

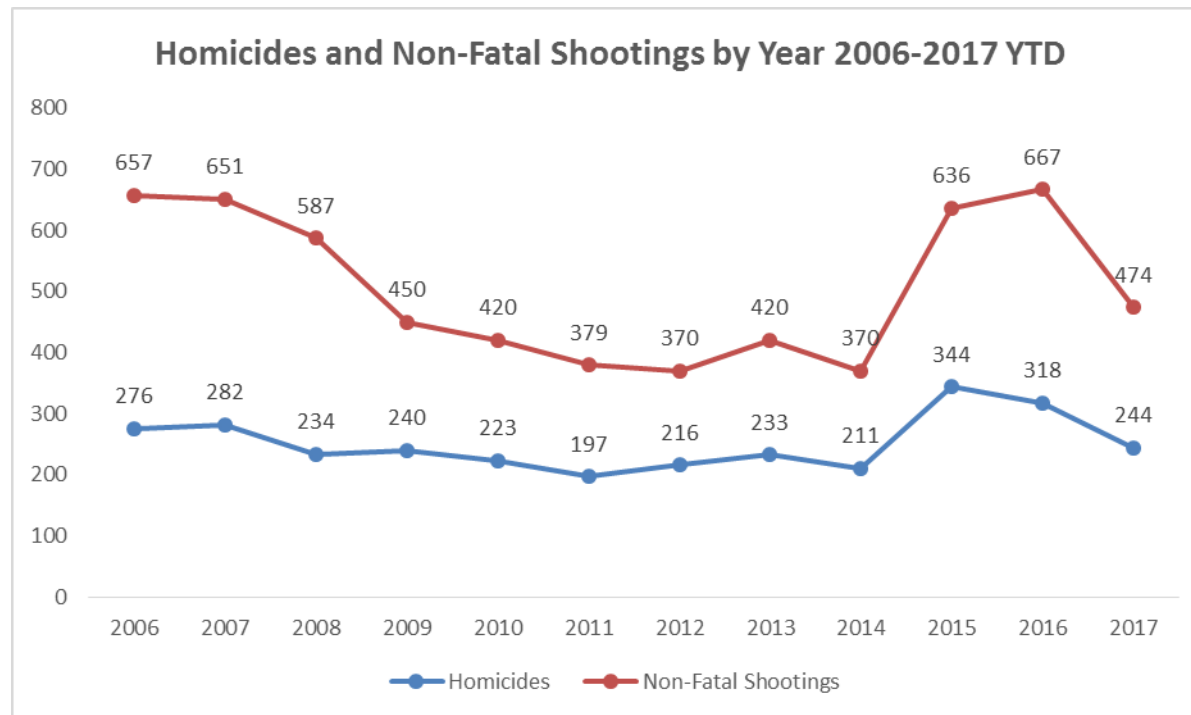
CITISTATSMART – MAKING BALTIMORE SAFE

- CitiStatSMART will hold Police meetings every *two* weeks to start to discuss the latest information and come up with strategies to reduce crime. The regularity of the meetings allows for the development of immediate solutions and quickly assess if strategies are working or if a course correction is needed. Emphasis is on using real-time data and increasing communication and collaboration and focus on strategies in the Mayor's Violence Reduction Plan.
- Agenda 9/15/17
 - Crime Trend Analysis – 35 min
 - Current and Potential Violence Reduction Initiatives and Performance Measures – 45 min
 - CitiStatSMART Meeting and Communication Planning – 10 min

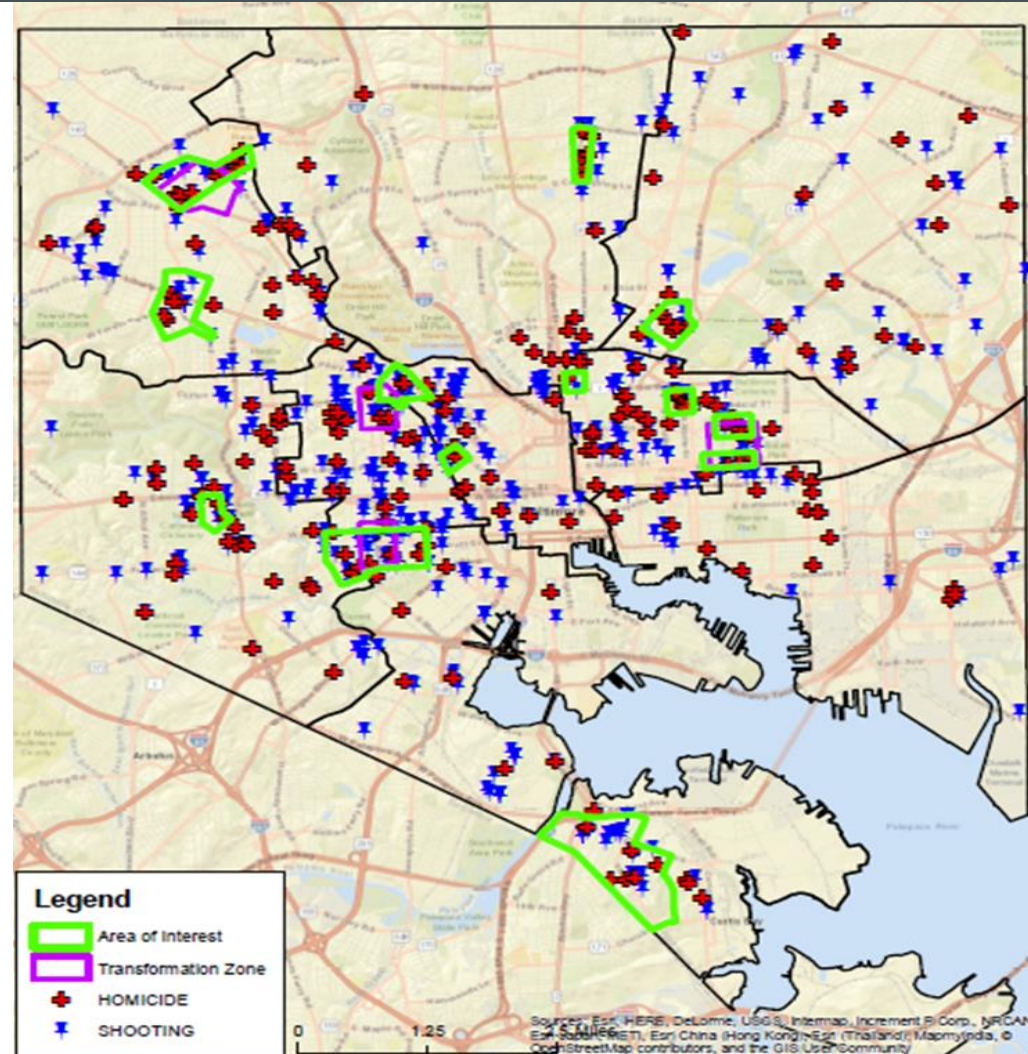
CRIME TREND ANALYSIS

Areas of Interest		
Area	Homicide	Shooting
Belvedere Av/Pimlico/Reisterstown	12	11
Tri-District	9	21
Alameda/Abbotston/Harford Rd	7	6
Coldspring/York/Woodbourne	7	2
Brooklyn	6	24
Federal/Wolfe	6	7
Biddle/Milton	5	10
Garrison Blvd/Forest Park	5	9
Monument/Madison to Chester/Lakewood	5	3
Penn/North	5	7
Edmondson/Allendale/Saratoga	3	4
Lafayette/Argyle/Fremont	3	9
Barclay/20th	1	1
Not in an Area	170	360
Total	244	474
Percentage of Crimes in Areas vs Citywide	30%	24%

CRIME TREND ANALYSIS



CRIME TREND ANALYSIS

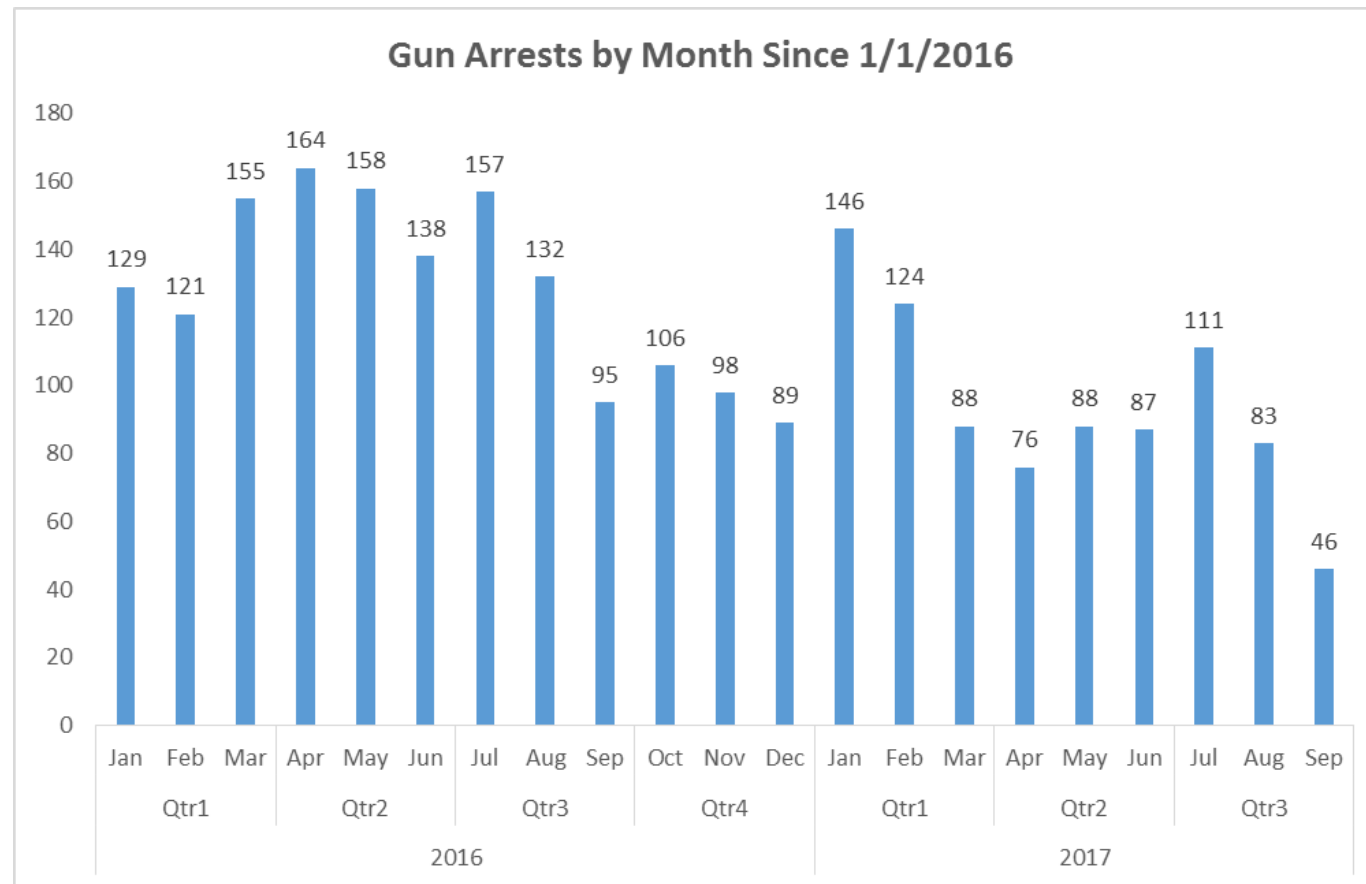


CRIME TREND ANALYSIS

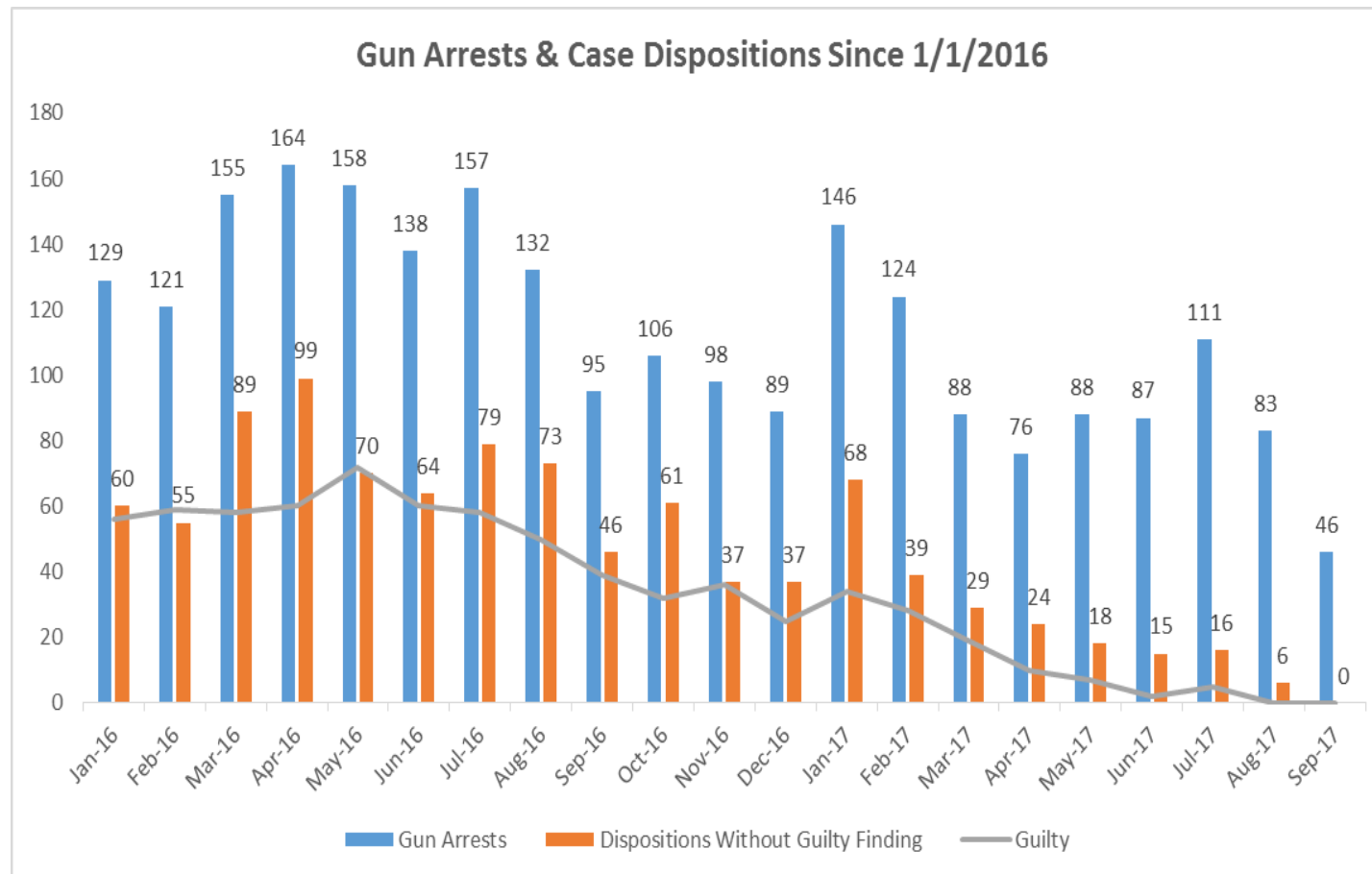
District	Homicides	% of City's Homicides	Shootings	% of City's Shootings
EASTERN	41	17%	64	14%
WESTERN	35	14%	88	19%
SOUTHWESTERN	34	14%	65	14%
NORTHWESTERN	32	13%	48	10%
NORTHEASTERN	27	11%	48	10%
SOUTHERN	23	9%	70	15%
NORTHERN	20	8%	30	6%
SOUTHEASTERN	18	7%	20	4%
CENTRAL	14	6%	41	9%
Total	244		474	

Transformation Zones	Homicides	Shootings
5100 Park Heights	8	7
Monument St	9	13
Penn/North	7	12
Tri-District	3	15
Total	27	47
Percentage of Crimes in Zones vs Citywide	11%	10%

CRIME TREND ANALYSIS



CRIME TREND ANALYSIS



ONGOING AND PLANNED PROJECTS

- CitiStatSMART will be used a platform to discuss status of ongoing initiatives.
- There are currently 61 initiatives identified in the Mayor's Violence Reduction Plan along with others outlined in the Consent Decree
- CitiStatSMART team will track progress and identify barriers that the Mayor's Office and/or Agencies can assist in removing
- Current Projects for Discussion:
 - Implement Mobile Data Terminals
 - Roll-out Body-Worn Cameras
 - Expand CitiWatch Network
 - Implement 28 Gunshot Detection Devices
 - Technology Resource Study
 - Staffing Study
 - Hiring of Retirees Rule Change
 - *Automate Background Investigations*
 - *Outsource Background Investigations*
- Potential New Projects:
 - Ideal Crime Fighting Districts
 - Crime Forecasting Software
 - Crime Gun Intelligence Center
 - Field-Based Reporting and RMS Replacement
 - Case Management System Replacement

MAKING BALTIMORE SAFE

INITIATIVE TRACKING & PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative
Increase Effective Policing in Baltimore	Continue improving BPD's technology for fighting and solving crime	<ul style="list-style-type: none"> # of arrest warrants obtained by investigative units Violent crime clearance rate Homicide clearance rate # of accidents investigated 	<ul style="list-style-type: none"> # of casings entered into the NIBIN database # of hits linking guns to other crimes # of patrol cars still needing data terminals # of patrol cars with data terminals # of total patrol cars on street by District 	Continue with full deployment of body-worn cameras so all patrol officers are equipped. Currently, 1,500 officers have body-worn cameras. The remaining 500 officers will have them by the end of 2017.
				Use the recently secured \$2 million State grant to provide mobile data terminals in City patrol cars, which will allow police to electronically file reports from the field and check background and outstanding warrants in real time
				Secure State funding for license plate readers & enhanced software to allow officers to check vehicle information & owner identification in real time
				Install gunshot detection units throughout the City funded by a State grant recently awarded in response to the Mayor's request
				Secure funding for a Mobile Crime Lab Vehicle, to allow critical functions and analysis to be performed at the crime scene
				Continue to work alongside ATF using the NIBIN database to connect recovered guns to other crimes

MAKING BALTIMORE SAFE

INITIATIVE TRACKING & PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative
Reduce the number of VROs	Enhance operational and strategic intelligence gathering methods	<ul style="list-style-type: none"> • Arrests attributable to CCTV intelligence • % of critical infrastructure in camera footprint 	<ul style="list-style-type: none"> • # of CitiWatch cameras - operational versus non-operational • % crime reduction in CitiWatch areas • Crime reduction in CitiWatch coverage area • # of arrests assisted by CitiWatch monitors • # of knock and talks conducted • # of parole and probation interviews • # of violations • # warrants served by MSP at request of BPD • Status of locating and opening prisoner debriefing center. • #arrestees debriefed • Tracking of trigger-puller targets • # arrested for guns • # arrested for felony-offenses 	<ul style="list-style-type: none"> • Expand the CitiWatch program by adding additional CCTV cameras to the 750 cameras that currently are in use

MAKING BALTIMORE SAFE

INITIATIVE TRACKING & PERFORMANCE METRICS

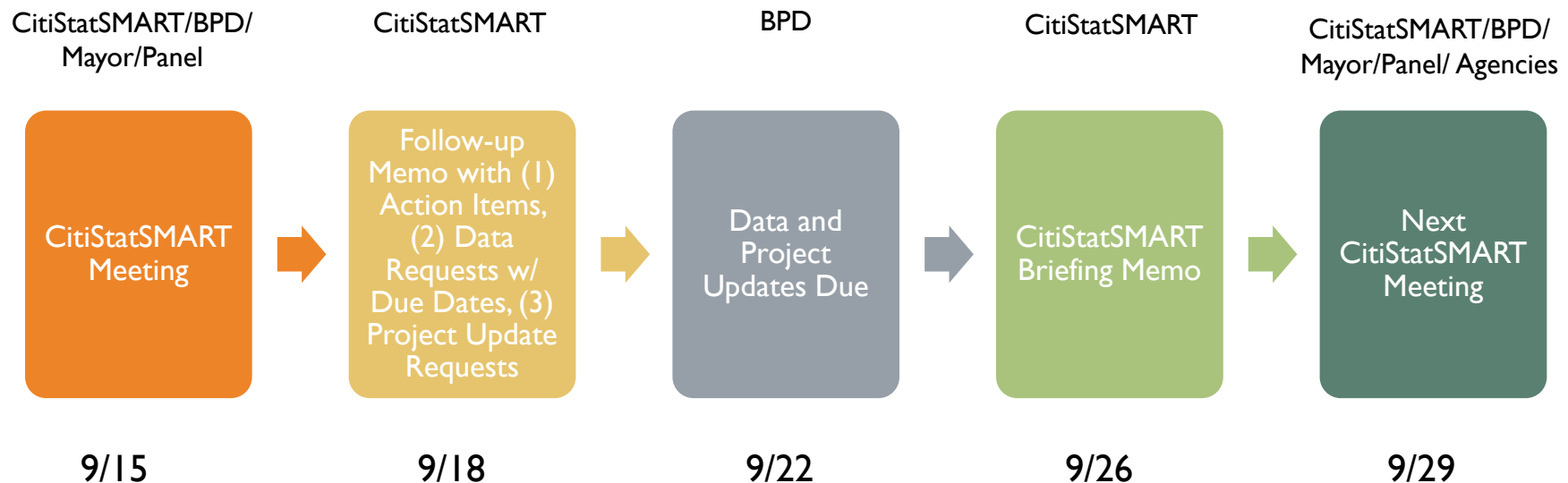
Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative
Increase Effective Policing in Baltimore	Improve the training of our police	<ul style="list-style-type: none"> • # of integrity tests conducted • # of discourteous & misconduct complaints 	<ul style="list-style-type: none"> • # of officers found compliant/non-compliant in routine BPD auditing • # of officers receiving discipline for BWC-related policy violations • # of use of force complaints/investigations • # of individuals served by BPD's Crisis Intervention Team (CIT) unit • # of trainings • # of individuals trained per predetermined time period • Curriculum for in-service and new trainees at the Academy • # of use of force complaints/investigations • # of individuals served by BPD's Crisis Intervention Team (CIT) unit • # officers enrolled in BCCC Tuition Assistance Program • # officers taking advantage of current tuition assistance program 	<ul style="list-style-type: none"> • Establish mandatory training and protocols for the use of body-worn cameras, including how the information is stored and protected

MAKING BALTIMORE SAFE

INITIATIVE TRACKING & PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative
Increase Effective Policing in Baltimore	Increase the number of sworn officers on patrol	<ul style="list-style-type: none"> • % of time patrol officers spend on proactive policing (CAD/RMS) • Total number of crimes reported (RMS) • # of CFS diverted from Patrol to the Telephone Reporting Unit (RMS) 	<ul style="list-style-type: none"> • # of officers supplementing patrol, by week or month, during the effective period of the policy • # of Cadets hired by BPD • # of Cadets that enter the Police Academy • # of applicants compared to prior year • Diversity of applicants • # of trainees in the Academy • Graduation dates and number of officers entering the police force • # of positions civilianized • # of officers reassigned to patrol as a result • # of retirees hired and employed at BPD 	<ul style="list-style-type: none"> • Change City policy to allow retired officers to return in supervisory positions to have more officers for patrol assignments
Increase Effective Policing in Baltimore	Review and enhance the structural and organizational effectiveness of BPD	<ul style="list-style-type: none"> • % of internal affairs investigations completed within 6 months • # of discourteous and misconduct complaints (per 100 officers) 	<ul style="list-style-type: none"> • # of hearings conducted • # officers required to staff the schedule • # of officers currently in Patrol • Status of staffing study (required by the consent decree) 	<ul style="list-style-type: none"> • Perform a staffing analysis to identify redundancies and gaps in critical police functions with participation of a Bloomberg Philanthropies supported Innovation Team made available to the City

CITISTATSMART MEETING AND COMMUNICATION PLANNING





APPENDIX



CURRENT AND POTENTIAL VIOLENCE REDUCTION INITIATIVES

Strategy	Initiative Detail	Person Accountable
Increase the number of sworn officers on patrol	Change City policy to allow retired officers to return in supervisory positions to have more officers for patrol assignments	
Improve the training of our police	Establish mandatory training and protocols for the use of body-worn cameras, including how the information is stored and protected	Major Martin Bartness, Strategic Services Bureau
Continue improving BPD's technology for fighting and solving crime	Continue with full deployment of body-worn cameras so all patrol officers are equipped. Currently, 1,500 officers have body-worn cameras. The remaining 500 officers will have them by the end of 2017.	Steve O'Dell, Chief of Forensics and Evidence
Continue improving BPD's technology for fighting and solving crime	Use the recently secured \$2 million State grant to provide mobile data terminals in City patrol cars, which will allow police to electronically file reports from the field and check background and outstanding warrants in real time	Steve O'Dell, Chief of Forensics and Evidence
Continue improving BPD's technology for fighting and solving crime	Secure State funding for license plate readers and enhanced software to allow officers to check vehicle information and owner identification in real time	Steve O'Dell, Chief of Forensics and Evidence
Continue improving BPD's technology for fighting and solving crime	Install gunshot detection units throughout the City funded by a State grant recently awarded in response to the Mayor's request	Steve O'Dell, Chief of Forensics and Evidence
Continue improving BPD's technology for fighting and solving crime	Secure funding for a Mobile Crime Lab Vehicle, to allow critical functions and analysis to be performed at the crime scene	Steve O'Dell, Chief of Forensics and Evidence
Continue improving BPD's technology for fighting and solving crime	Continue to work alongside ATF using the NIBIN database to connect recovered guns to other crimes	Steve O'Dell, Chief of Forensics and Evidence
Review and enhance the structural and organizational effectiveness of BPD	Perform a staffing analysis to identify redundancies and gaps in critical police functions with participation of a Bloomberg Philanthropies supported Innovation Team made available to the City	Ganesha Martin, Chief of DOJ Compliance Unit
Enhance operational and strategic intelligence gathering methods	Expand the CitiWatch program by adding additional CCTV cameras to the 750 cameras that currently are in use	Major Byron Conaway

MAKING BALTIMORE SAFE INITIATIVE TRACKING

Objective	Strategy	Status (# of Projects)				
		Initiated	Development	Implemented	Ongoing	Grand Total
Increase Effective Policing in Baltimore	Continue improving BPD's technology for fighting and solving crime	4		1	1	6
	Improve the training of our police	1		3		4
	Increase the number of sworn officers on patrol		3	2		5
	Review and enhance the structural and organizational effectiveness of BPD	2			2	4
Reduce the number of VROs	Enhance operational and strategic intelligence gathering methods	6				6
	Focus on de-escalation	3				3
	Focus on strategic patrols and community enforcement	1			3	4
	Go after illegal gun possession, which is the leading cause of violence in the City				5	5
Enhance and Expand Cross-Agency Coordination	Improve coordination and communications with Federal partners	3				3
	Improve coordination and communications with State partners	5				5
	Improve coordination and communications within City government	3	1			5
Improve Community Engagement	Expand access and effectiveness of social media and other electronic information	3				3
	Expand official community oversight roles	3				3
	Improve and expand direct interaction with City officials	5				5
		39	4	3	11	61

MAKING BALTIMORE SAFE

PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)
Increase Effective Policing in Baltimore	Continue improving BPD's technology for fighting and solving crime	<ul style="list-style-type: none"> • # of arrest warrants obtained by investigative units • Violent crime clearance rate • Homicide clearance rate • # of accidents investigated 	<ul style="list-style-type: none"> • # of casings entered into the NIBIN database • # of hits linking guns to other crimes • # of patrol cars still needing data terminals • # of patrol cars with data terminals • # of total patrol cars on street by District
Increase Effective Policing in Baltimore	Improve the training of our police	<ul style="list-style-type: none"> • # of integrity tests conducted • # of discourteous & misconduct complaints 	<ul style="list-style-type: none"> • # of officers found compliant/non-compliant in routine BPD auditing • # of officers receiving discipline for BWC-related policy violations • # of use of force complaints/investigations • # of individuals served by BPD's Crisis Intervention Team (CIT) unit • # of trainings • # of individuals trained per predetermined time period • Curriculum for in-service and new trainees at the Academy • # of use of force complaints/investigations • # of individuals served by BPD's Crisis Intervention Team (CIT) unit • # officers enrolled in BCCC Tuition Assistance Program • # officers taking advantage of current tuition assistance program

MAKING BALTIMORE SAFE

PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)
Increase Effective Policing in Baltimore	Increase the number of sworn officers on patrol	<ul style="list-style-type: none"> • % of time patrol officers spend on proactive policing (CAD/RMS) • Total number of crimes reported (RMS) • # of CFS diverted from Patrol to the Telephone Reporting Unit (RMS) 	<ul style="list-style-type: none"> • # of officers supplementing patrol, by week or month, during the effective period of the policy • # of Cadets hired by BPD • # of Cadets that enter the Police Academy • # of applicants compared to prior year • Diversity of applicants • # of trainees in the Academy • Graduation dates and number of officers entering the police force • # of positions civilianized • # of officers reassigned to patrol as a result • # of retirees hired and employed at BPD
Increase Effective Policing in Baltimore	Review and enhance the structural and organizational effectiveness of BPD	<ul style="list-style-type: none"> • % of internal affairs investigations completed within 6 months • # of discourteous and misconduct complaints (per 100 officers) 	<ul style="list-style-type: none"> • # of hearings conducted • # officers required to staff the schedule • # of officers currently in Patrol • Status of staffing study (required by the consent decree)

MAKING BALTIMORE SAFE

PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)
Reduce the number of VROs	Enhance operational and strategic intelligence gathering methods	<ul style="list-style-type: none"> • Arrests attributable to CCTV intelligence • % of critical infrastructure in camera footprint 	<ul style="list-style-type: none"> • # of CitiWatch cameras - operational versus non-operational • % crime reduction in CitiWatch areas • Crime reduction in CitiWatch coverage area • # of arrests assisted by CitiWatch monitors • # of knock and talks conducted • # of parole and probation interviews • # of violations • # warrants served by MSP at request of BPD • Status of locating and opening prisoner debriefing center. #arrestees debriefed • Tracking of trigger-puller targets • # arrested for guns • # arrested for felony-offenses
Reduce the number of VROs	Focus on de-escalation		<ul style="list-style-type: none"> • # of Safe Streets sites • \$ raised for expansion of Safe Streets and similar models • # of Youth served as mediators

MAKING BALTIMORE SAFE

PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)
Reduce the number of VROs	Focus on strategic patrols and community enforcement		<ul style="list-style-type: none"> • # arrests by DAT teams • # of gun arrests by DAT teams • # of arrests by DAT teams that include a felony charge • Crime stats for Transformation Zones versus outside of zones • Crime stats surrounding identified problem businesses • Crime stats for juveniles during the school months • Crime stats (robberies and assaults) within 500 of a school or bus stop
Reduce the number of VROs	Go after illegal gun possession, which is the leading cause of violence in the City	<ul style="list-style-type: none"> • # of arrest warrants obtained by investigative units • Violent crime clearance rate • Homicide clearance rate • # of gun arrests (OID only) 	<ul style="list-style-type: none"> • # of registered gun offenders • # of GORA home visits/knock and talks conducted by BPD • # of violations recorded • Gun case dispositions based on tracking database • Verdicts received and sentences given

MAKING BALTIMORE SAFE

PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)
Enhance and Expand Cross-Agency Coordination	Improve coordination and communications within City government	<ul style="list-style-type: none">• # of special events staffed (incl. sporting events)• % of cost reimbursed by event organizers for which BPD bills	<ul style="list-style-type: none">• City service request closure rates inside the transformation zones
Improve Community Engagement	Expand official community oversight roles/ Improve and expand direct interaction with City officials		

MAYOR'S OFFICE OF SUSTAINABLE SOLUTIONS

CITISTATSMART – MAKING BALTIMORE SAFE

- Emphasis of CitiStatSMART

- Specific – Well defined meetings and focus areas with clear agendas

- Measurable, meaningful

- Action-oriented, Agreed upon

- Results-oriented

- Timely

- CitiStatSMART will hold Police meetings every two weeks to start to discuss the latest information and come up with strategies to reduce crime. The regularity of the meetings allows for the development of immediate solutions and quickly assess if strategies are working or if a course correction is needed. Emphasis is on using real-time data and increasing communication and collaboration and focus on strategies in the Mayor's Violence Reduction Plan