

BALTIMORE CITY COUNCIL
PUBLIC SAFETY AND GOVERNMENT OPERATIONS COMMITTEE

Mayor's Office of Neighborhood Safety and Engagement (MONSE)
Baltimore Police Department
Baltimore City State's Attorney's Office

Group Violence Reduction Strategy (GVRS) Update



Chairman Mark Conway

May 10, 2023



Group Violence Reduction Strategy (GVRS) Update

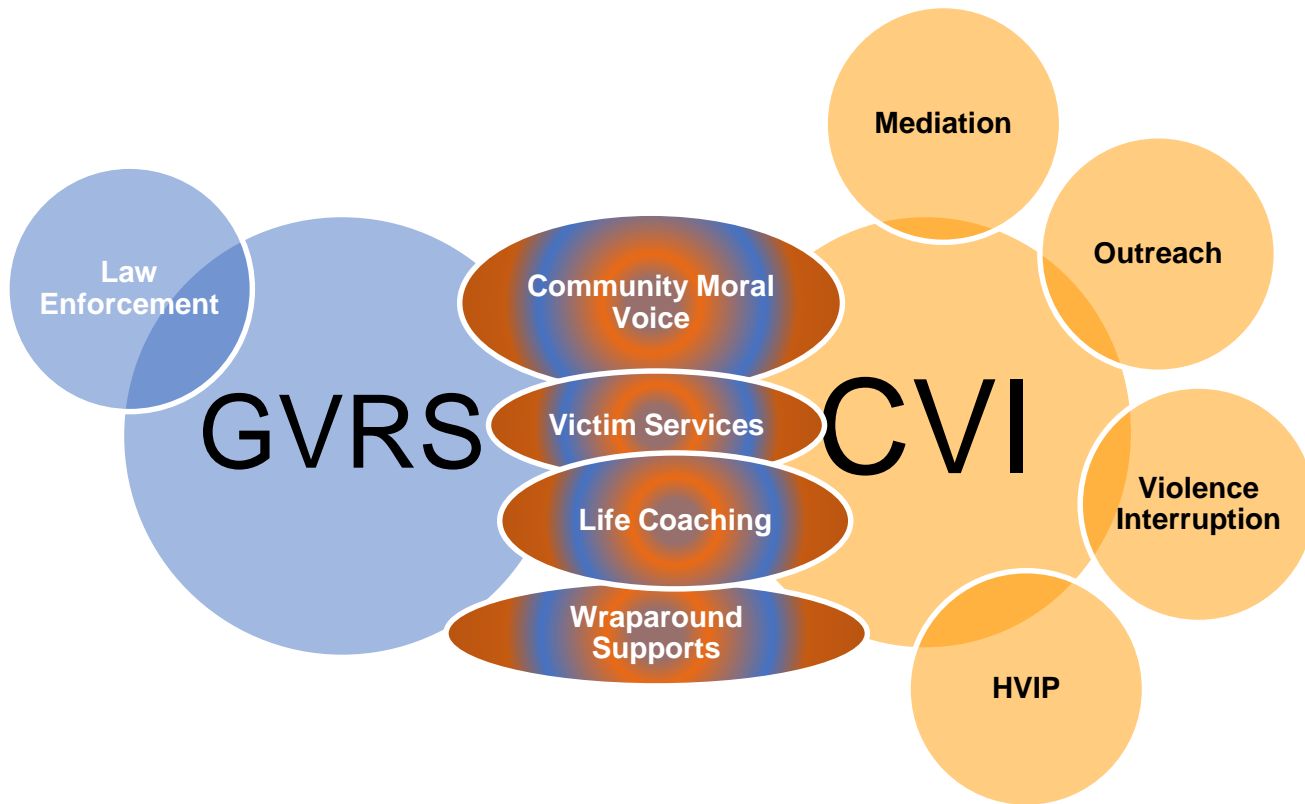
1. GVRS Overview
2. The Foundation – Measuring GVRS Impact
 - Western District pilot launched January 2022
 - Expansion to Southwestern District January 2023
3. Building On A Strong Foundation – Scaling Citywide
 - GVRS Sequenced Expansion ('23-'24)

Group Violence Reduction Strategy (GVRS)

Overview



GVRs Is One Prong Of Baltimore's Dual, Integrated Gun Violence Prevention Approaches





The Goal: Keep People Safe, Alive, and Free

- GVRs = Focused Deterrence, a nationally recognized and data-driven strategy to help reduce shootings and homicides
- We engage directly with those most involved in and impacted by violence
- GVRs leverages daily coordination between MONSE, BPD and SAO as well as service providers (YAP and ROCA) and community moral voice
 - Under Mayor's leadership, MONSE drives strategy and daily project management
- Proof of Concept: Western District pilot launched in January 2022 following rigorous analysis of who is at highest risk of being shot
- GVRs has been a citywide strategy from the outset. We expanded to the Southwestern in January 2023; all districts will have GVRs by Q2 of 2024



Building And Sustaining The Work

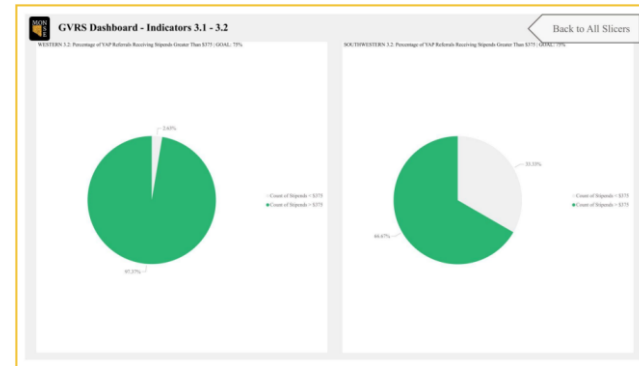
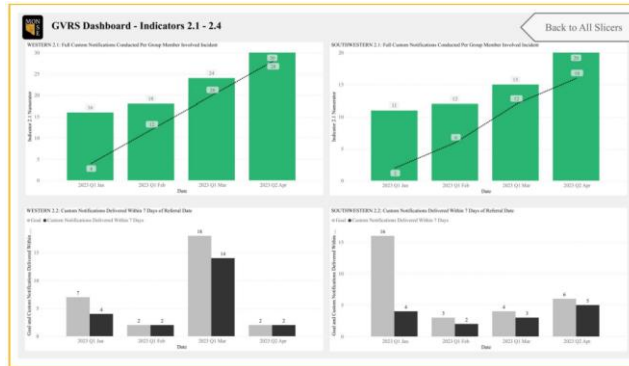
FY22 - CVPP Foundational Year (July 1, 2021 - June 30, 2022)	FY23 - CVPP Framing Year (July 1, 2022 - June 30, 2023)	FY24 - CVPP Securing Year (July 1, 2023 - June 30, 2024)
<ul style="list-style-type: none">• Define the work• Staff the work• Build the infrastructure to support it• Develop key local, state, and federal partnerships to strengthen coordination• <u>Initiate pilots to begin proving concepts outlined in the CVPP</u>• Begin the work of coordinating City agency partners	<ul style="list-style-type: none">• <u>Deepen interagency partnership through expansion of GVRs</u>• Solidify and grow partnerships to develop the CVI ecosystem• Expand and streamline victim services• Stand up a robust re-entry program for currently and previously incarcerated people• Streamline community-based funding protocols• <u>Establish internal and external data tracking tools to measure key performance indicators</u>	<ul style="list-style-type: none">• Finishing proof of concepts• <u>Bringing remaining pilots to scale</u>• <u>Continuing GVRs citywide scale process to the Eastern and Southern</u>• <u>Continuing to grow and connect CVI ecosystem partners</u>• Update the Violence Prevention Plan and present to the City Council and public, as required by the Biennial Comprehensive Violence Prevention Plan Ordinance

Measuring The Impact



Reporting Transparency – GVRs Stat

- GVRs Stat is shared publicly on the MONSE website
 - Reports and Resources page → MONSE Monthly Highlights
<https://monse.baltimorecity.gov/reports-and-resources-0>
 - 11 pages of tables and charts tracking GVRs performance indicators





GVRs Stat – Tracking Program Performance

- Provision of Services, Support, and Opportunities
 - Apricot case management system
 - Direct Communications (DC): conversations with GVRs candidates delivering message of community effect, services, hope and accountability
 - Tracking focuses on the number of DCs; number of people accepting services; and time from referral to DC and enrollment



GVRs Stat - Tracking Arrests, Prosecutions, And Crime Levels

- Focused Enforcement
 - Investigations
 - GVRs-related arrests
 - Prosecution of violent group members
- Outcomes – Reduction in Violence
 - Homicide shootings and non-fatal Shootings

Services, Support, and Opportunities



Direct Communications Referrals, Services Accepted, And Time From Referral To Enrollment

	Western		Western		Southwestern	
	16 months 2022-2023 (1/1/2022 - 4/30/2023)		First 4 months 2023 (1/1/2023 - 4/30/2023)		First 4 months 2023 (1/1/2023 - 4/30/2023)	
Service Provision Indicator	Count	% of Referrals	Count	% of Referrals	Count	% of Referrals
# Referred For Services	72	--	11	--	12	--
# Who Accepted Services	70	97%	11	100%	8	67%
YAP	44	61%	5	45%	4	33%
ROCA	26	36%	6	55%	4	33%
# Who Refused Services	2	3%	0	0%	4	33%
Average Time From Referral to Enrollment	12 days	--	1 day	--	7 days	--

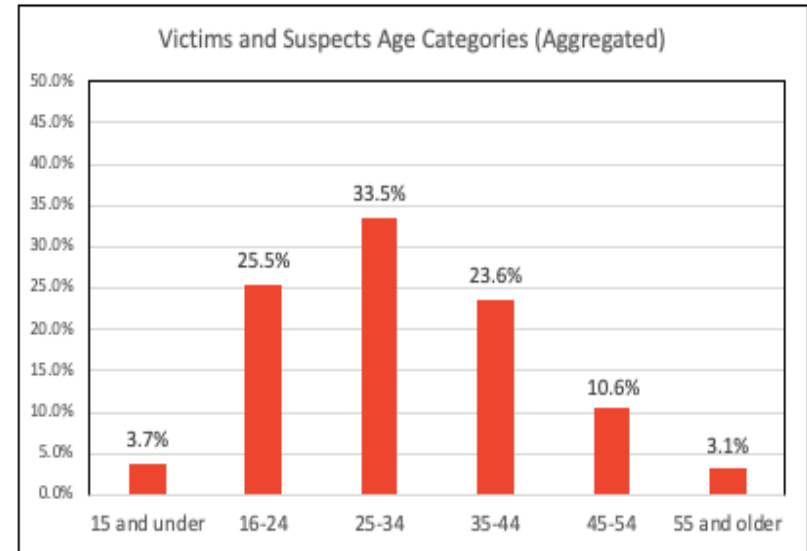


SWD Problem Analysis Findings – Homicide/Non-Fatal Shooting Victims & Suspects By Age, 2022

<u>Category</u>	<u>N</u>	<u>Mean</u>	<u>Range</u>
Homicide Victims	43	32.1	2 – 59
Homicide Suspects	22	30.4	9 – 64
Non-Fatal Shooting Victims*	81	32.7	14 – 63
Non-Fatal Shooting Suspects**	15	29.8	16 – 52

* 1 observation missing age; ** 8 observations missing age

93% of homicides were committed with firearms



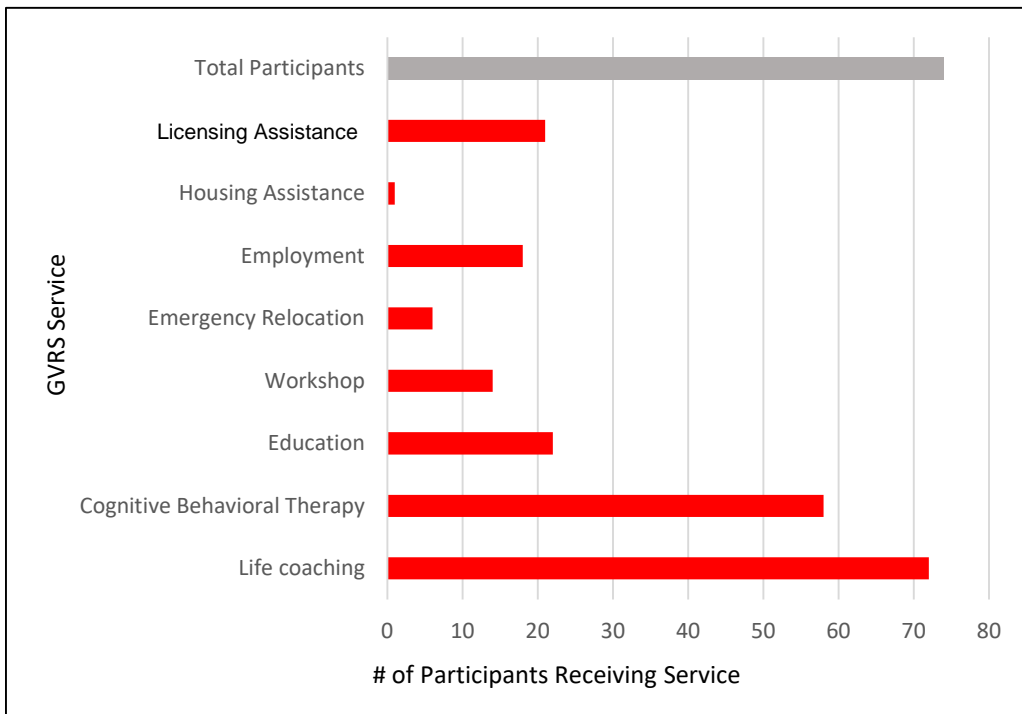


SWD Problem Analysis – Conclusions

- **Almost 14% of citywide homicides and shootings occurred in the SWD between 2016 and 2022.** The SWD ranks third of all Districts for homicides and shootings.
- **60% of all SWD Homicide and Non-Fatal Shooting cases involve a group member as a victim, suspect and/or Person of Interest.**
- **Over half (59%) of the victims and suspects in 2022 are between the ages of 16 – 34.**
 - Mostly Black males who are known to the CJ system.
- **Serious gun violence is generated by disputes involving members of criminally-active groups.**
 - The **most common motives** are **personal disputes, group disputes, and drug-related disputes.** These motives account for 31 out of 44 Group Member Involved (GMI) cases (~70%).
- **These groups are relatively small but generate a bulk of serious violence** and face high victimization risks.
- Additionally, a high number of motives are unknown or related to domestic/family violence.



Western District Breakdown of GVRS Services Received, 1/1/2022 – 4/30/2023 (16 months)

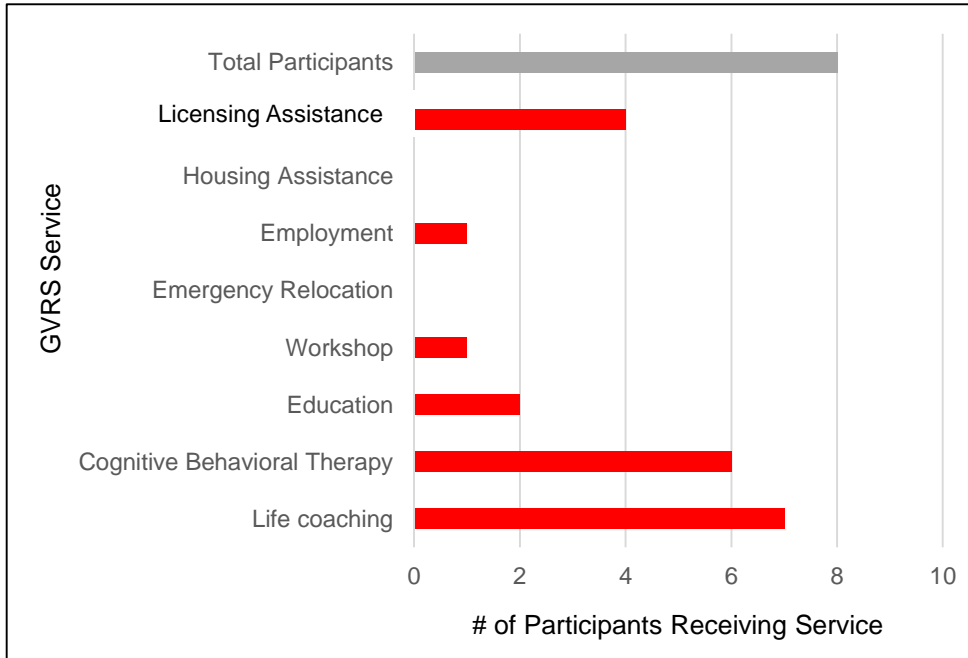


Service	# Receiving Service*	% of All Participants
Life coaching	72	97%
CBT	58	78%
Education	22	30%
Workshop	14	19%
Emergency Relocation	6	8%
Employment	18	24%
Housing Assistance	1	1%
Licenses Assistance	21	28%
Total Participants	74	--

*The total number of WD participants receiving GVRS services (74) includes 4 individuals who were connected with service partners through a process other than DC referrals.



SWD Breakdown of GVRs Services Received, 1/1/2023 – 4/30/2023 (4 months)



Service	# Receiving Service	% of All Participants
Life coaching	7	88%
CBT	6	75%
Education	2	25%
Workshop	1	13%
Emergency Relocation	0	0%
Employment	1	13%
Housing Assistance	0	0%
Licenses Assistance	4	50%
Total Participants	8	--

Focused Enforcement

GVRs Active Investigations By Month Since January 1, 2022

GVRs Active Investigations By Month (1/1/2022 – 4/30/2023)



	# of Ongoing Investigations as of 5/9/2023
WD	2
SWD	0

Strategic Enforcement minimum performance standard: **maintain 2 proactive, group-based investigations per district that conclude within 60-90 days on average**

Closed Investigations – Strategic Enforcement Takedowns

GVRS Closed Investigations

Group	District	# Indictments	# Violence Drivers (VDs) *	% VD Convictions Significant**	Lead Unit	Key Partners	Duration (mos)
Poe Homes	WD	11	3	Murder Felony CDS FADT	GVU	SAO	8
Wick Squad	WD	9	4	FADT Felony CDS Robbery	GVU	AG	7
Princess Plaza	WD	6	3	FADT HGV Felony CDS	GVU	SAO	2

* **"Violence drivers"** = Suspects and/or Persons of Interest in homicides and shootings, as well as their associates, who can influence group-related gun violence.

** **"Significant"** = Charges and convictions for felonies, violent, and/or repeat offenses that, based on aggregate sentencing guidelines and/or mandatory minimums, lead to significant period of incarceration of no less than five (5) years in order to have a deterrent effect on group-related gun violence.

Source: BPD Group Violence Unit & Mayor's Office of Neighborhood Safety and Engagement.



Closed Investigations – Strategic Enforcement Takedowns

GVRs Closed Investigations

Group	District	# Indictments	# Violence Drivers (VDs) *	% VD Convictions Significant**	Lead Unit	Key Partners	Duration (mos)
B & B	WD/SWD	33	10	Con Murder Human Trafficking Criminal; Enterprise FADT	GVU	AG	16
Franklinton/ McHenry	SWD	6	2	Vol Dealer	GVU	SAO	3

* **"Violence drivers"** = Suspects and/or Persons of Interest in homicides and shootings, as well as their associates, who can influence group-related gun violence.

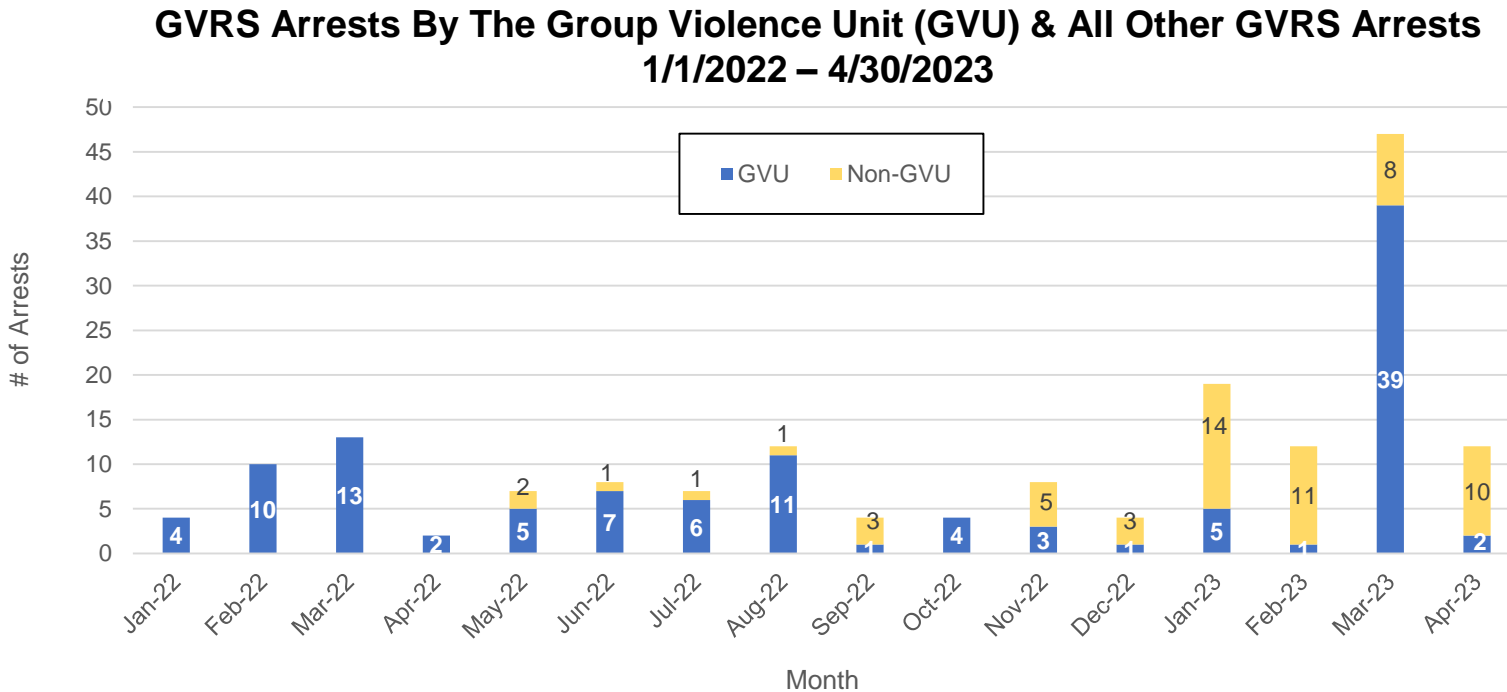
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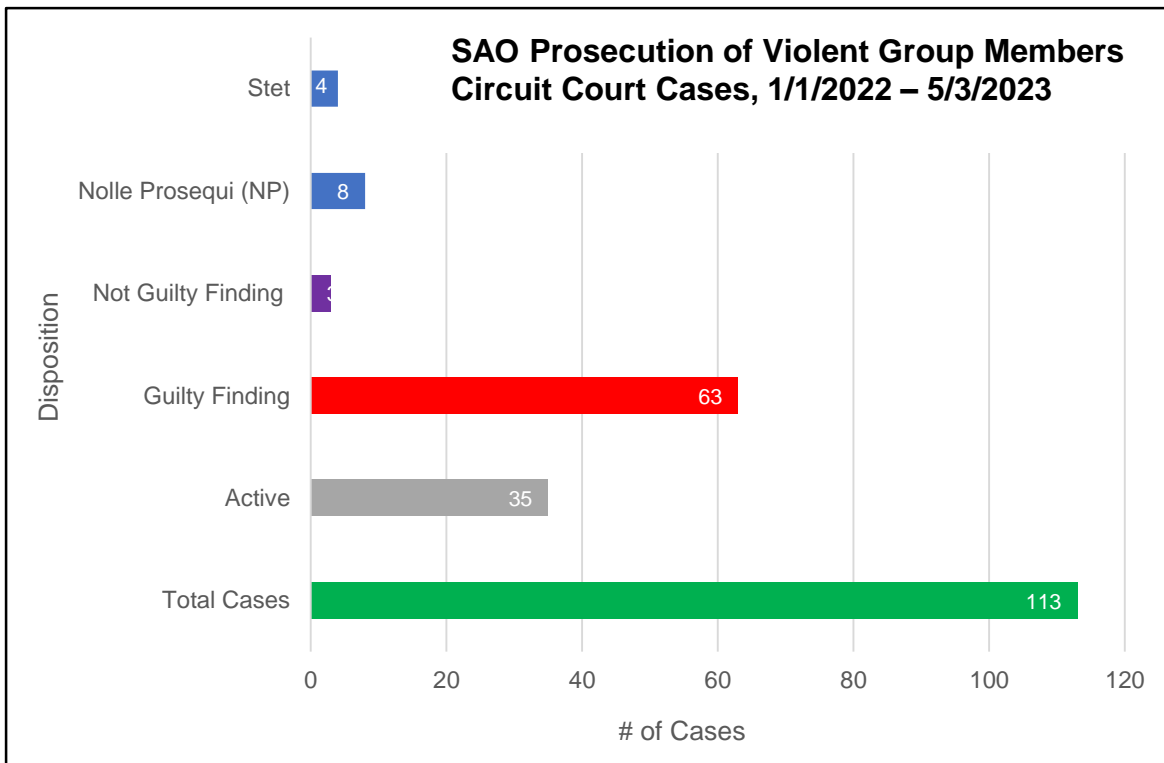
GVRs Arrests By Month, Gvu And Non-Gvu

1/1/2022 – 4/30/2023





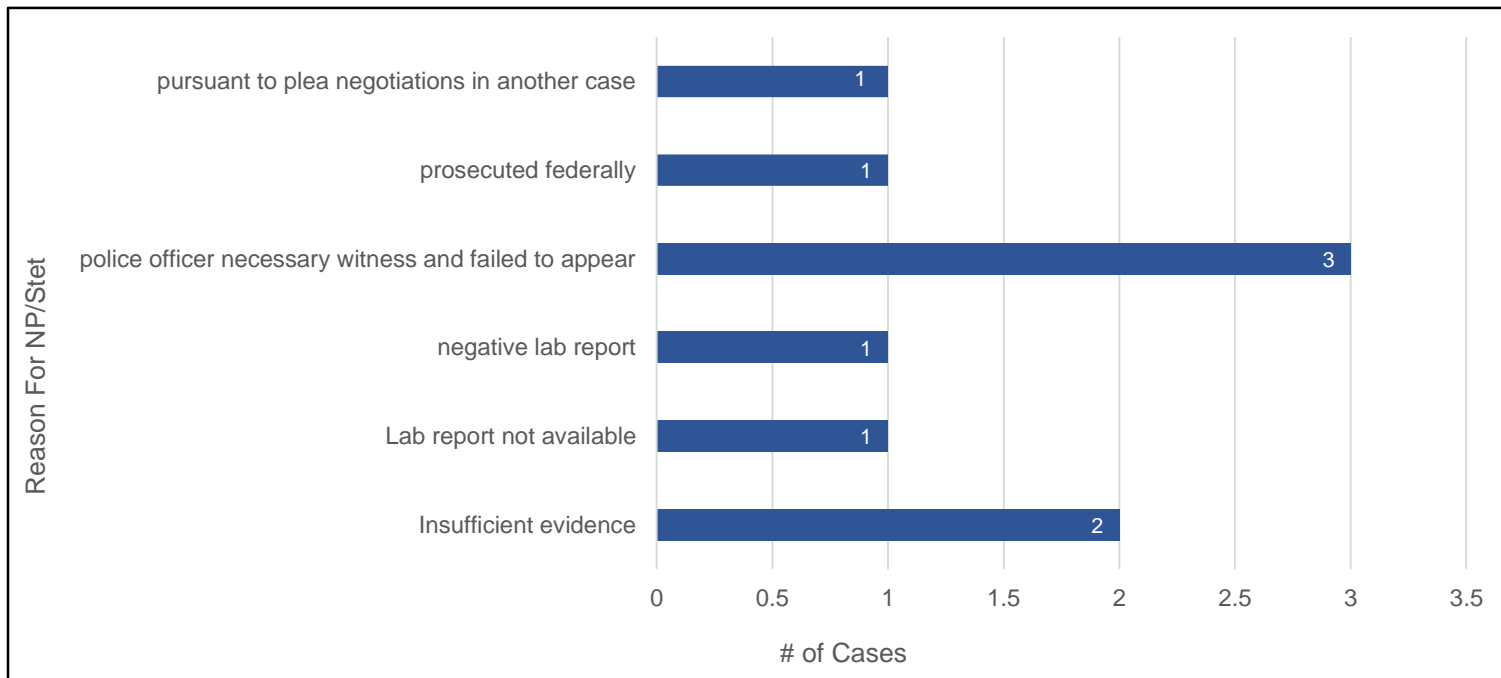
SAO Prosecution Of Violent Group Members – Circuit Court Cases , 1/1/2022 – 5/3/2023





Reasons For NP/Stet Cases In SAO Prosecution Of Violent Group Members (Circuit Court, 1/1/2022 – 5/3/2023)

NP/Stet Reasons – SAO Prosecution of Violent Group Members (Circuit Court, 1/1/2022-5/3/2023)

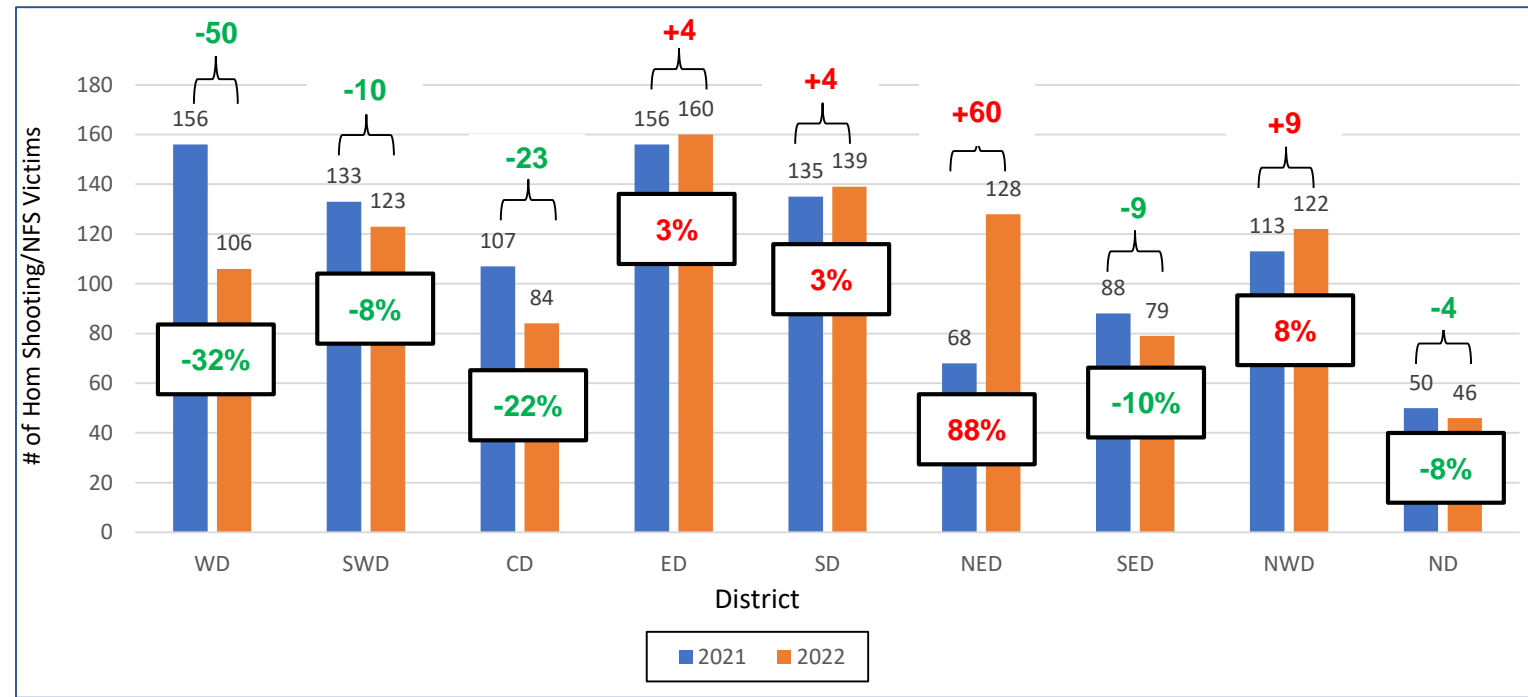


Outcomes: Violence Reduction



Combined Homicide Shooting & Non-Fatal Shooting Victims By District, 2022 vs 2021

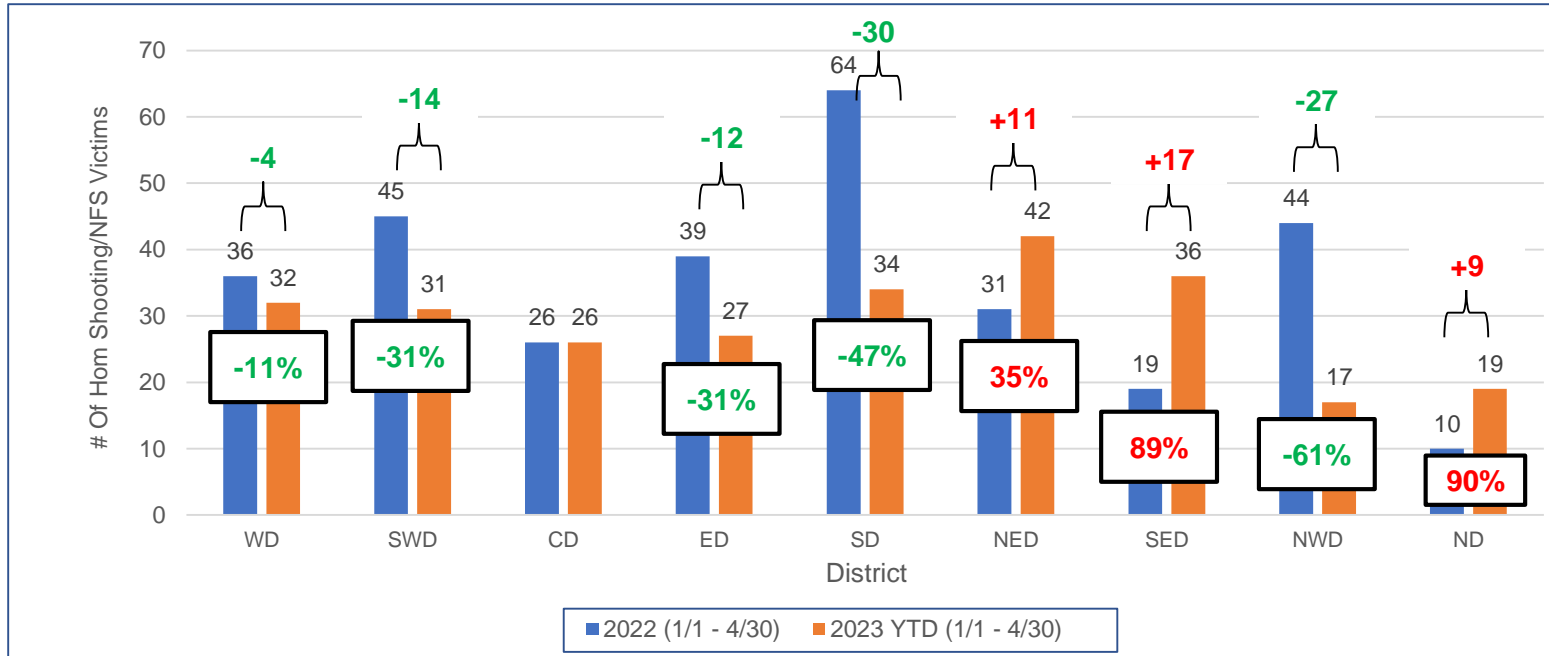
2022 (1/1 – 12/31) vs 2021 (1/1 - 12/31)





Combined Homicide Shooting & Non-Fatal Shooting Victims By District, 2023 YTD vs 2022

2023 YTD (1/1 - 4/30) vs 2022 (1/1 - 4/30)



Building on a Strong Foundation

GQRS Sequenced Expansion ('23-'24)

Guiding Principles For Successful Scale-Up

Hard-earned wisdom dictates:

- Avoid rushed or crisis-driven scaling
- Have a data-driven plan
- Do the necessary design work and infrastructure development in new areas while maintaining fidelity in the demonstration area
- Take advantage of economies of scale
- Align management processes and indicators from the district to mid-management and to the executive level

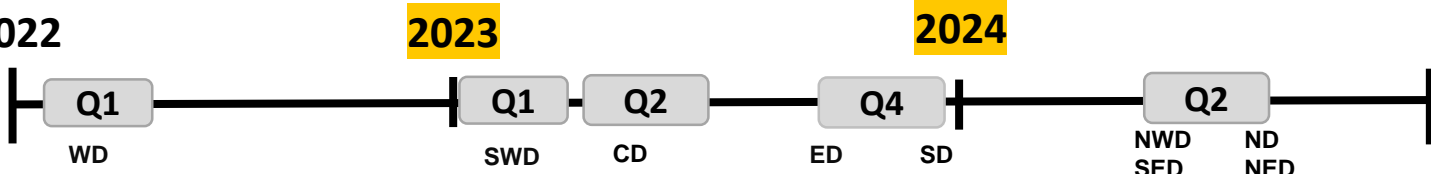

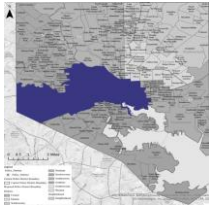
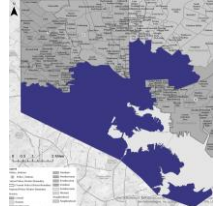

Criteria For Expansion Districts

Key criteria for expansion to a new district:

- District must have a group violence challenge
- District must share interconnected group violence dynamics with current GVRS districts
- Expansion cannot outstrip projected capacities
- Expansion must benefit the overall scale-up plan



Sequenced Expansion – Scaling Citywide

	WD Pilot	Step 1: Expansion to SWD + CD	Step 2: Expansion to ED + SD	Step 3: Expansion to Remainder of City
Timeline	2022 	2023	2024	
Spatial coverage (by district)				
Cumulative % of H/NFS covered*	13%	36%	63%	100%

*January 1, 2020 - April 30, 2023

Appendix

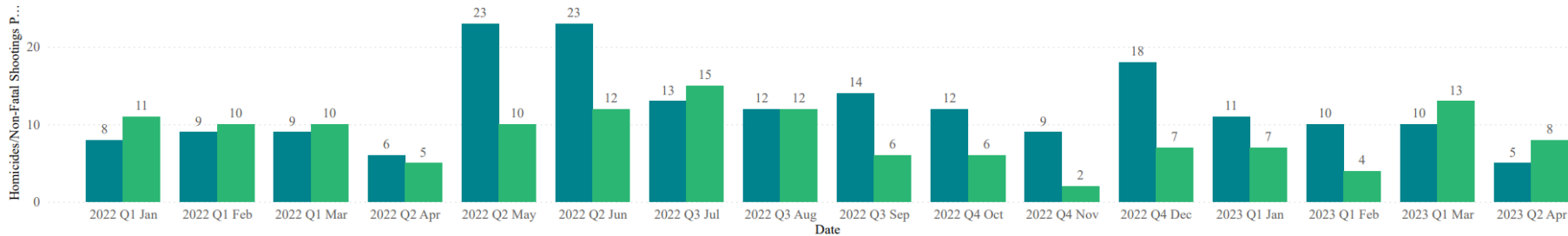


GVRs Dashboard - Homicides/Non-Fatal Shootings

[Back to All Slicers](#)

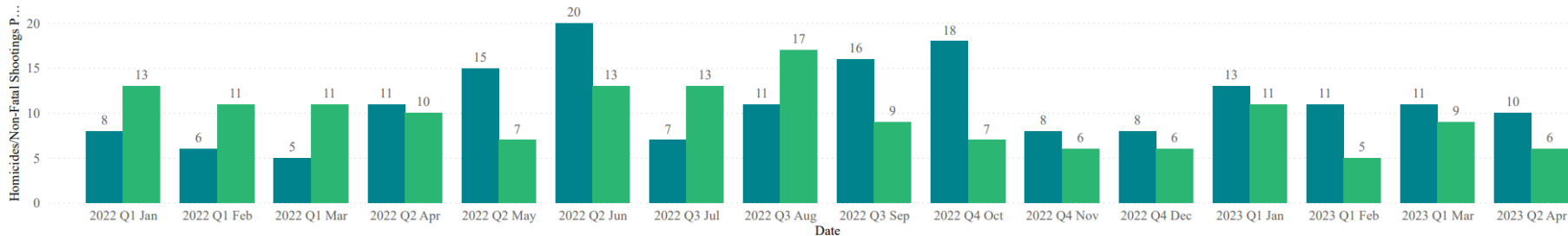
Western District: YTD Homicides and Last Year YTD Homicides

● Homicides/Non-Fatal Shootings Previous Year ● Homicides/Non-Fatal Shootings



Southwestern District: YTD Homicides and Last Year YTD Homicides

● Homicides/Non-Fatal Shootings Previous Year ● Homicides/Non-Fatal Shootings



	Western 16 months (1/1/2022 - 4/30/2023)	Southwestern 4 months (1/1/2023 - 4/30/2023)
Group Member Involved Incidents	60	22

Southwest District – 2021 and 2022 Homicide Victims

N= 74 victim cases reviewed *through June 2022*

<u>Motive</u>	<u>N</u>	<u>Percent</u>	<u>N Group Member Involved</u>	<u>GMI Percent</u>
Unknown	14	19.0%	9	64.3%
Ongoing personal dispute	12	16.2%	8	66.7%
Sudden personal dispute	11	15.0%	6	54.5%
Drug-related dispute	11	15.0%	8	72.8%
Domestic/family violence	10	13.5%	0	0.0%
Robbery	6	8.1%	4	66.7%
Intergroup dispute	5	6.6%	5	100.0%
Internal group dispute	4	5.4%	4	100.0%
Child drug ingestion	1	1.4%	0	0.0%
TOTAL	74	100.0%	44	60.0%

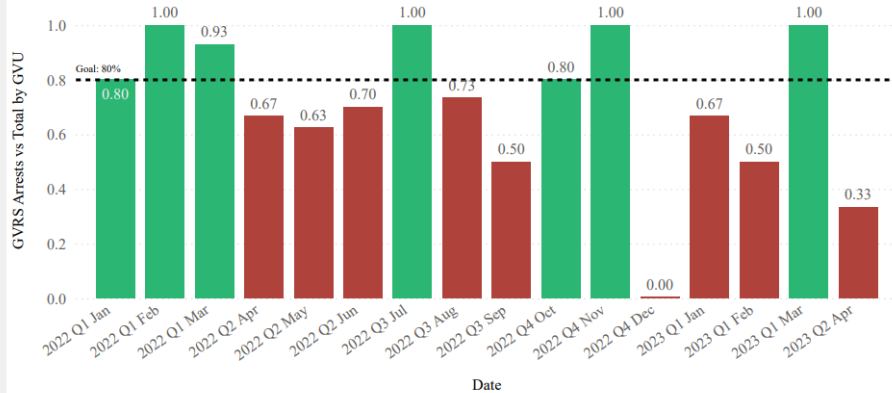
60% of cases were Group Member Involved (GMI)



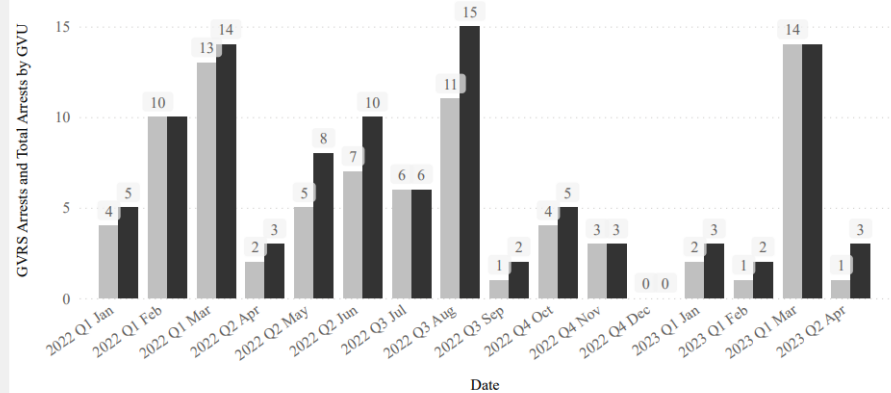
GVRS Dashboard - Indicators 4.1 - 4.3

[Back to All Slicers](#)

CITYWIDE - 4.1 (Percentage): Group Violence Reduction Strategy Related Arrests by Group Violence Unit vs. Total Arrests by Group Violence Unit

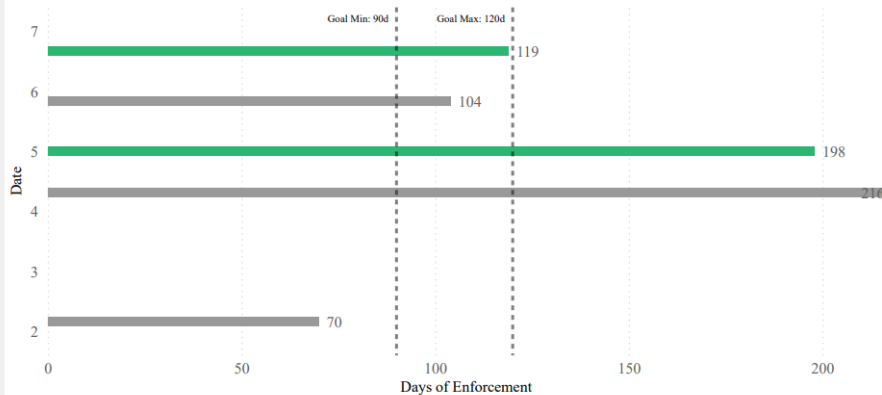


CITYWIDE - 4.1 (Numeric): Group Violence Reduction Strategy Related Arrests by Group Violence Unit vs. Total Arrests by Group Violence Unit



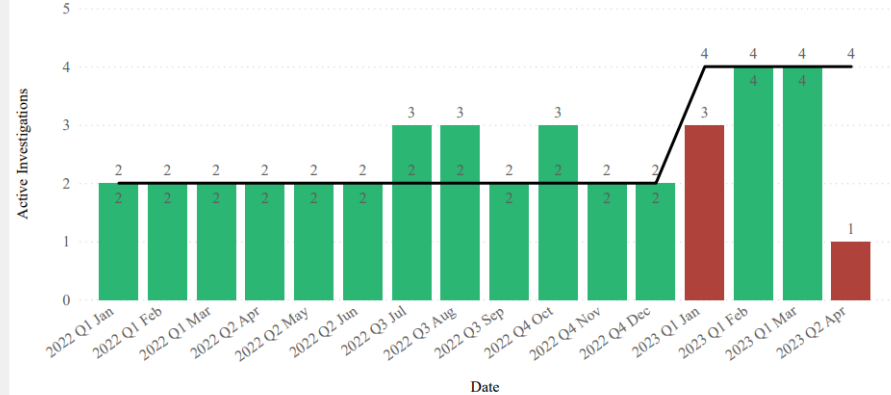
CITYWIDE - 4.2: Duration of Group Enforcement in Days

Calendar Quarter Year ● Q1 2022 ● Q2 2022 ● Q3 2022 ● Q4 2022 ● Q1 2023



CITYWIDE - 4.3: Number of Active Investigations

Active Investigations ● Max of Goal





District Comparison - Capacities

District	Capacities		Data					
	BCIC	2+ DATS	Borders WD	# shared borders w/ other districts	H/NFS total*	H/NFS total redistricting plan*	% of citywide total	Rank IBIS link WD
SWD	Y	Y	Y	4	349	394	16%	1
CD	Y	Y	Y	5	198	219	9%	2
ED	Y	Y	N	4	361	324	13%	5
SD	N	N	N	2	303	269	11%	3
NWD	N	N	Y	3	272	253	11%	4
SED	N	N	N	3	197	211	9%	7
ND	N	N	N	4	145	202	8%	6
NED	N	N	N	3	250	173	7%	5

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

+	+/-	-
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Key Terms:






BCIC = Baltimore Community Intelligence Centers

DAT = District Action Teams

IBIS = Including Integrated Ballistics Identification System database, which links guns to crimes. Here, it is an indicator of interconnectivity between districts' violence

H/NFS = Homicides and Non-Fatal Shootings

Overview of Key Design Features

	<u>District Selection</u>	The first two expansions districts are the Southwestern (SWD) and Central (CD).
	<u>Expansion Options</u>	Expansion takes place sequentially, moving into the SWD in early 2023 and then to the CD the following quarter.
	<u>Resource + Capacity Needs</u>	Quality implementation and sustained results require maintaining minimum performance standards via resources and capacities. Carefully defining these needs will be a critical part of implementation planning to follow.
	<u>Weekly Management Cycle</u>	Scale-up adheres to a single management structure, in which expansion districts are gradually incorporated under a centralized management scheme.
	<u>Pathway + Timeline to Scale</u>	Achieving full scale by Q2 2024 in three steps: (1) SWD, then CD in Q1 2023, (2) ED, then SD in Q4 2023, and (3) the NWD and SED in early Q2 2024, then the ND and NED in late Q2 2024



Minimum Benchmarks

Scale-Up Capacity Benchmarks

	Shooting Review (SR)	Direct Communication (DC)	Life Coaching (LC)	Strategic Enforcement (SE)
Minimum Performance Standards	Must maintain the ability to identify and track highest-risk individuals, groups and group conflicts via an effective shooting review and accurate/reliable scorecard	Must maintain the ability to directly communicate with highest-risk individuals and groups at an acceptable rate, within a minimum timeframe and with sufficient quality	Must maintain the ability to locate and serve all highest-risk referrals via street outreach and life coaching with an appropriate suite of services and supports.	Must maintain two (2) proactive, group-based investigations per district that produce within 90-120 days on average, in addition to maintaining commensurate enforcement capacity.

- To ensure quality implementation, **minimum capacity benchmarks must be met** for each of the Strategy's *four main* components:
 - Shooting Review (SR)
 - Direct Communication (DC)
 - Life Coaching (LC), and
 - Strategic Enforcement (SE)



Requirements For Successful Expansion

Scale-Up Capacity Benchmarks

	Shooting Review (SR)	Direct Communication (DC)	Life Coaching (LC)	Strategic Enforcement (SE)
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- **Remember**: quality implementation and sustained results are all about maintaining minimum performance standards.
- Doing so requires **resources** and **capacities**.
- This **does not mean a “doubling” of capacity** for each additional district.
- It is about **dedicated managers**, calculated **staffing enhancements in street outreach and life coaching** and **integrating each district’s enforcement capacities into the GVRs management structure** in a thoughtful way.

Background

Overall Crime Statistics