

**COALITION TO ADVANCE PUBLIC SAFETY
(CAPS)**

BALTIMORE

February 2023

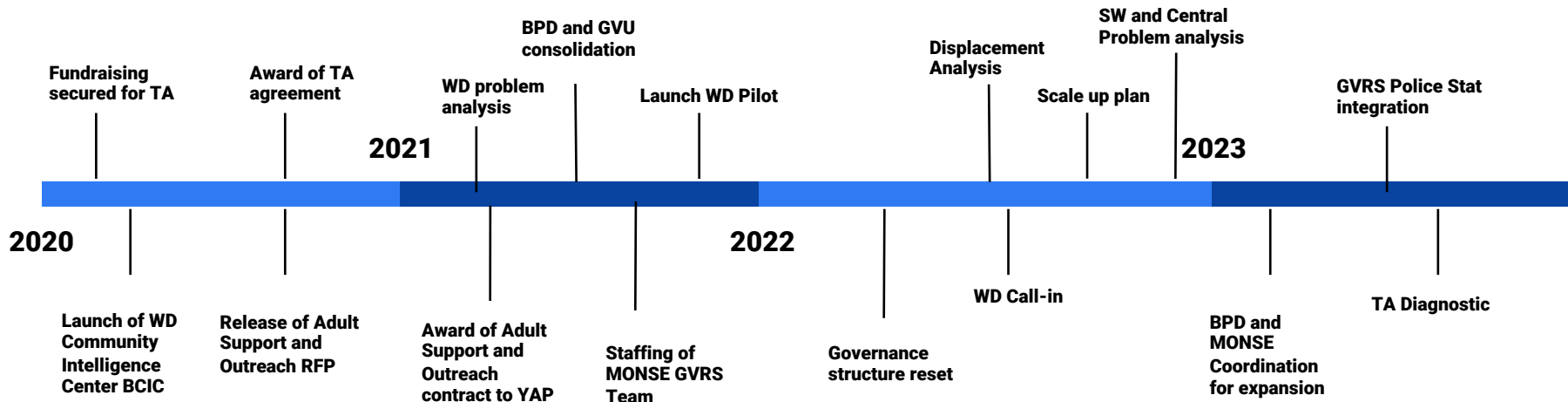
AGENDA

- 1. INTRODUCTIONS**
- 2. BALTIMORE CONTEXT**
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- 4. GOVERNANCE AND MANAGEMENT STRUCTURE**
- 5. KEY PERFORMANCE INDICATORS**
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BALTIMORE CONTEXT

1. The Group Violence Reduction Strategy (GVRS) is a coordinated effort between the Mayor, Police Commissioner and State's Attorney - alongside various government and community partners - to reduce group-related shootings and homicides, decrease recidivism, and strengthen trust between communities and law enforcement.
2. Baltimore has attempted elements of GVRS twice before and failed due to a lack of stability, commitment and coordination among City leaders.
3. The city works in partnership with a group of Technical Advisory Team: University of Pennsylvania, California Partnership for Safe Communities, National Institute for Criminal Justice Reform
4. The intervention was launched in the Western District, focusing on neighborhoods that have historically endured the highest rates of gun violence.
5. To engage highest risk community members, the city partners with the Youth Advocate Programs, INC and ROCA and a variety of long standing community leaders in Baltimore neighborhoods.

BALTIMORE CONTEXT

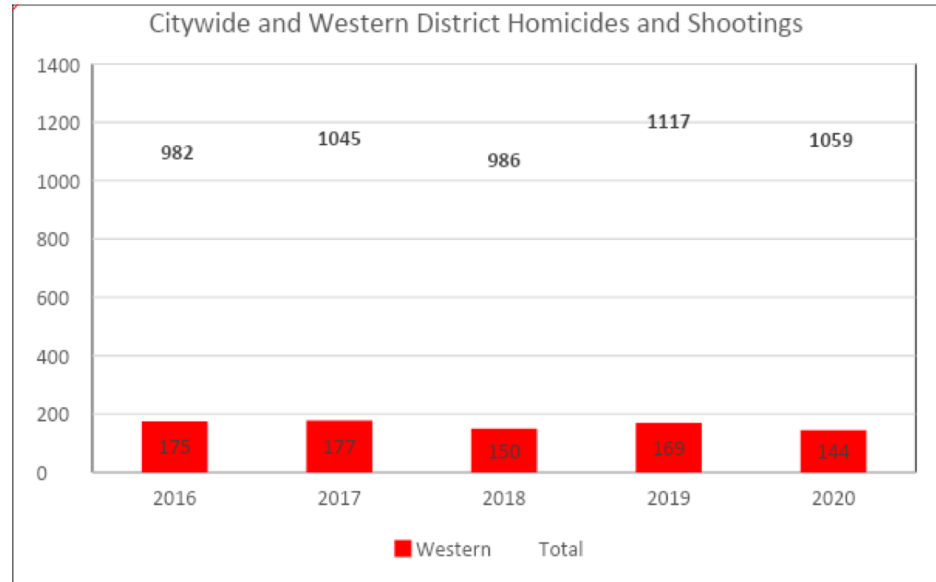


PROBLEM ANALYSIS

July 7, 2021

Western District – Homicides and Shootings, 2016-2020

	Total	Homicides	Shootings
Western	818	266	551
Eastern	790	241	549
Southwest	740	240	500
Northwest	605	210	395
Northeast	581	196	385
Southern	565	167	398
Central	380	94	286
Northern	363	120	243
Southeast	348	115	233



- Western District experienced the largest number of homicides and shootings between 2016 and 2020.
- Homicides and shootings are very stable over time in Western, averaging 53 homicides and 111 shootings per year.
- Between 2016 and 2020, almost 16% of citywide homicides and shootings occurred in the Western District.

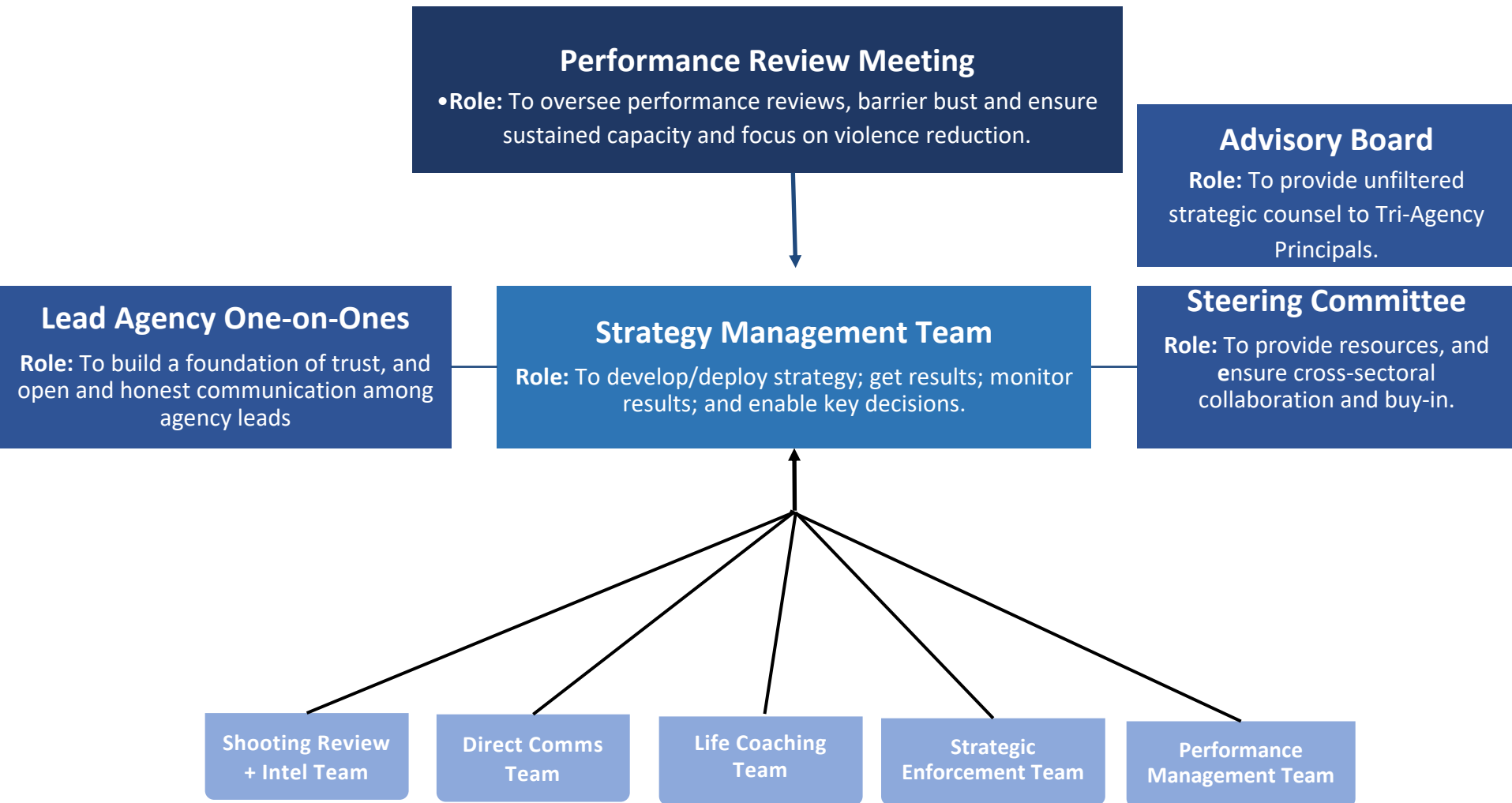
PROBLEM ANALYSIS

July 7, 2021

Western District – Homicides and Shootings, 2016-2020

1. The Western District (WD) persistently experiences the highest amounts of homicides and shootings in Baltimore
2. Strong overlap between victim and offender populations
 - a. Mostly Black males who are well known to the CJ system
 - b. 25-34 and 16-24 age groups suffer the largest shares of homicides / shootings
3. Serious gun violence is generated by disputes involving members of criminally-active groups (18 groups with an estimated of 615-735 members)
 - a. These disputes tend to be personal, drug-related, and intra-group conflicts (~70% of homicides involve group members)
4. These groups are relatively small but generate a bulk of serious violence and face high victimization
5. Small number of extremely active, high-risk people

GOVERNANCE AND MANAGEMENT STRUCTURE



KEY PERFORMANCE INDICATORS

GVRs 2023 PERFORMANCE INDICATORS
OBJECTIVE: 15% Annual Reduction in Homicides and Non-Fatal Shootings

	1 - Shooting Review (SR)	2 - Direct Communication (DC)
Performance indicators	1.1: On average, 1-3 referrals generated for DC + LC per group-member-involved (GMI) incident	2.1: On average, 1-3 Custom Notifications (CNs) delivered per GMI incident
	1.2: Shooting review quality/integrity ensured via checklist compliance (intel prep of all known GM associates, scorecard, weekly priorities, action items and deliverables)	2.2: On average, CNs delivered within 7 days of referral
	1.3: Priority conflicts/violence issues identified for the current week	2.3: X% of CNs directed at priority groups (in alignment with SR/scorecard)
	1.4: Scorecard quality/integrity ensured via quarterly review of incident classification, group intelligence and closed cases	2.4: 80% of full CNs include CMV participation (YAP only)

KEY PERFORMANCE INDICATORS

GVRS 2023 PERFORMANCE INDICATORS OBJECTIVE: 15% Annual Reduction in Homicides and Non-Fatal Shootings

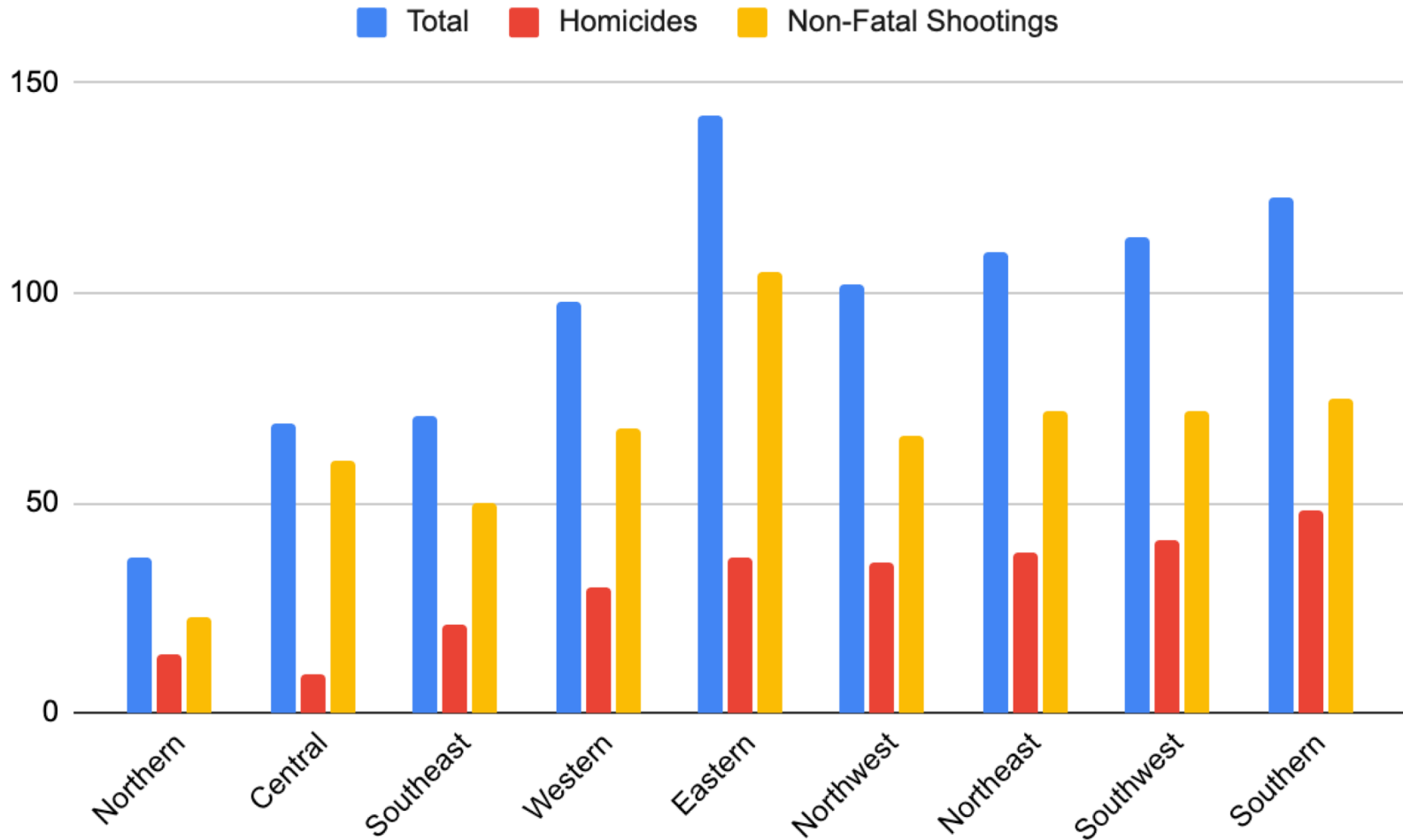
3 - Life Coaching (LC)	4 - Strategic Enforcement (SE)	5 - Prosecution (P)
3.1: 75% of GVRS referrals enrolled in LC	4.1: At least 80% of SE targets identified via SR / scorecard	5.1: 75% of charges and convictions produced on violence drivers significant**
3.2: At least seven (5) remote and three (2) in-person contacts made / wk for LC clients	4.2: Written quarterly enforcement plan per district with named targets identified via SR/scorecard	5.2: 70% of charged cases have a detailed written bail recommendation
3.3: At least 75% of LC clients continue engagement after three (3) months	4.3: Two (2) investigations of violent groups per district concluded w/in 120 days*	5.3: 50% of referred cases are federally adopted
3.4: Length of emergency relocation on average less than two (2) weeks prior to conversion to long-term housing	4.4: Pre-/post-90-day + six (6)-month assessment reveals >75% drop in HOMs, NFS + dischargings connected to group(s) of focus	

RESULTS IN THE WD YEAR 1 (2021-2022)

As of October 24, 2022, the strategy has shown promising results to date – a 29% observed reduction in homicides and non-fatal shootings victims in the Western District. Specifically, the Western District has experienced a 33% reduction in victims from homicides, and a 27% reduction in victims from non-fatal shootings from 2021.

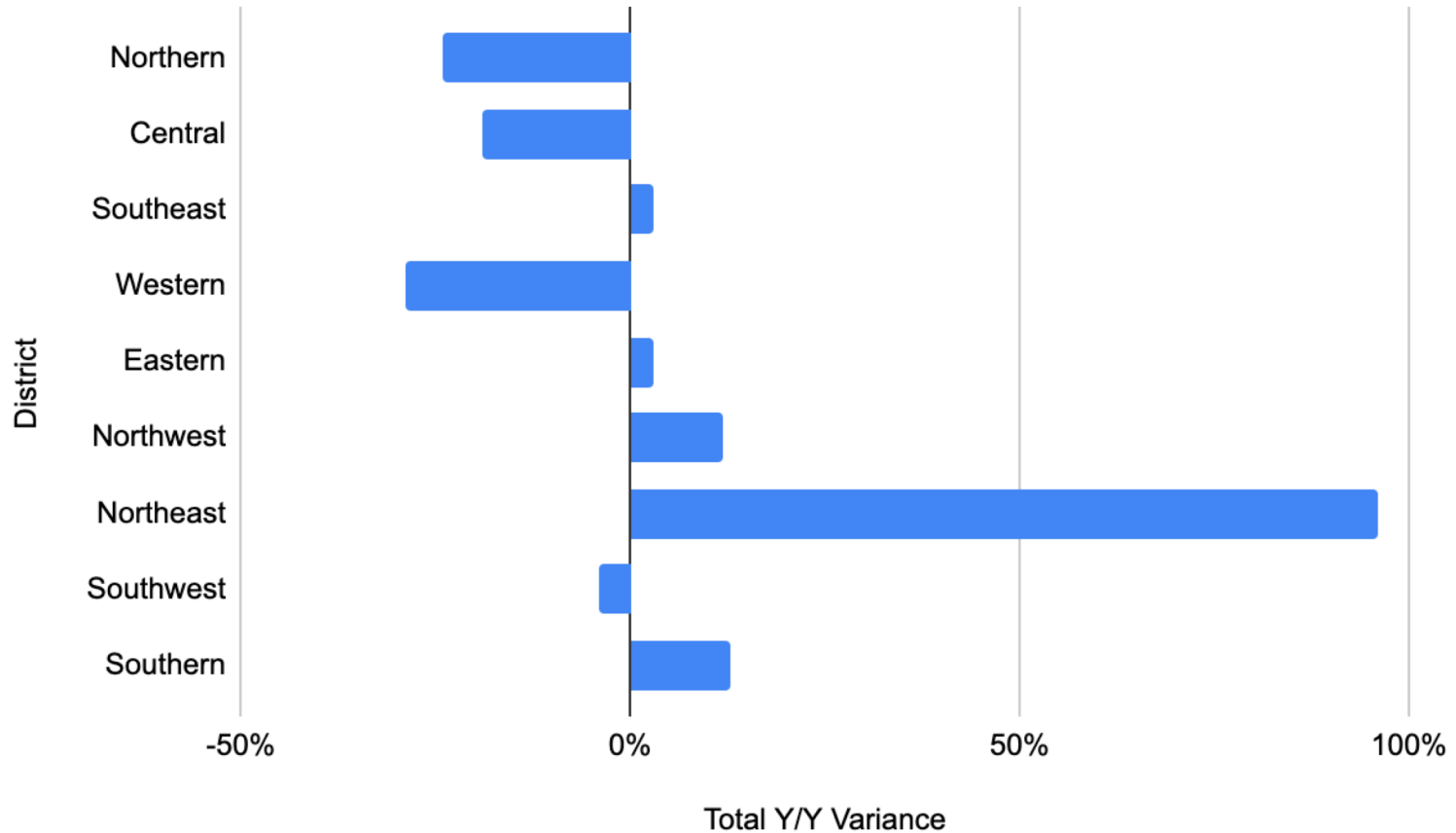
Changes in Homicides and Non-Fatal Shootings Victims from 2021 to 10.24.2022				
	Total	Homicides	Non-Fatal Shootings	Total Y/Y Variance
Northern	37	14	23	-24%
Central	69	9	60	-19%
Southeast	71	21	50	3%
Western	98	30	68	-29%
Eastern	142	37	105	3%
Northwest	102	36	66	12%
Northeast	110	38	72	96%
Southwest	113	41	72	-4%
Southern	123	48	75	13%

RESULTS IN THE WD YEAR 1 (2021-2022)



RESULTS IN THE WD YEAR 1 (2021-2022)

Total Y/Y Variance vs. District



SCALE UP

1. Initial scale-up is an extremely delicate phase that if not handled carefully and thoughtfully can irreparably doom implementation efforts.
1. There are important lessons to be learned from scaling challenges of the past in cities, such as Chicago, Los Angeles and Baltimore itself.
1. Despite promising initial results in pilot geographies, Baltimore was never able to successfully bring GVRS to scale.
1. In the last attempt, major cracks began to show when the strategy was scaled from the Western to the Eastern district.
1. BPD is planning its redistricting which adds a further degree of complexity for scaling.

SCALE UP

Southwestern District (SWD) will be the first expansion district due to its: level of gun-related H/NFS; connectivity to WD violence dynamics; resources; intelligence and shared border with the WD.

District	Borders WD	BCIC	2+ DATS	H/NFS total*	H/NFS total redistricting plan*	% of citywide total	Rank IBIS link WD	# shared borders w/ other districts
SWD	Y	Y	Y	338	390	17%	1	4
CD	Y	Y	Y	192	205	9%	2	5
ED	N	Y	Y	342	312	13%	5	4
SD	N	N	N	296	259	11%	3	2
SED	N	N	N	190	204	9%	7	3
NED	N	N	N	243	168	7%	4	3
ND	N	N	N	142	198	8%	6	4
NWD	Y	N	N	269	246	11%	5	3

SCALE UP DASHBOARD



GVRS TRI-PARTY SPONSOR MONTHLY DASHBOARD For Period Ending 1/23/2023

MISSION: Scale GVRS to SWD and then CD 2Q2023
OVERALL STATUS: 80% Complete; Yellow, Some Issues

Metric	% Complete	Assigned To	12.29 Status	Current Status	Trend	Notes	Corrective Action (record for yellow and red items)
Solidifying Foundation for Scale in the Western District							
Integration of DAT	75%	BPD	--	Y	↑	Anticipating chain of command challenges in directing DAT for assigned tasks. BPD completed draft SoW for DATs on 1/20/23.	BPD to draft SoW for DATs was due by 1/13/23; Ops to assign Col/LTC to serve as bridge between Patrol and CID.
BCIC to co-manage Shooting Review	90%	BPD	--	G	→	WD BCIC has fully taken over shooting review slide preparation	Still need to include possible group member lists/charts in slide deck for GM identification at SR as a mandatory part of weekly procedure.
Quarterly Enforcement Plan	30%	BPD	--	R	↑	National best practice strongly recommended by TAs to maintain strategy fidelity during scale. Will be written into DAT SoW and Gvu Ops Manual as a requirement for every GVRS district.	Create initial draft in Gvu/WD and manage to it. Review at SEM. Will serve as a template for expansion districts.
Foundational Analysis							
Completion of homicide incident reviews for step 1 expansion districts	90%	TA/BPD	--	G	→	Homicide incident reviews for SWD + CD problem analyses completed 1/17. TA team in process of finalizing draft of SWD problem analysis.	TA team to finalize problem analysis by 2/8.
Operations							
BPD Operations Execution	80%	BPD	--	Y	↑	Behind on SWD integration of BCIC, DAT and Outreach.	Conducted DC training 1/12 for SWD NCOs + CMVs. Integrate SWD CMV and NCO reps into Coordination Meetings by 1/26. Gvu to guide BCIC on SR slides, intel prep + action planning.
MONSE Operations Execution	80%	MONSE	--	G	→	YAP + Roca contracts delayed but on track. Accelerated hiring/training for OW + LC staff based on TA need projections. Reviewing YAP budget.	Finalize YAP budget and finalize contract. Finalize Roca contract and submit to BOE.
SAO Operations Execution	50%	SAO	--	Y	↑	Behind on staffing	Prioritized with new SAO leadership. Reporting in digital format finalized. MIU/Narc. Chief hired. Arrest Alert process reinitiated. Developing SOP for managing GVRS charged cases. SAO building up staff including SAUSAs. Discussion pending on fed adoption of referred cases.
TA Operations Execution	70%	TA	--	Y	↑	Behind on training support and Ys 2+3 TA contract	Conducted two DC trainings (1/12 and 1/20) for SWD CMVs and SWD + CD NCOs. Upcoming SR training for SWD (1/24 or 1/31). Schedule add'l socialization/training. For contract, coordinate funding commitments to finalize TA award.
Data and Performance Management							
Leadership Advisory Board	95%	Mayor's Office/TA	--	G	→	Monthly meeting set prior to Performance Reviews.	
Socialization / Engagement							
	85%	MONSE/BPD/SAO	--	G	→	Outreach to solidify operational partnerships underway in SWD and CD.	Meetings in SWD and CD started.

☑ Complete
→ Steady

🟢 GREEN – No Issues. Probable success
↑ Trending Up

🟡 YELLOW – Some issues. Probable failure or success
↓ Trending Down

🔴 RED – Major Issues. Probable failure

PRIORITIES

1. Effective Governance is the top priority:

- a. Through 2022, the authority of the governing principals has not always translated to effective action - this threatens the success of scale-up.
- a. Regular and effective participation in the monthly meetings with the UPenn team leads and the performance review meetings is needed.
 - i. The “Leadership Advisory” meetings need to translate into constructive pressure to move along the priorities through the performance review process.
- a. Ensuring ownership of the strategy by the key senior managers in Baltimore.

PRIORITIES

2. Stabilization of the Western District as a foundation for the scale-up: the stabilization is the foundation for the scale-up. The Western District needs to continue to serve as an example for expansion districts in 2023 and beyond.

3. Strategic Enforcement.

- a. Strengthen the accountability mechanism for the Baltimore Police Department to have enforcement plans and execute them.
- b. The KPIs should work as a tool to reveal this in the context of effective governance.

4. The Life Coaching / Intervention component: stabilize service provision and life coaching so it is not vulnerable to disruption.

- a. Prepare for scale process.
- b. The City should develop an RFP/RFQ for a third Life Coaching provider.
- c. “Safe Streets” and the local HVIPs are other CVI entities that are not currently connected to the GVRS work we are doing. Baltimore would make more progress reducing violence if these all worked as a coordinated strategy.

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