is policing in a fair and impartial manner. To achieve a sense of community policing, BPD supervisors should have experience in a range of posts, including one where they learn how

to hold their colleagues accountable to the high standards we must set for our officers.

WORK IN PROGRESS / PUBLIC SAFETY ADVISORY COMMISSION CONVENED

The inaugural Public Safety Advisory Commission has started meeting to begin the work of ensuring Baltimore residents are the ones guiding long-lasting policy and cultural change in the police department. The Commission will exist beyond the consent decree process to ensure reform efforts continue.

5. POLICY AND RESEARCH

Increasing safety in Baltimore's neighborhoods will require the City to find and follow best practices and evidence-based solutions for reducing violence.

5.1 BUILD UP THE CITY'S RESEARCH CAPABILITIES

It is a priority to invest in building up Baltimore's research and analytical capabilities to ensure all efforts are evidence-based and data-driven. Baltimore can be a leader in dismantling systems and policies that perpetuate

inequities and prevent community self-actualization.

The Mayor will ensure Baltimore invests 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.

5.2 ESTABLISH EQUITY TASK FORCE TO IMPROVE OUTCOMES FOR RESIDENTS

The Mayor has tasked Baltimore's Chief Equity Officer to create a taskforce 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.

The taskforce's membership will include those most impacted by violence, racial justice advocates, representatives of local foundations, and researchers. Leveraging the work of this taskforce and the Trauma-Informed Care Taskforce, the Mayor will work closely with the Baltimore City Council, the Chief Equity Officer, and other agencies to co-create policies that are progressive, rooted in real justice, and have long-term positive impacts to all Baltimoreans.

Timeline

Building and implementing a comprehensive violence prevention strategy — one that represents a break from past practices, one that involves many partners at the local, state, and federal levels, and one that reflects the will and desires of Baltimore residents — is not overnight work, but it is necessary work.

The Mayor undertakes this work with a sense of urgency and commitment to making improvements along the way, while building the systems, structures, and relationships necessary for the successful implementation of this 5-year plan. While this work will not be complete by Year 5, we expect that instances of violence will be rarer and non-recurring, relative to today.

Intentional early and intermediate change must happen for long-term change to occur and be sustainable. The Mayor believes in early and frequent community engagement, inter-agency collaboration, and coordination as cornerstones of a successful plan to reduce violence over time.

FISCAL YEAR 22 – FOUNDATIONAL YEAR

Focus on (1) defining and staffing the work, (2) building the infrastructure to support it, (3) aligning all agencies in the work of violence prevention, (4) executing proofs of concept to address many of our adaptive challenges and (5) developing key local, state, federal, and national partnerships necessary to employ best practices and scale confidently.

The FY22 timeline below shows the foundational work that has already begun and the plan for accelerating the City's violence reduction efforts through the end of the fiscal year.

PILLAR 1: Public Health Approach to Violence

PILLAR 2: Community Engagement and Inter-agency Accountability

PILLAR 3: Evaluation and Accountability

PRIOR TO TAKING OFFICE

FIRST MONTH IN OFFICE

WINTER 2020-2021 (Q3 FY21)

SPRING 2021 (Q4 FY21)

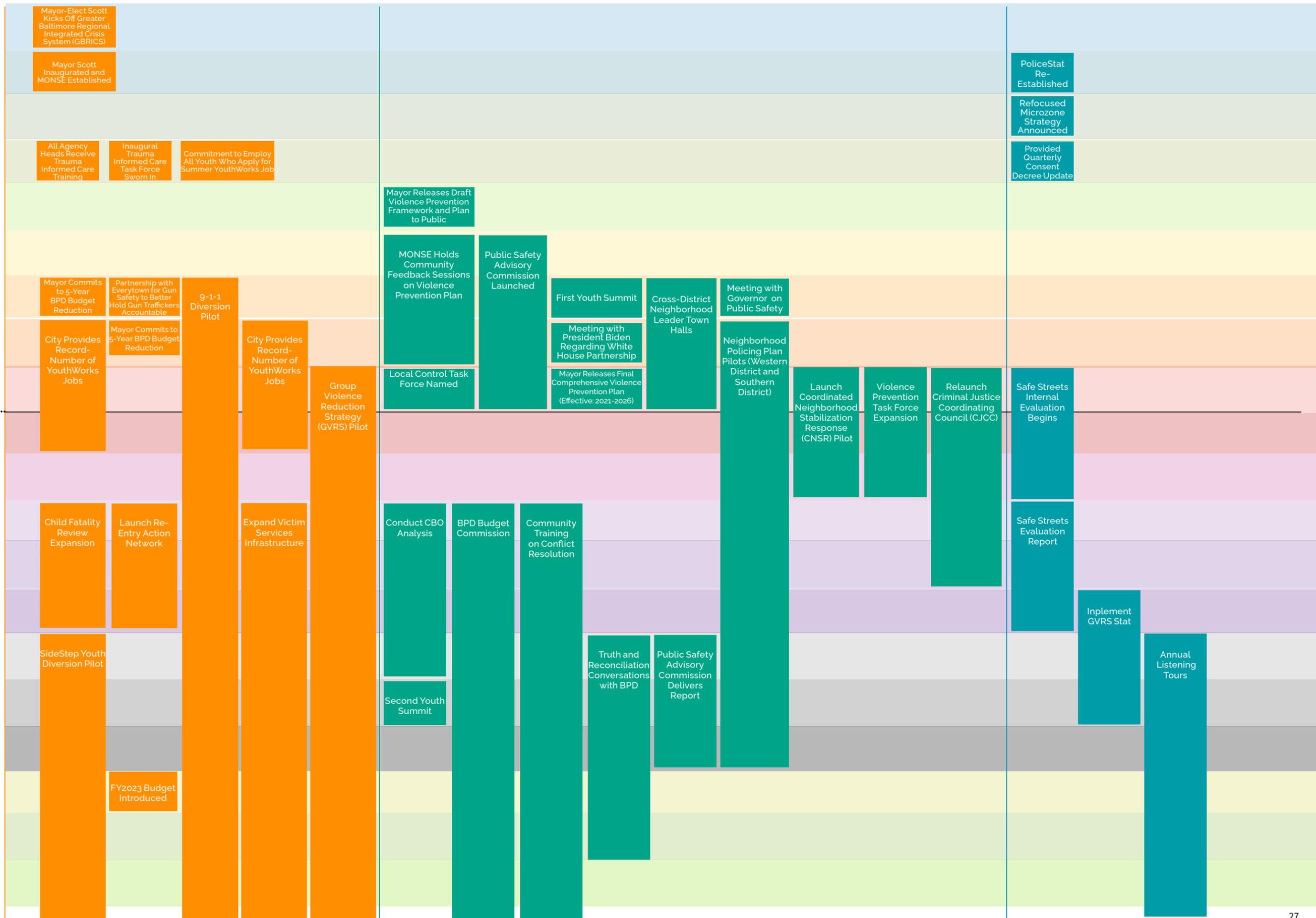
SUMMER 2021 (Q1 FY22)

FALL 2021 (Q2 FY22)

WINTER 2021-2022 (Q3 FY22)

SPRING 2022 (Q4 FY22)

WE ARE HERE ■



FISCAL YEAR 23 – FRAMING YEAR

Focus on (1) completion of community violence intervention pilot evaluation, (2) increasing the capacity of community-based organizations to support the work of violence prevention, (3) beginning intelligent scale of the violence prevention ecosystem, and (4) measuring key performance indicators.

This year, new violence interruption sites will be onboarded, GVRS and the SideStep youth diversion pilot will go citywide, and the Reentry Action Network will be scaled up.

FISCAL YEAR 24 – SECURING YEAR

Focus on expanding community violence interventions to continue growing Baltimore's violence prevention ecosystem and partnerships with community-based organizations.

The Violence Prevention Plan will also be updated this year and presented to the City Council and public, as required by the Biennial Comprehensive Violence Prevention Plan Ordinance.

FISCAL YEAR 25 – FINISHING YEAR

Continue expanding community violence interventions and ensure a full implementation and sustainability of this 5-year plan.

FISCAL YEAR 26 – MAINTENANCE YEAR

In addition to maintaining all of the previously initiated items from previous years at a high level, the focus will be reaching thirty community violence interventions activated across Baltimore and institutionalizing this work.

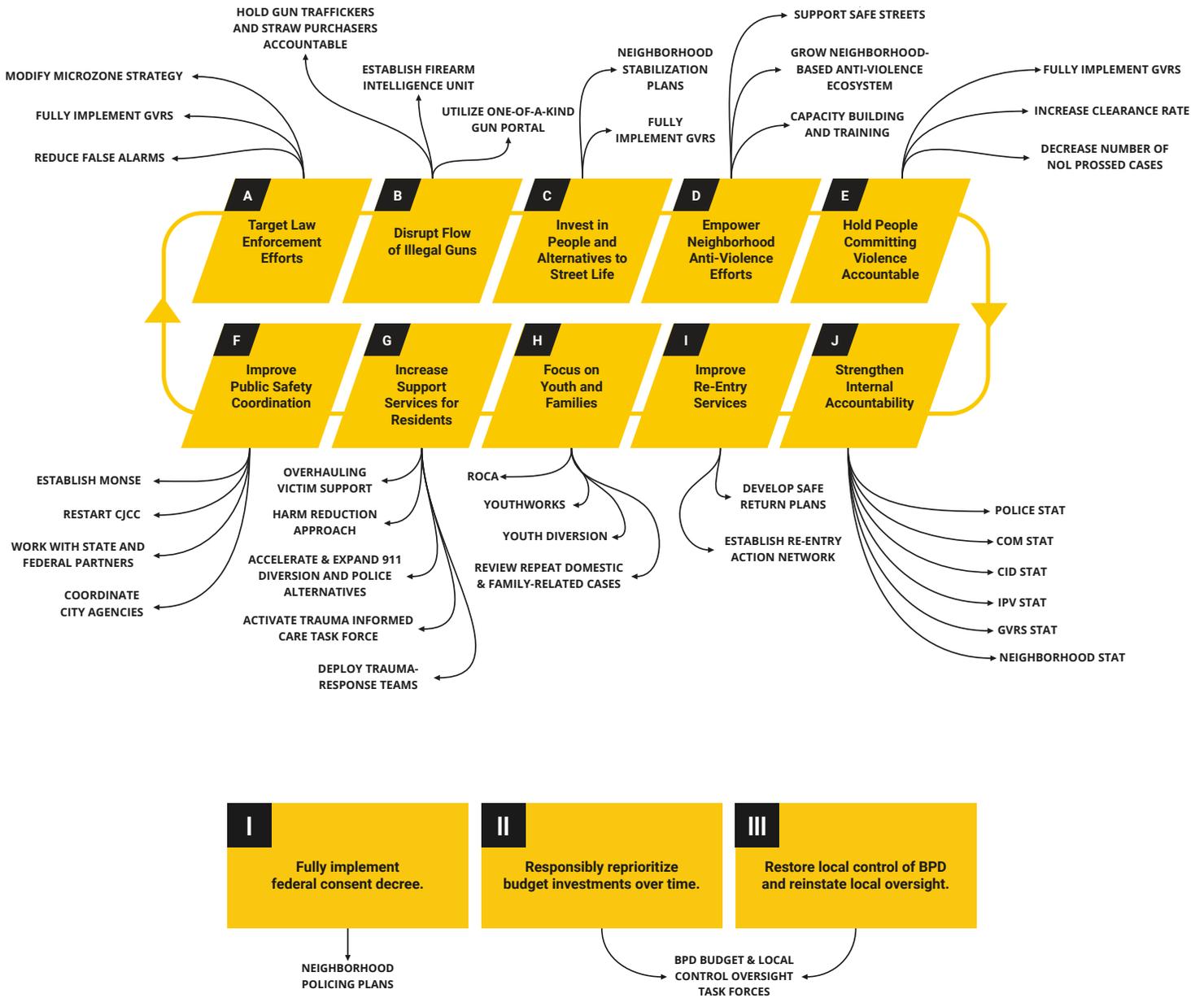
The Violence Prevention Plan will again be updated and presented to the City Council and public, as required by the Biennial Comprehensive Violence Prevention Plan Ordinance.

Appendix

I. Visual Overview: Comprehensive Violence Prevention Plan

All-Hands-On Deck to a Safer Baltimore

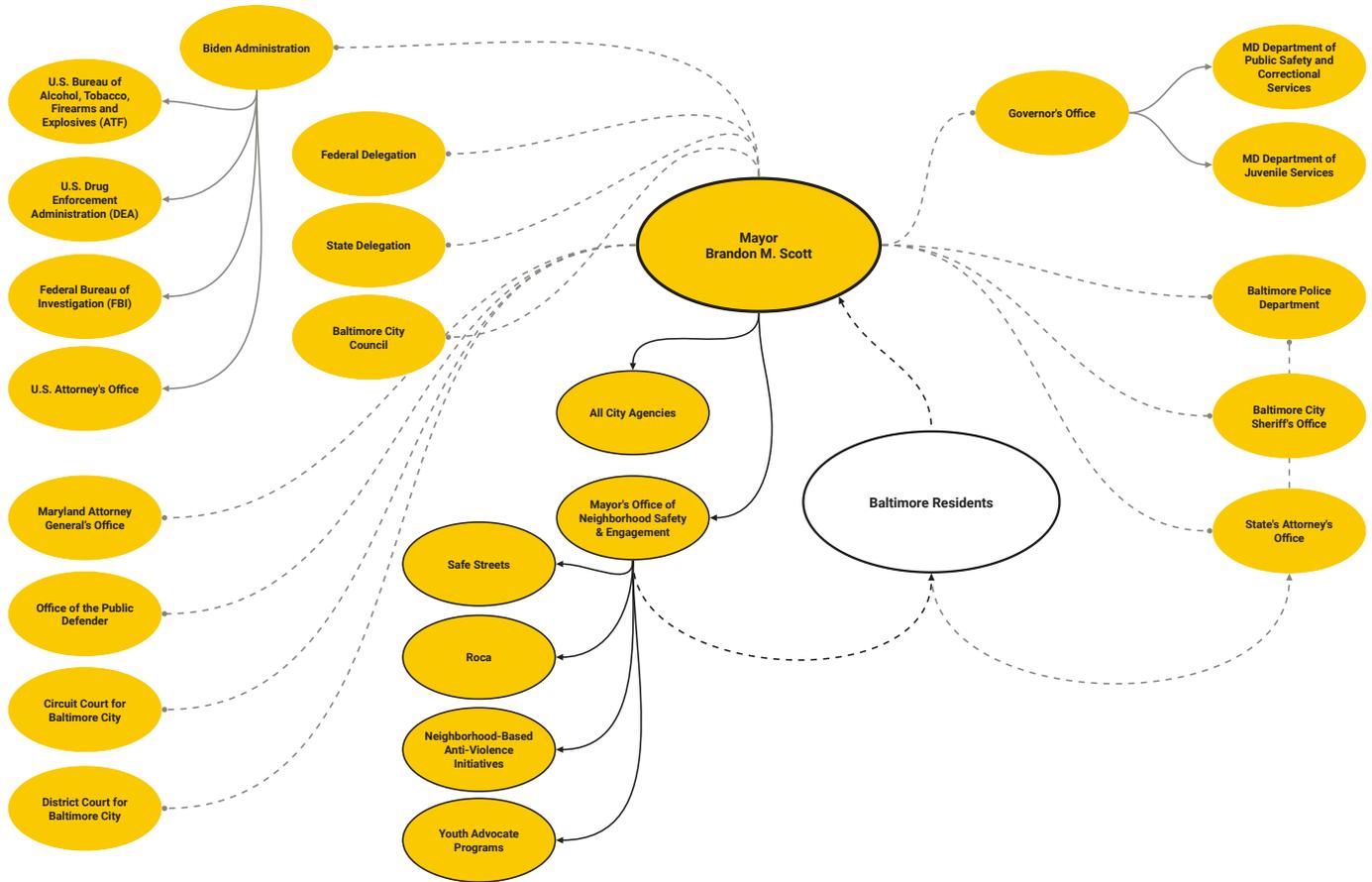
Implementing Baltimore's First Comprehensive, Coordinated Violence Prevention Strategy



II. Coordination and Partnership Map

All-Hands-On Deck to a Safer Baltimore

Improving Coordination and Working in True Partnership



III. Acronym Glossary

ARPA – American Rescue Plan Act a.k.a. COVID-19 Stimulus Package: \$1.9 trillion economic stimulus bill passed by Congress and signed into law by President Biden. Cities receive funds based on population rates. Baltimore will receive \$640M.

BCFD – Baltimore City Fire Department: Provides fire protection and emergency medical services to the city.

BCHD – Baltimore City Health Department: Works to improve the health of city residents, eliminate disparities and enhance the wellbeing of everyone in our community through education, coordination, advocacy, and direct service delivery.

BCRI – Baltimore Crisis Response, Inc.: Mental health provider currently partnering with the City to pilot 9-1-1 diversion.

BCPSS – Baltimore City Public Schools System: Public school district for the City that serves pre-school and school-aged children and youth.

BDC – Baltimore Development Corporation: A nonprofit corporation and public-private agency contracted by the City to promote economic development.

BPD – Baltimore Police Department: Law enforcement agency for City.

CBO – Community-Based Organization: A public or private nonprofit organization that is representative of a community and provides educational or related services in that community.

CFR – Child Fatality Review: are the multi-agency review of individual deaths for young people 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.

CJCC – Criminal Justice Coordinating Council: 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.

CNSR – Coordinated Neighborhood Stabilization Response: Joins multidisciplinary and community partners to provide inter-agency, coordinated responses to traumatic neighborhood events such as a major law enforcement takedown, a police-involved shooting, or acts of violence.

CVI – Community Violence Intervention: Programs that apply a localized approach to gun violence prevention. Safe Streets Baltimore is an example of a CVI program.

DHCD – Baltimore City Department of Housing and Community Development: Works with local governments, nonprofits, community groups, and business to enhance existing neighborhood resources and support economic development.

DHR – Baltimore City Department of Human Resources: City office responsible for managing the employee life cycle and benefits administration.

DJS – Department of Juvenile Services: State agency that provides care and treatment to youth under the age of 18 who violate the criminal law, are likely to violate the law, or whose behavior is such that they may endanger themselves or others.

DOT – Department of Transportation: Responsible for traffic management, parking restrictions, traffic signal coordination, traffic calming, etc.

DPSCS – Department of Public Safety and Correctional Services: A government agency of the State of Maryland that performs a number of functions, including the operation of state prisons.

DPW – Department of Public Works: Provides services to ensure safe drinking water, enhance wastewater treatment, efficiently recycle, collect trash, dispose of waste, and to maintain the city's road and bridge network.

DSS – Department of Social Services: The state's human services provider. DSS helps vulnerable Marylanders buy healthy food, pay energy bills, and obtain medical assistance. DSS also provides stable environments for at-risk children and adults.

EIS – Early Intervention Systems: A computerized database of police officer performance indicators, including uses of force, resident complaints, arrests, traffic stops, officer discipline records, etc.

G-BRICS – Greater Baltimore Regional Integrated Crisis System: Serves children and adults in the city who experience a behavioral health crisis.

GVRS – Group Violence Reduction Strategy a.k.a. focused deterrence: A crime prevention strategy that aims to deter crime by increasing the swiftness, severity, and certainty of punishment for crimes by implementing a mix of law enforcement, social services, and community mobilization.

GVU – Group Violence Unit: Newly formed BPD unit assigned to GVRS.

HABC – Housing Authority of Baltimore City: Provides federally-funded public housing programs and related services for the city's low-income residents.

HCB – Healing City Baltimore: A sustained movement of neighbors committed to healing the city together as a foundation to pursuing a racially, socially, and economically just and thriving Baltimore for all

IPV – Intimate Partner Violence: Physical violence, sexual violence, stalking, or psychological harm by a current or former partner or spouse.

KPI – Key Performance Indicators: Measures used to evaluate the success of a given strategy, approach, or initiative.

LGBTQ+ - Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Plus: This umbrella term is used to describe diverse sexual and gender identity communities. The plus sign encompasses other identities not named.

MOAAME – Mayor’s Office African American Male Engagement: Committed to creating a collaborative community network and support structure to identify the needs of men and to coordinate, advance, and implement policies and practices that promote opportunities for all of Baltimore’s African American males to achieve a successful and fulfilling life.

MOCFS – Mayor’s Office of Children and Family Success: Brings together the tools of City government and community assets to radically improve the lives of children and families.

MOED – Mayor’s Office of Employment Development: Coordinates and directs workforce development initiatives responsive to the needs of city employers and job seekers in order to enhance and promote the local economy.

MOHS – Mayor’s Office of Homeless Services: Works to eliminate homelessness by implementing federal, state, and local policy and best practices in addition to administering and monitoring homeless services grants.

MOMWOB – Mayor’s Office of Minority and Women-Owned Business: Provides support for small, local, minority-owned and women-owned businesses by expanding contracting opportunities and increasing the procurement dollars spent with minority- and women-owned companies.

MONSE – Mayor’s Office of Neighborhood Safety and Engagement: Empowers community partners and City agencies to play a more active role in the co-production of public safety and violence prevention.

MOPI – Mayor’s Office of Performance and Innovation: Uses data, design, and innovation to ensure equitable, user-friendly, and efficient government operations that improve the lives of city residents.

NPP – Neighborhood Policing Plans: Plans that allow for individually-tailored strategies by neighborhood and are a direct response to calls by city residents to have more agency over decision-making impacting their communities.

OEM – Office of Emergency Management: Maintains the highest level of preparedness to protect city residents, workers, visitors, and environment from the impact of natural and man-made disasters.

OVC – Office for Victims of Crime: Part of the Department of Justice that provides aid and promotes justice for crime victims.

PIB – Public Integrity Bureau: BPD’s internal accountability mechanism to track investigations into officer misconduct.

PSAC – Public Safety Advisory Commission: A diverse group of city residents from each police district, representatives from various constituencies, police officers, and government officials legislatively mandated to work to improve interactions and relationships between police officers and residents.

PSN – Project Safe Neighborhoods: Nationwide initiative that brings together federal, state, local, and tribal law enforcement officials, prosecutors, community leaders, and others to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them.

RAN – Reentry Action Network: A network made up of returning citizens, direct service providers, advocates, and funders who support returning citizens’ ability to achieve and maintain high-quality lives as they reintegrate into the city.

SAO – States Attorney’s Office: Responsible for prosecution of all crimes that occur in the city.

SART – Sexual Assault Response Team: Coalition of agencies that work together to formalize inter-agency guidelines that prioritize victims’ needs, holds offenders accountable, and promote public safety as they serve survivors of sexual assault.

SDoH – Social Determinants of Health: Economic and social conditions that determine individual and group differences in health status. The five major determinants are economic stability, education, health and health care, neighborhood and built environment, and social and community context.

USAO – United States Attorney’s Office: Responsible for prosecution of crimes in the State of Maryland.

VOCA – Victims of Crime Act: Passed in 1984, this legislation provides funding and supports for victims of crime.

VPP – Violence Prevention Plan: Mayor Scott’s five-year strategic plan to reduce violence in the city.

VPTF – Violence Prevention Taskforce: Created legislatively with the passing of the Biennial Comprehensive Violence Prevention Plan Ordinance. The VPTF is tasked with implementing violence prevention strategies in collaboration with partners, providing ongoing training and technical assistance to programs and services, and collecting data and reviewing results from performance measures and indicators.

YAP – Youth Advocate Programs: Community-based organization that will serve as the primary point of contact for wrap-around support provision for GVRs.

