

LO 21-0006: Quarterly Crime Stats and Violence Prevention Plan

Group Violence Reduction Strategy (GVRS) and Crime Prevention Through Environmental Design (CPTED)

Mayor's Office of Neighborhood Safety and Engagement (MONSE)

Director Shantay Jackson, MONSE
Mayor Brandon M. Scott
City of Baltimore



Brandon M. Scott
Mayor



GROUP VIOLENCE REDUCTION STRATEGY

SCALE-UP FRAMEWORK AND IMPLEMENTATION

Director Shantay A. Jackson
Mayor's Office of Neighborhood Safety and Engagement

MONSE – Integrated Gun Violence Prevention Strategies – GVRS & CVI

Group Violence Reduction Strategy (GVRS)

- Currently piloting in the Western District since January 2022
- Under Mayor's leadership, MONSE drives strategy and day-to-day project management associated with GVRS
- MONSE coordinates daily with BPD, SAO, as well as service providers and community moral voice
- Relies on partnership with law enforcement
- Integrated, complementary strategy to CVI



GVRS Stat

The Numbers: Western District Month-Over-Month Comparison

WD Month-over-Month Comparisons (2021 vs 2022 / 7Y Average vs 2022)										
Stats as of October 31, 2022										
Month	7 Year Average		2021		2022		7YAv - 2022 % Δ		21-22% Δ	
	HOM	NFS	HOM	NFS	HOM	NFS	HOM	NFS	HOM	NFS
January	4	8	4	7	5	6	40%	-25%	25%	-14%
February	3	7	2	8	2	8	-17%	-13%	0%	0%
March	4	8	5	5	4	6	0%	-17%	-20%	20%
April	5	9	5	2	2	3	-19%	-30%	-60%	50%
May	6	13	8	17	1	9	-36%	-27%	-88%	-47%
June	5	12	6	17	4	10	-33%	-24%	-33%	-41%
July	5	12	4	9	3	11	-40%	-9%	-25%	22%
August	4	10	3	9	4	7	0%	-20%	33%	-14%
September	5	8	6	10	1	5	-80%	-37%	-83%	-50%
October	6	10	4	10	3	2	-50%	-80%	-20%	-70%
November	5	7	3	7	-	-	-	-	-	-
December	5	9	4	14	-	-	-	-	-	-
Total	56	113	54	115	29	67			-	-

GVRStat - Summary Analytics (Through 10/31/22)

Arrests

GMII Weekly	41
GVRStat Arrests - YTD	69
Average Referral Response Time	21.65

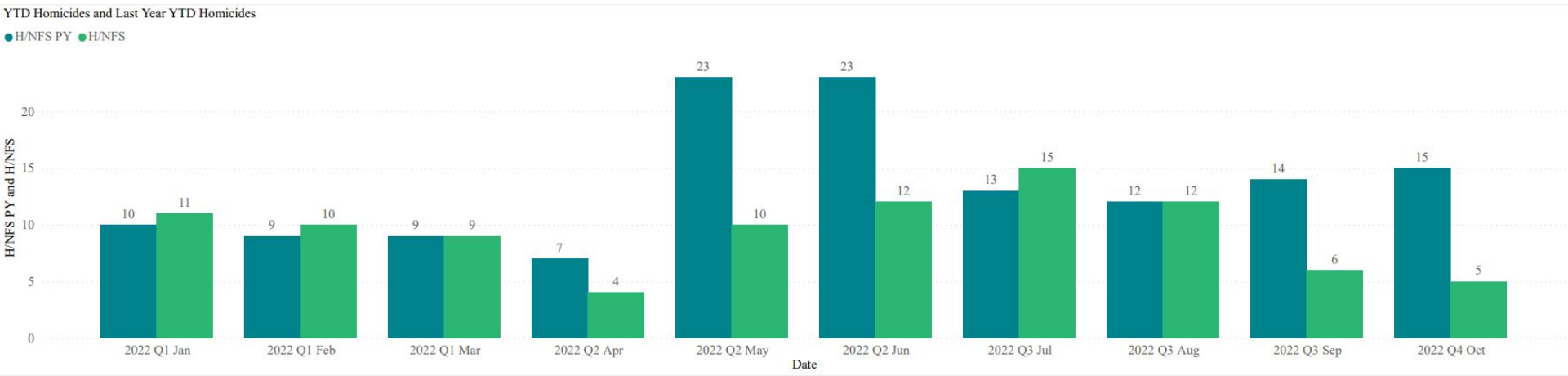
Direct Communication

Direct Communication Count	102
Pending	11
LE Custom Notifications	20
Service Referrals Made	72
Services Referrals Accepted	67
Referred to YAP	39
Referred to Roca	28

Services Offered and Accepted

Total Services Offered	84
Total Services Accepted	70
YAP Offered	53
YAP Accepted	40
Roca Offered	31
Roca Accepted	30

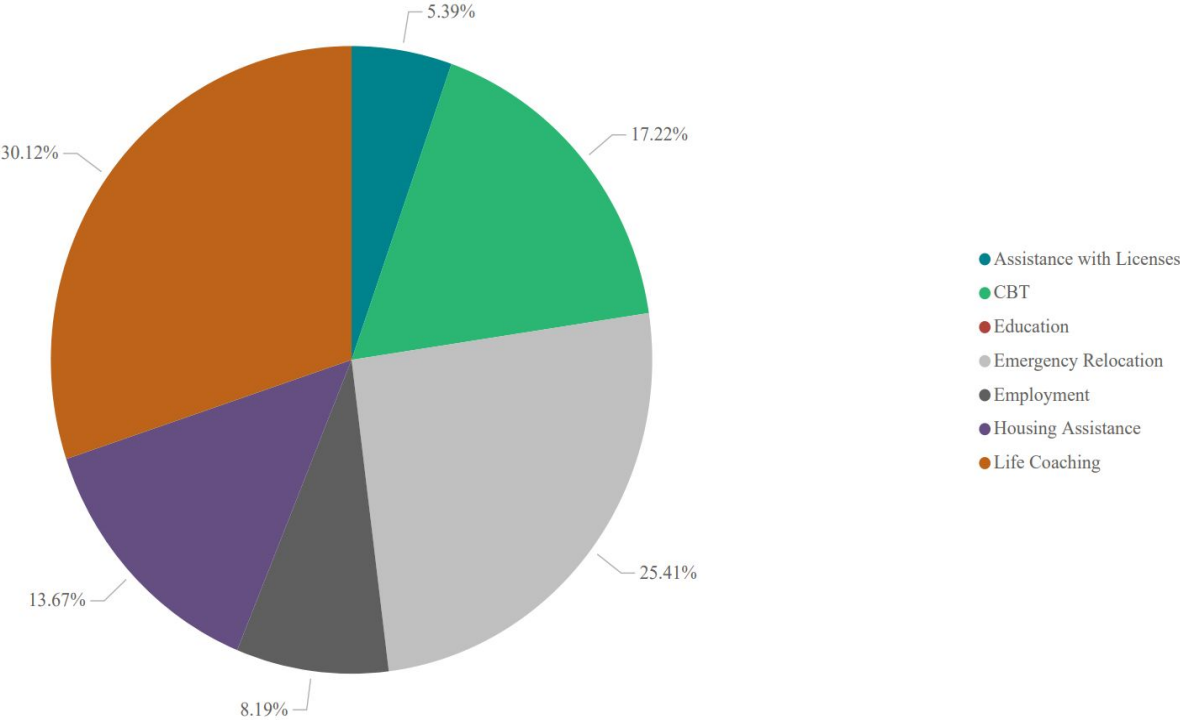
GVRS Stat - Total Monthly Homicides and NFS, 2021 v. 2022 (Top); District Comparison (Bottom)



Police District	H/NFS PY	H/NFS	H/NFS YOY	H/NFS YOY %
Central	83	61	-22	-26.5%
Eastern	131	136	5	3.8%
Northeastern	54	109	55	101.9%
Northern	47	39	-8	-17.0%
Northwestern	89	100	11	12.4%
Southeastern	66	70	4	6.1%
Southern	109	119	10	9.2%
Southwestern	115	114	-1	-0.9%
Western	132	92	-40	-30.3%
Total	826	840	14	1.7%

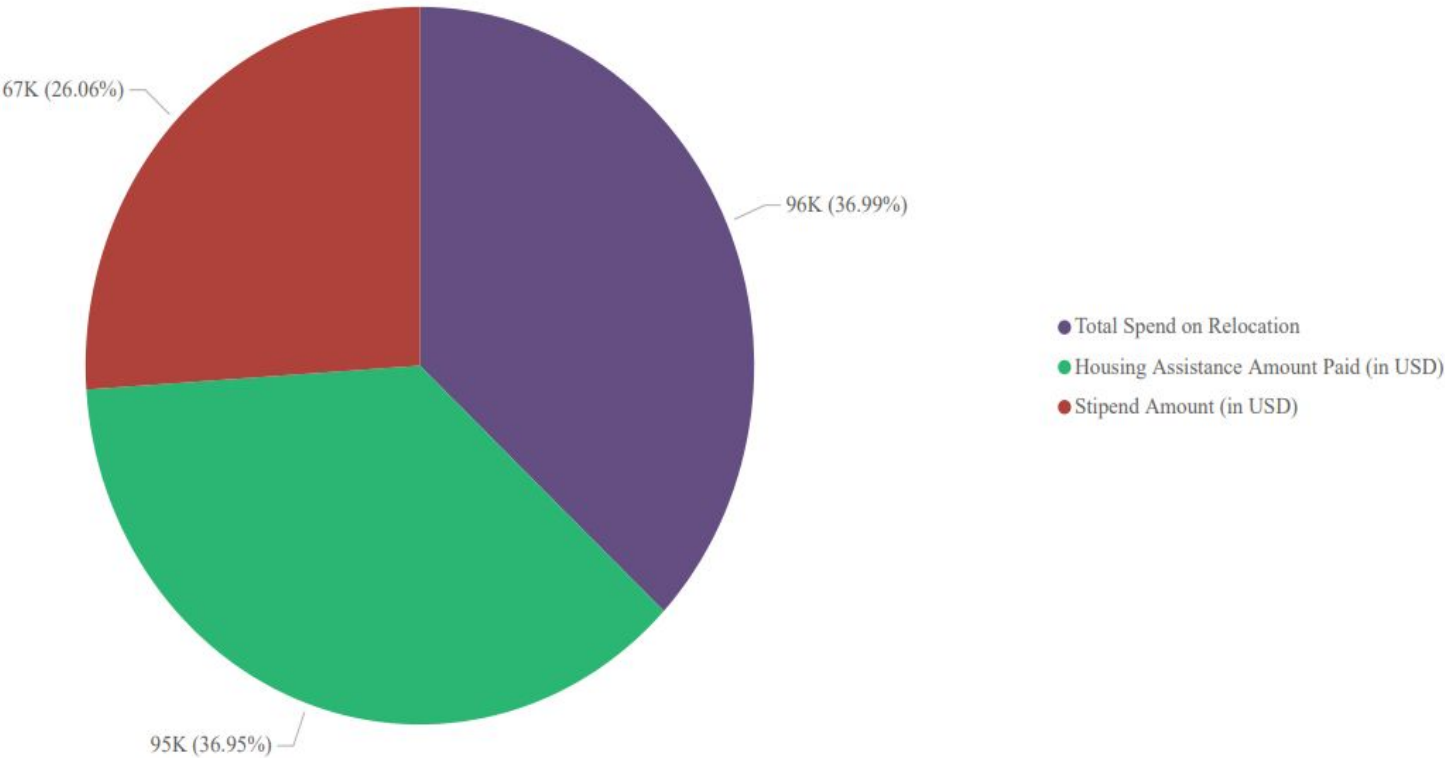
GVRS Stat - Breakdown of Services Provided to GVRS Participants

Assistance with Licenses, CBT, Education, Emergency Relocation, Employment, Housing Assistance and Life Coaching



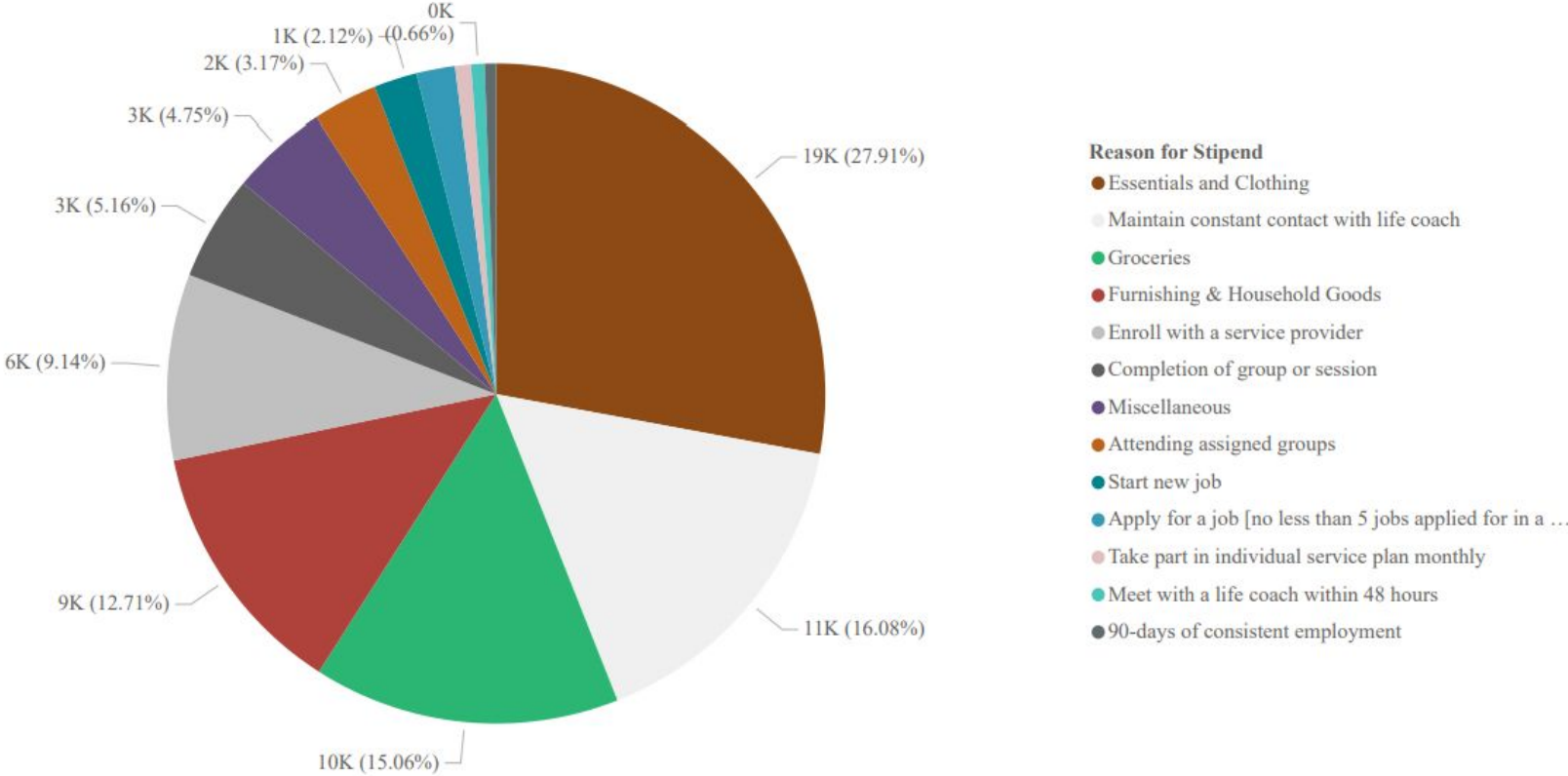
GVRS Stat - Breakdown of Financial Assistance to GVRS Participants

Total Spend on Relocation, Housing Assistance Amount Paid (in USD) and Stipend Amount (in USD)



GVRS Stat - Breakdown of GVRS Participant Stipends by Reason for Stipend

Stipend Amount (in USD) by Reason for Stipend



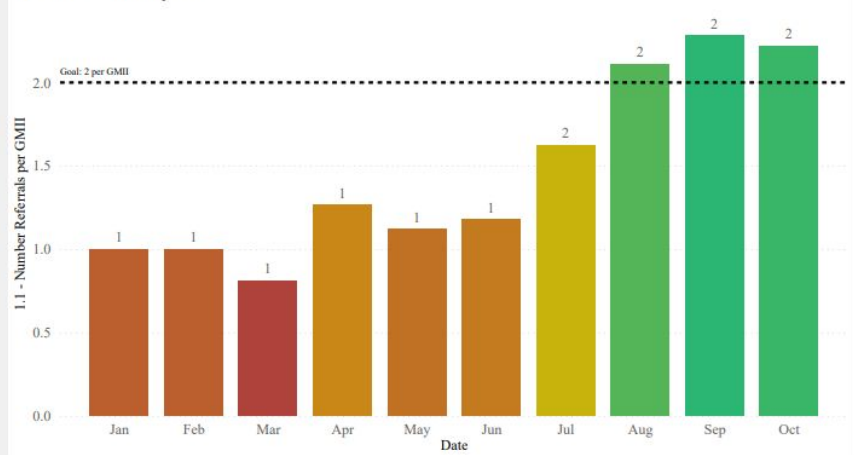
GVRStat - Performance Metrics - GVRStat Shooting Reviews



GVRStat Dashboard - Indicators 1.1 - 1.5

Date: 10/31/2022

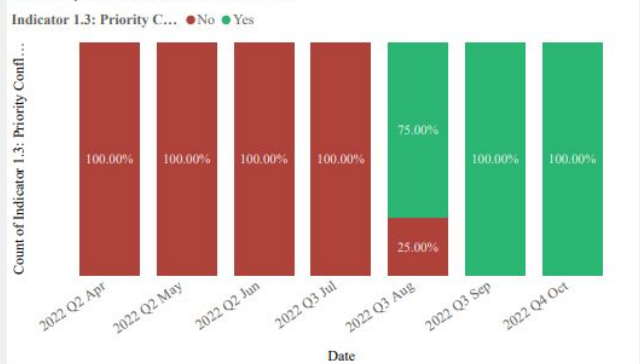
1.1: Number of Referrals per GMII



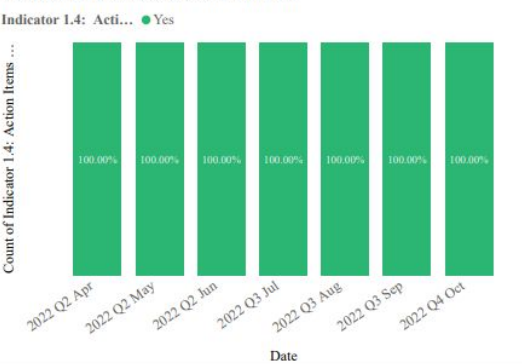
1.2: Shooting Scorecard Regularly Presented



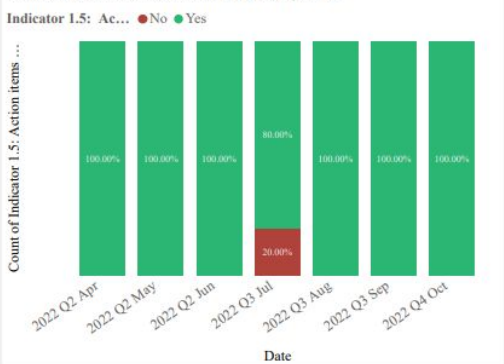
1.3: Priority Conflicts/Violence Issues Identified



1.4: Action Items & Deliverables Dist. Within 24h



1.5: Action items & Deliverables Reviewed in Subsequent SR



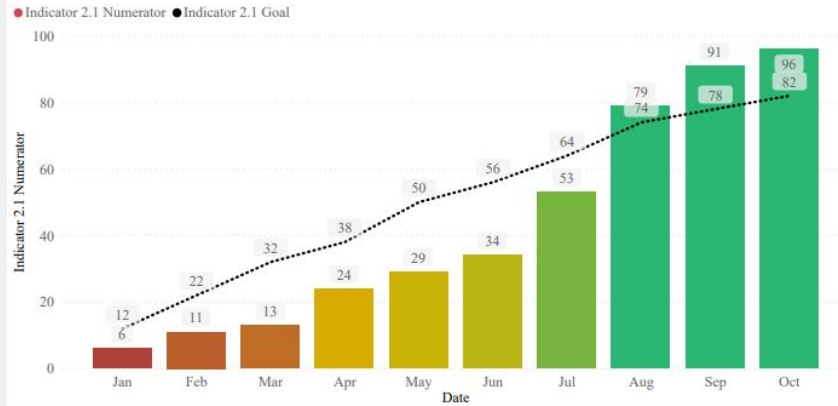
GVR Stat - Performance Metrics - GVR Custom Notifications



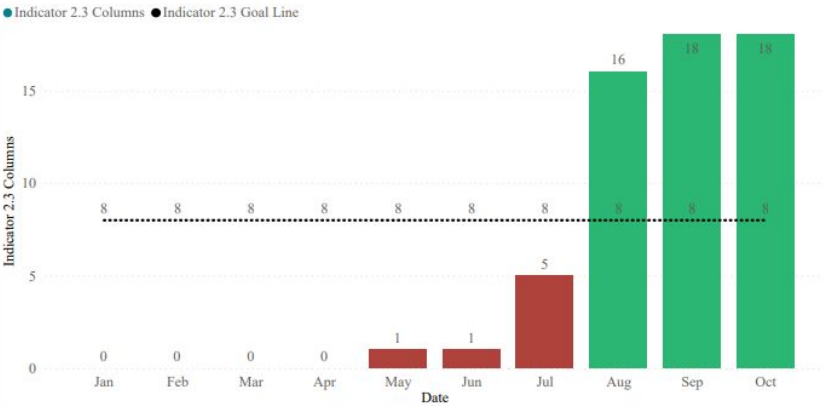
GVR Dashboard - Indicators 2.1 - 2.4

Date: 10/31/2022

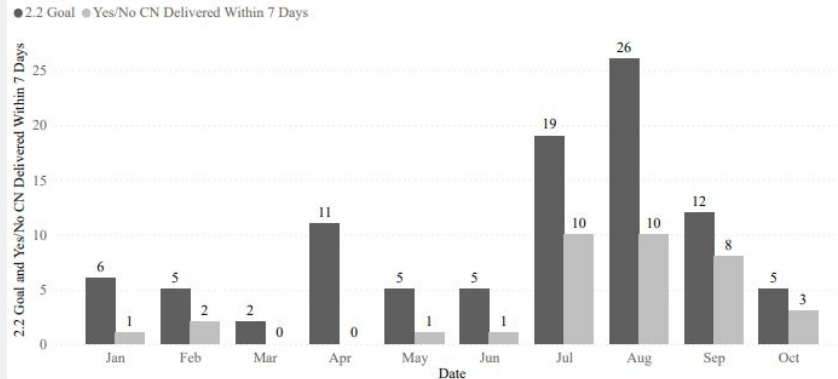
2.1: Custom Notifications Conducted Per GMII



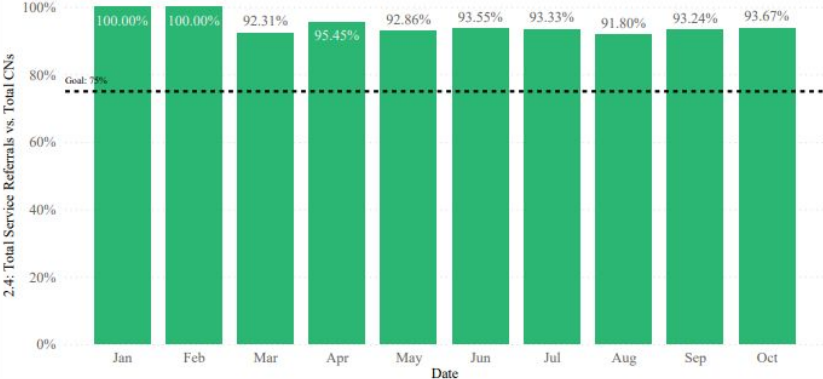
2.3: Custom Notifications Conducted Per Group Subject to Strategic Enforcement Investigation



2.2: Custom Notifications Delivered Within 7 Days of Referral



2.4: Percentage Custom Notifications Turned Into Life Coaching Referral Contact



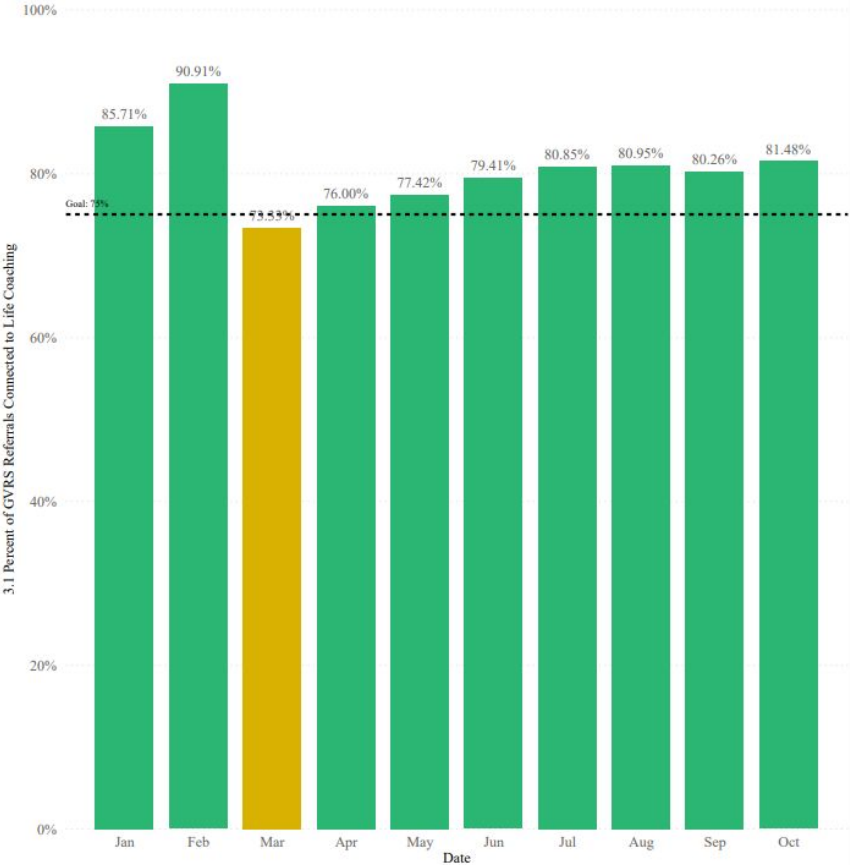
GVRStat - Performance Metrics - Life Coaching for GVRStat Participants



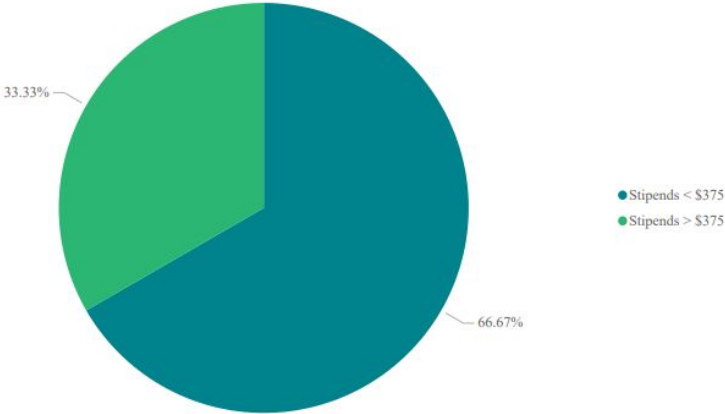
GVRStat Dashboard - Indicators 3.1 - 3.2

Date: 10/31/2022

3.1: Percent GVRStat Referrals Connected to Life Coaching



3.2: Percentage of YAP Referrals Receiving Stipend > \$375

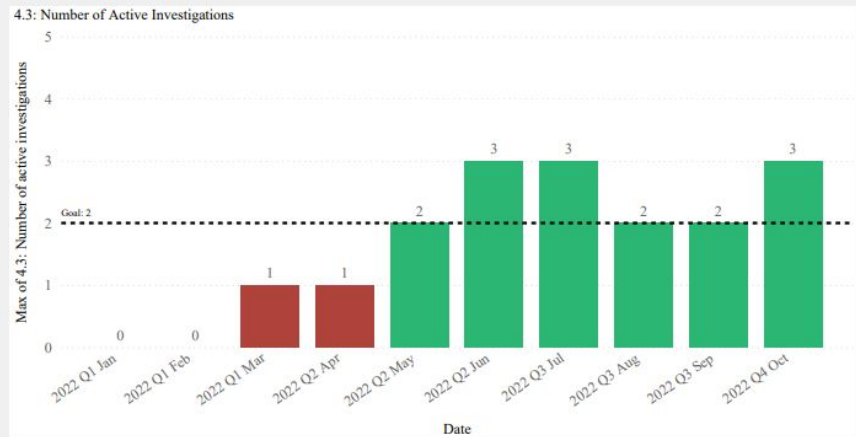
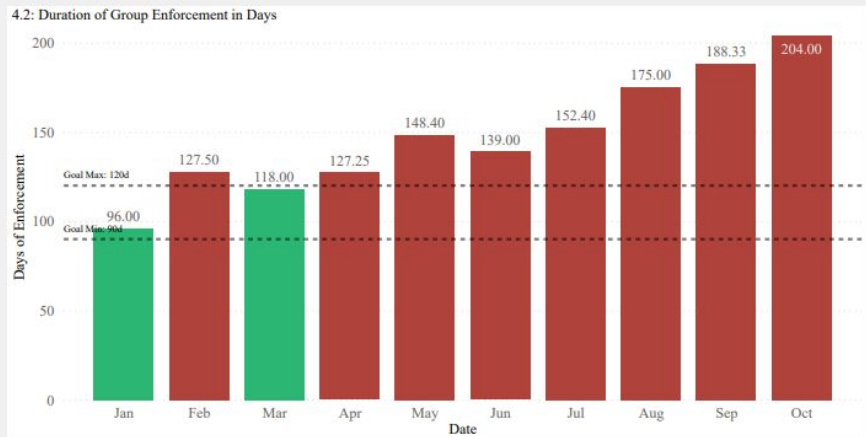
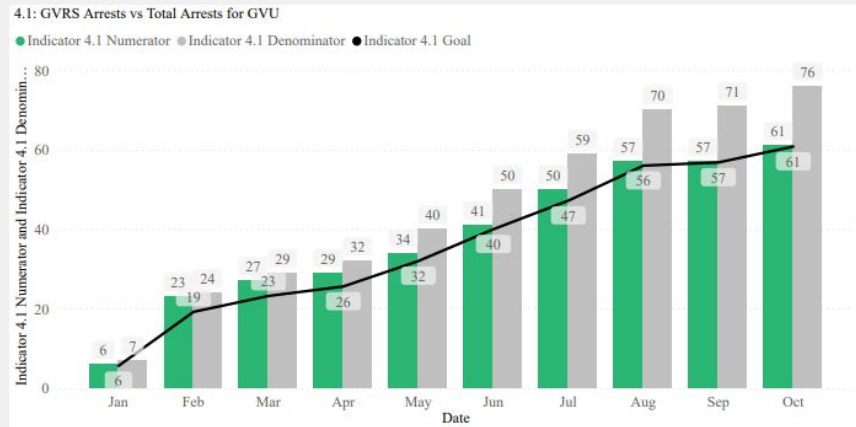
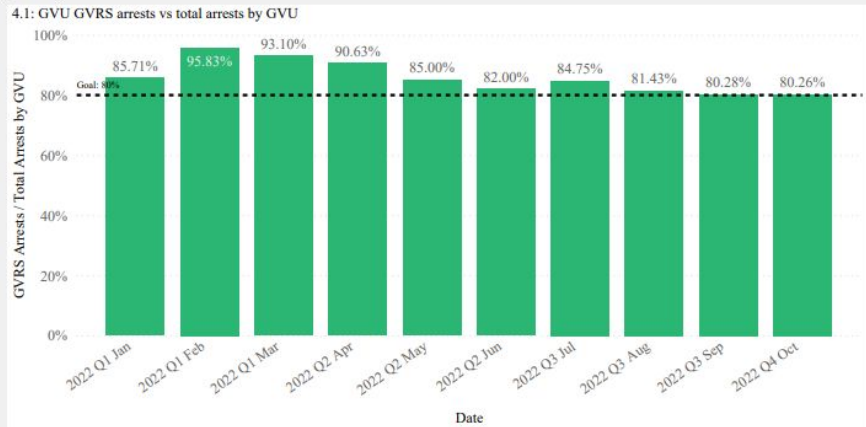


GVRStat - Performance Metrics - GVRStat-Related Arrests, Group Enforcement, and Active Investigations



GVRStat Dashboard - Indicators 4.1 - 4.3

Date: 10/31/2022



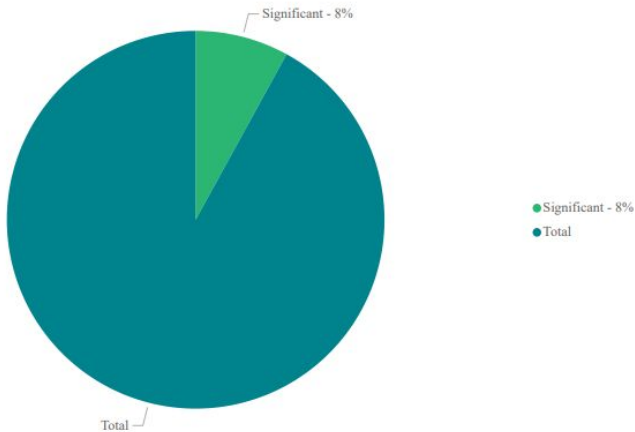
GVRS Stat - Charges Deemed Significant (Top Left); Percent and Actual Number of Crime Drop, 90 Days Prior to Investigation and 90 Days After Investigation (Right and Bottom Left)



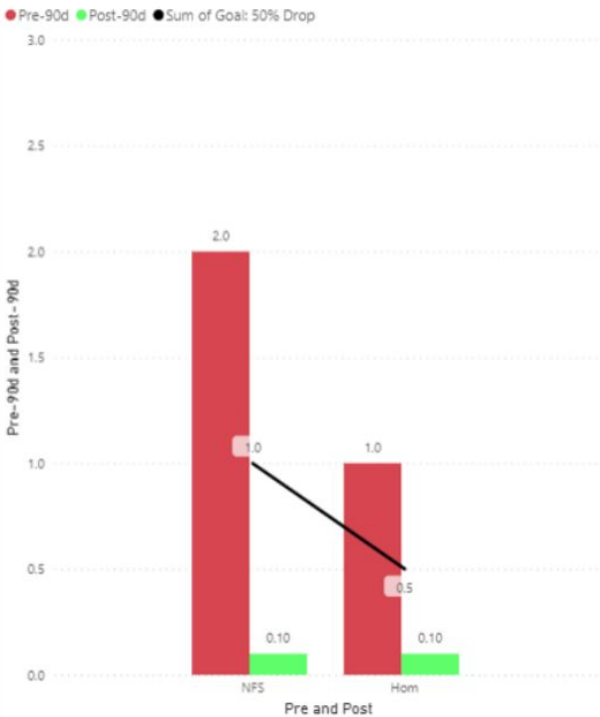
GVRS Dashboard - Indicators 4.4 - 4.5

Date: 10/31/2022

Indicator 4.4: Percentage of Charges and Convictions Produced on Violent Drivers Significant



4.5: Percent Drop in Crime Pre/Post 90 Day Assessment - Poe Homes



GVR Stat - Performance Metrics - Prosecution of Violent Group Members



GVR Stat Dashboard - Indicator 4.6

Date: 10/31/2022



State's Attorney's Office - Circuit Court Cases for GVRs as of November 1, 2022

Cases	9
Active Cases	39
Guilty	13
NP	3
STET	2

Reasons for Stet/NP

- Police Officer was a necessary witness and was not present: **3**
- Pursuant to plea negotiations in another case: **1**

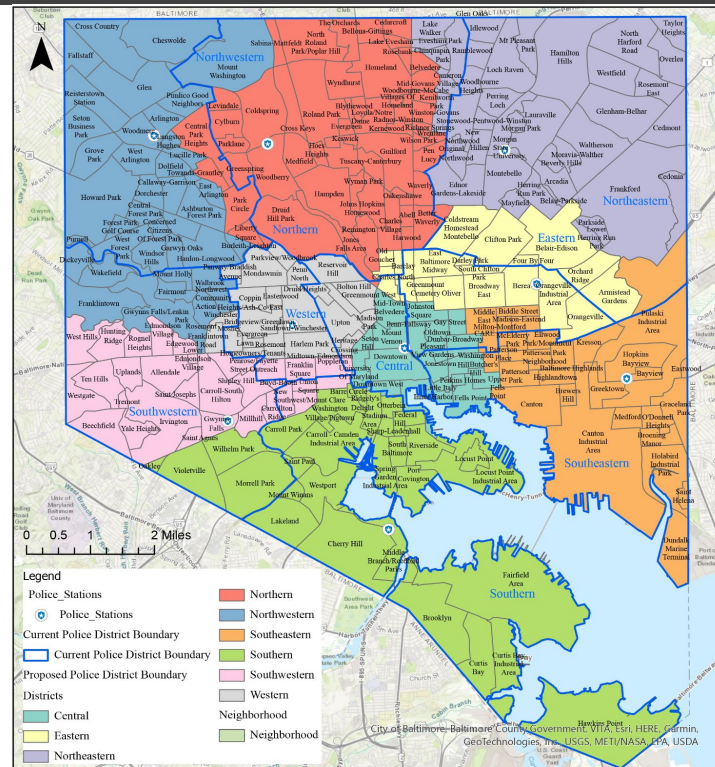


Scale Up Considerations

Redistricting



- BPD recently redrew its district boundaries.
- Goal is to better balance the allocation of personnel and resources.
- Changes will reshape the relative distribution of gun violence.
- Set to come into effect as soon as January 1, 2023 – concurrent with GVRs expansion.

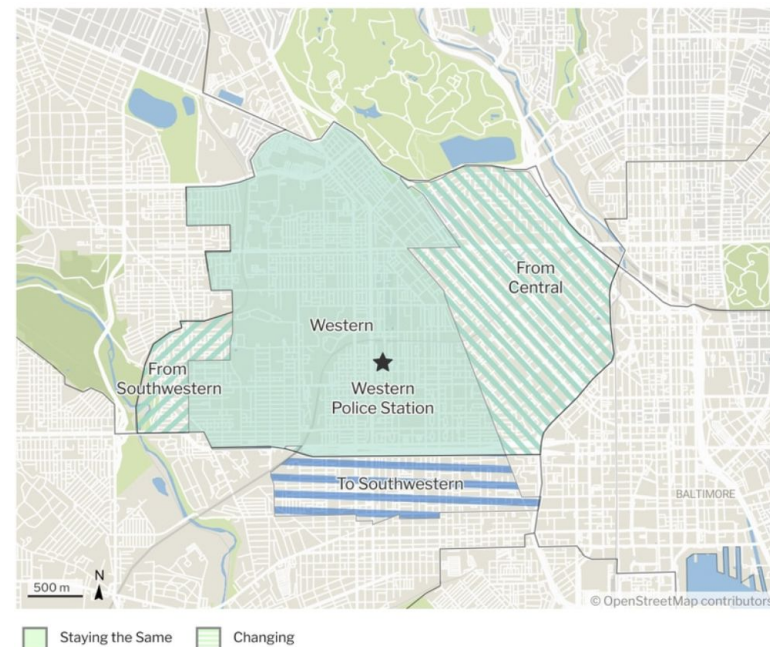


Redistricting + the Western



- Under the redistricting proposal, the Western District will:
 - Gain a significant portion of the Central District and swap areas with the Southwestern District
 - Absorb an **additional 9%** in homicide and shooting incidents*
 - And, in doing so, account for **15% of the citywide total** of homicides and non-fatal shootings

* H/NFS totals run from 2020 thru October 12, 2022 (incident-based)



Source: Little, R and B, Conarck (2022, September 18). *Proposed Baltimore police districts would lump more violent crime into the most violent districts, analysis shows.* Baltimore Banner

Context: GVRs Expansion



- Because of promising early results, pressure is mounting to scale GVRs.
- Public commitment to “move to scale” by early 2023.
- “Moving to scale” leaves room for City leadership and TA team to jointly develop a thoughtful, logical and principle-driven plan.
- Goal must be to solidify our current foundation in the Western District, while initiating expansion to additional district(s) ²¹ at a pace, sequence and with sufficient fidelity to the strategy to succeed in a sustainable manner.
- Due to levels of violence, moving to full scale is not possible in a single step; it will take three to four steps, depending on management and operational capacities.



Cautionary Lessons on Scale



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



Cautionary Lessons

Baltimore: Operation Ceasefire



- Operation Ceasefire (2014-2015) was Baltimore's last attempt at implementing GVRs.
- Three months after its first call-In, the Western District saw a **42% reduction in homicides**, with steady declines through early spring of 2015.
- Soon after scaling to the Eastern District, the strategy quickly unraveled.
- While there are multiple reasons behind Ceasefire's ultimate failure, there's **consensus around one**: that the strategy never had a solid foundation, contributing to its incredible fragility.



Cautionary Lessons

Baltimore: Operation Ceasefire



There are *many* reasons for Ceasefire's failure, most notably:

- Political transitions and frequent upper-management turnover were destabilizing forces.
- Lack of governance and accountability measures made the strategy particularly vulnerable to system changes.
- As did underinvestment in dedicated management structures and the organizational reforms needed to institutionalize the strategy across core partners.
- Underdeveloped social service infrastructure and lack of community engagement undermined public legitimacy of the strategy.

Scale-Up: Guiding Principles



- Successful scale-up **starts** with a solid foundation; it does not end there.
- Hard-earned wisdom dictates:
 - Avoid rushed or crisis-driven scaling and have a data-driven plan.
 - Similar design work and infrastructure that has been developed in WD is necessary to scale to other areas, and must be done while maintaining fidelity in the demonstration area.
 - Take advantage of economies of scale.
 - It is critical to align management processes and indicators from the district to mid-management and to the executive level.



Key Design Questions



1. To which district(s)?
2. With what sequencing?
3. What are the essential resource and management needs?
4. Do additional districts “join” or multiply the current management cycle?
5. How many steps are needed to achieve full scale? With what timeline?



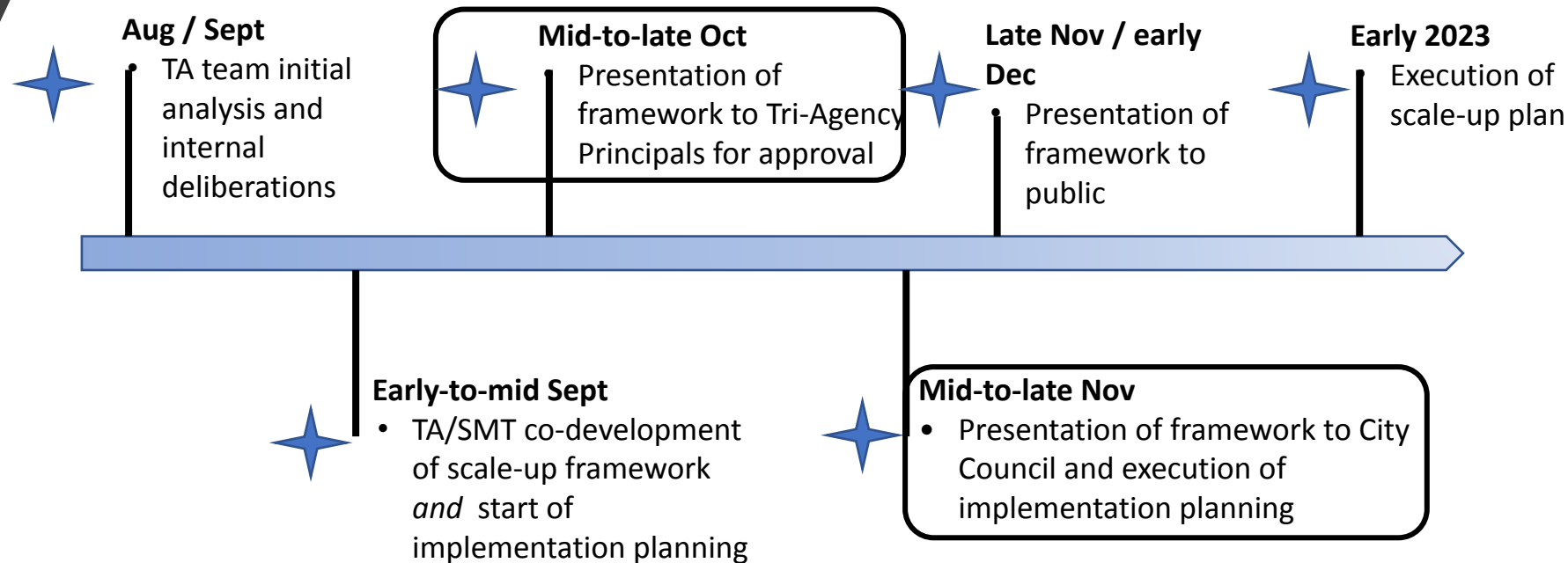
Main Factors to Consider



Priority expansion districts ***must***:

1. Have a group violence challenge;
2. Share interconnected group violence dynamics with current GVRs districts;
3. Not outstrip projected capacities; and
4. Benefit the overall expansion plan.

Expansion Timeline: Next Steps



Q&A



Brandon M. Scott
Mayor



Scott Administration's Approach to Crime Prevention Through Environmental Design (CPTED)



What is CPTED?



Crime Prevention Through Environmental Design (CPTED) alters the environment of blocks, neighborhoods, or even entire cities to prevent and reduce crime. This includes the way we build, re-build and maintain our communities that affects the behavior of people and influences livability.

CPTED works by taking away criminal opportunities, showing would-be offenders that the neighborhood is cared for, thereby building relationships among neighbors to strengthen social and cultural norms against crime.

It is a multidisciplinary approach aimed at reducing victimization by deterring offender decisions.

Principles of CPTED

Natural Surveillance - Includes eyes on the street, and the proper placement of physical features, activities, and people to maximize visibility.

Access Control - The physical guidance of people coming and going from a space, by the proper placement of entrances, exits, fencing, landscaping, roadway patterns, and lighting. This also includes decreasing the criminal activity of criminals by denying access to potential targets.

Territorial Reinforcement - The use of physical attributes that express ownership, such as the use of fences, pavement treatment, art, signage and landscaping that help define public space. The purpose is to create a sense of ownership, and this is also applied to commercial properties.

Maintenance - Well maintained spaces help deter criminal activity. There should be no high grass and weeds on property or around businesses. Spaces should be maintained, both outside and within. This also allows for the continued use of space that expresses ownership, and requires vigilant management practices that sustain territoriality, access, and surveillance.

Interagency Coordination

- Mayor's Office of Neighborhood Safety and Engagement (MONSE)
- Department of Planning (DOP)
- Department of Housing and Community Development (DHCD)
- Department of Transportation (DOT)
- Baltimore Police Department (BPD)
- Department of Public Works (DPW)



CVPP Priorities Related to CPTED

Pillar 2 - Community Engagement and Interagency Coordination

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.

CVPP Priorities Related to CPTED

Pillar 2 - Community Engagement and Interagency Coordination

Neighborhood Policing Plans are being piloted by BPD and MONSE 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.

Mayor's Action Plan

Building Public Safety

- Pilot, evaluate, and expand neighborhood policing plans
- Establish a Shooting Response Protocol within the Coordinated Neighborhood Stabilization Response (CNSR)

Clean and Healthy Communities

- Launch a coordinated strategy to inspect nuisance properties

Equitable Neighborhood Development

- Ensure a timely resolution of housing and community development service requests entered into 311
- Identify and stabilize vacant structures



Department of Planning (DOP)

- Robust Community Planning and Revitalization division including 17 trained planners available to work directly with neighborhoods
- Seeking funding for specific CPTED training for our staff, other agency staff, and community residents
- **Baltimore City Comprehensive Plan** - The Department of Planning, has held several **Design For Public Safety Workshops**, as a segment of the Comprehensive Plan, and have included CPTED as a crime prevention topic with the public.
- DOP will be holding another Citywide Comp Plan meeting on December 3rd, and will again feature CPTED as part of the Design for Public Safety workshop.
- More information on this topic is available on DOP's website at:
<https://baltimoreplanning.konveio.com/designing-public-safety>

Department of Housing and Community Development (DHCD)

- ARPA Requests
 - Funds to support NPP pilot neighborhoods
 - Vacant property abatement
- State Support
 - CPTED training and programming
 - Additional funds to support NPP pilot neighborhoods
- CPTED Training - National Institute of Crime Prevention.

Department of Transportation (DOT)

- Complete Streets
 - Ordinance Adopted in 2018
 - Complete Streets Manual published in 2021
 - Prioritizes pedestrian safety ahead of single occupancy vehicles
- Recent Legislative Accomplishments
 - I-83 Speed Camera Program (Implemented)
 - Automated Bus Lane Enforcement (Planning)
 - Highway User Revenue
 - Reconnecting Communities Grant Submission
- Partnership with Municipal Agencies
 - Special Events Coordination
 - Assisting BPD with Crowd Control & Temporary Lighting
 - Traffic Enforcement, Parking Enforcement and Towing

Department of Public Works (DPW)

DPW-BSW addresses the violence and crime objectives by utilizing the “Shooting Environment Report”, community walks with the Mayor and outreach initiatives with DPWs communication team.

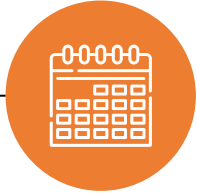
FY2022 - Closed Solid Waste Service Requests Submitted by BCPD

Service Request Type	Central	Eastern	Northeastern	Northern	Northwestern	Southeastern	Southeastern, Eastern	Southern	Southwestern	Western	Grand Total	Service Request by Type	
												Avg	%
ECC-Citizen Complaint or Concern								1			1	1.0	0.1%
SW-City Trash Can or Recycling Cart Concern		1		1							2	1.0	0.1%
SW-City Trash Can or Recycling Cart Lost or Stolen								1			1	1.0	0.1%
SW-Dirty Alley	12	380	13	6	13	83		67	43	4	621	69.0	39.2%
SW-Dirty Street	12	416	3	7	7	46	2	118	31	7	649	64.9	40.9%
SW-Graffiti Removal	4	96	1	4		13	1	5			124	17.7	7.8%
SW-Mixed Refuse	1	10		1				5	1		18	3.6	1.1%
SW-Park Cans		3		1				2			6	2.0	0.4%
SW-Public (Corner) Trash Can Issue	1	126	3	1		4	4	9	1	1	150	16.7	9.5%
SW-Public (Corner) Trash Can Request/Removal		4						1			5	2.5	0.3%
SW-Rat Rubout		1						2	1		4	1.3	0.3%
SW-Recycling		1	1	1				1		1	5	1.0	0.3%
Grand Total	30	1038	21	22	20	146	7	212	77	13	1586	158.6	100.0%
Average Service Requests Submitted by District	6.0	103.8	4.2	2.8	10.0	36.5	2.3	19.3	15.4	3.3	132.2		
% Service Requests Submitted by District	1.9%	65.4%	1.3%	1.4%	1.3%	9.2%	0.4%	13.4%	4.9%	0.8%	100.0%		

Baltimore Police Department (BPD)

- BPD's Community Policing Plan – All officers are Community Policing Officers
 - Neighborhood Coordination Officers serve as Problem-Oriented Policing (POP) specialists for each district – CPTED is an important POP tool
 - CPTED Data Reviewed during COMSTAT (e.g. BPD Submitted 311; Foot Patrol; Business Checks; Community Meetings)
- BPD is also building our capacity to scale NPPs in 2023
 - \$650,000 in federal funding to support UB (evaluation and fellows partner) and LISC (community capacity building partner)
 - Four additional professional staff positions to be hired to support community policing efforts

2022 Project Plan Timeline



Scan

University of
Baltimore Findings
Report Draft
(Complete)



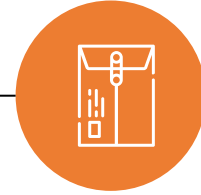
Analyze

Data/Mapping Tool &
NCO review and
Identification of
priority locations
(Complete)



Respond

Implement a
Coordinated
Response – BPD, City
Agencies,
Community Partners
(Q3 2022 – Q4 2022)



Assess

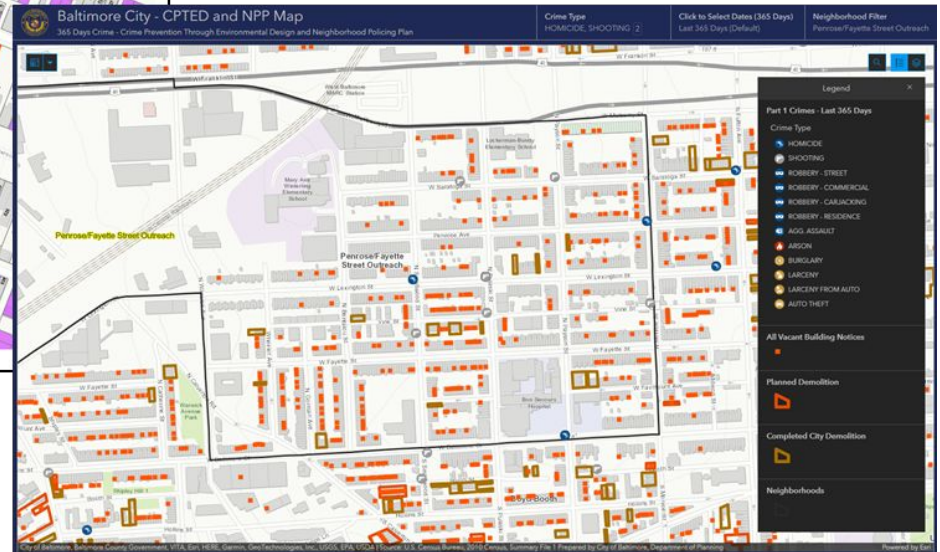
University of
Baltimore Pilot
Impact Evaluation &
Recommendations
on scale/additional
neighborhood
selection process
(Q1 2023)

Identification of NPP Priority Locations

Southern District – 5th & Patapsco

Public Safety Issues

- **Vacant Buildings** used to stash guns and drugs
 - 3608 5TH -front door often open, not secure drug deals using property.
 - 3616 5TH -basement door in back open to casual entry, people staying inside.
 - 3624 5th -trash, was open to casual entry.
 - 3626 5TH -2nd floor easy entry, drug dealers often work from there.
- **Illegal Dumping**
 - Block between Cambria and Pontiac
- **Abandoned Vehicles**
- **Tree Overgrowth/Camera Blockage**



Baltimore's Past CPTED Approach	Mayor Scott's Vision: Growing Coordinated Interagency Collaboration
<ul style="list-style-type: none"> Primarily an initiative led by DHCD and DOP Previous DOP efforts have included applying the principles of CPTED in SW Baltimore during the 90's to deter loitering and drug sales. DOP has been incorporating CPTED into area plans for 15 years. 	<ul style="list-style-type: none"> MONSE, DHCD, DOP, BPD, DOT, and DPW are engaged in interagency work. DOP has sought training sponsored by the National Institute of Crime Prevention. CPTED has emerged as an area of community interest in the two Neighborhood Policing Plan (NPP) pilot areas, with BPD and MONSE support.

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