



Comprehensive Plan for a Safe Baltimore

"The greater impact to improving public safety is education and jobs."

- Carl Stokes

April 5, 2016

Top Objectives for a Safe Baltimore

PREVENTION

- ✓ Education
- ✓ Jobs
- ✓ Drug Treatment
- ✓ Youth Recreation and Summer Jobs
- ✓ Re-Entry Programs

INTERVENTION

- ✓ Teen Court
- ✓ Peer Mediation
- ✓ Community Court

ENFORCEMENT

- ✓ Repeat Violent Offenders
- ✓ Legislation

TRUST

- ✓ Community Policing
- ✓ Policing the Police
- ✓ Data and Transparency

PREFACE

Prevention, Intervention, Enforcement, and Trust will result in dramatic reductions in crime, from homicide to nuisance offenses. To sustain a safe environment in the long-term, we must look at the interrelationship between crime and education, jobs, and recreation. Looking at short-term solutions we will look to passing new gun laws, community policing, and getting repeat violent offenders and the bad cops off the streets.

For example, we cannot work together to implement effective crime prevention programs with a diminishing tax base. We cannot combat crime if taxpayers leave the city at the current rate. We must develop programs ranging from encouraging home ownership to changing the conditions of poverty and hopelessness that foster criminal activity. Unless we provide our children with adequate education that will prepare them for the future, we cannot divert them from the attractions of drugs and the resulting crime. We must recognize the interrelated nature of these issues.

Some of these ideas are not new to Baltimore, but never implemented. Community court, an idea that was funded in 1999 but discarded by then Mayor O'Malley. This concept has made a significant difference in recidivism and restitution to communities across the country.

Teen court and peer mediation are existing programs in Baltimore. How can those programs be expanded to reach more young people? The city needs to pitch in and peer mediation should be part of the school system.

Prevention

Educate our Children

We know that educated children are happy, productive, and play an important role in the community. We must give them hope so that they aren't frustrated, quit, and turn to the streets for comfort and direction. The Stokes Administration commits to changing the tide on student literacy. With 89 percent of fourth grade public school students with reading and math skills below grade proficiency we have done them a disservice.

So many of the reasons our children fail is because the system fails them and their families. When a child comes to school hungry, in need of mental health services, or a heavy coat in winter, the school needs to provide those services and supplies. The community school model must be introduced throughout the city focusing on implementation in the most challenged schools first then spread throughout the city. If the system does not provide the tools necessary for a child and their family to succeed then we have failed them, they have not failed us.

More on education can be found in the *Stokes Comprehensive Plan for Supporting Excellence and Equity in Education through High Quality Teaching and Learning and System-wide Accountability in Baltimore City Public Schools*.

Build a Skilled Workforce

The current small business in Baltimore hiring many of our citizens is the drug business. Can't find a job and need to feed your family, put a roof over your head? Sell drugs, no resume required.

We must start in middle school to teach college prep and work skills to our children and expand our opportunities in high school to teach life skills and career skills like at MERVO for trades, Carver for technology and Dunbar for health. Only 45 percent of city public school students go onto college. What have we done for the other 55 percent? Have we prepared them for the workforce? In most cases no.

Adopting programs in middle and high school such as Young Entrepreneurs Academy or Future Business Leaders of America will grow the number of smart, entrepreneurial young people with the skills necessary to open a small business or participate in projects like Innovation Hubs.

Under the Stokes Administration, the focus will be on growing businesses in healthcare, technology and construction. The city will work with healthcare institutions to hire city residents, much like Johns Hopkins' commitment, and assist 2-year college graduates in the health field to attain further education. With 20,000 vacant computer coding positions in the Baltimore region we will connect employers and those education and workforce training programs that create a "digital on ramp" for community residents. In the construction trade, small developers and unions will use trainees to redevelop blocks of vacant houses. Trainees will graduate from nonprofit training programs and from our high schools.

Drug Treatment

Under the Stokes Administration, the following concepts will be considered by a Task Force in order to first evaluate and coordinate the number of slots and successes of the current programs, and second to look at funding sources because of the cooperation needed between federal, state and local authorities.

Access. This is a mission-critical priority for Baltimore City. First, we will immediately stop treating drug use as a criminal issue, and instead direct all low-level offenders (including possession, use, and low-level dealing) for appropriate treatment for the medical problem that it is. The Stokes Administration will empower first responders, including police and ambulance personnel, to refer such clients to a 24-hour Centralized Coordinating Center to facilitate placement into appropriate treatment with Medication-assisted Treatment (MAT) with Methadone or buprenorphine. We will work with the States Attorney Office and the criminal justice system to divert those charged with or convicted of drug-related criminal activity (including drug-associated crimes such as prostitution, minor pilfering, loitering, etc.) to the Center. Outreach efforts will make the Center information known to churches, hospitals, neighborhood organizations, and social service agencies. In addition to corner stores and other places where those suffering from this disease frequent.

The Centralized Coordinating Center will facilitate urgent treatment placements, with the Center being accountable for placements and tracking. This will require an initial survey of existing treatment slots (I'm not sure we even know how many slots are available right now) to ensure that we are using the currently available programs as efficiently as possible. The Central Coordinating Center will be staffed 24 hours a day, and develop an effective referral and tracking system. Case management workers will track each client, and interface with both the criminal justice system and with appropriate community resources, such as housing assistance, jobs training, etc. If BSAS (Baltimore Substance Abuse Services) or Baltimore Crisis Response Initiative (BCRI) can do this effectively with some modifications, we will use them. Otherwise, we will work with the Baltimore City Health Department, the Johns Hopkins Hospital, or the University of Maryland to build it.

Improve Conditions around Current Facilities. The City's health department will be charged to ensure that Opioid Treatment Programs adhere to the Good Neighbor Agreements as well as to the established SAMSA (Substance Abuse and Mental Health Services Administration) standards, and will give feedback to such facilities on a quarterly basis via use of a Performance Dashboard to ensure that they adhere such standards and to Evidence-based Best Practices (EBP). Where facilities are consistent poor performers or cannot meet appropriate standards, I will work with State regulatory agencies to improve or discontinue their services. There will be a moratorium on opening new OTP programs in communities that have more than 150 percent of slot available for clients from that community, so that communities are not overburdened with such facilities while others have few or none. Treatment should be located where the clients reside.

In addition, the Stokes Administration will encourage establishing Medication Units at pharmacies, churches, physician offices, hospitals, and other appropriate locations that will provide convenient, accessible dosing for established MAT clients, specifically targeting those

communities with limited treatment access at present. This should also help minimize the troublesome congregation of clients around the larger facilities. The city will provide operational support for existing OTP to coordinate Medication Unit applications with the federal Drug Enforcement Agency (DEA) and the appropriate state agencies, using existing health department resources to do so.

Monitoring Performance. The city will develop a Performance Dashboard assessing both outcomes (as reported by the OTP through their Quality Improvement Programs) and surroundings data (including police department data regarding possession and arrest), with the implication that ongoing poor performance will result in intervention by the City. A health department representative to sit in on OTP Quality Improvement meetings to audit, collect and aggregate the outcomes data and develop and present an appropriate Performance Dashboard.

Youth Recreation and Jobs

Recreational Programming. The Stokes Administration will immediately form a Task Force to use the recreation and parks audit to look at consolidation and appropriate expansion of facilities. Whatever decisions are made, the mandate of the Stokes Administration will be to put the programming where the children live and learn. A mega center in an area not well populated, not near schools, and not on a bus line is not a well-planned center. The Stokes Administration will mandate the task force to look at programming before bricks and mortar. The more diverse programming targeted to the neighborhood the more successful the programs will be in keeping our children safe after school and on the weekends. We will approach churches and community centers to hold programming in their facilities with rec and parks staff and equipment. In some communities there are churches are nearly every corner.

If church A offered basketball two times a week, then church B across the street offered debate, sewing, hip-hop dance a few other days, and church C down the street held Storytime and crafts for younger children on other days those coordinated efforts will bring the community together and keep our children safe.

Summer Jobs, Year-Round Jobs, Internships. If a young person wants a job they should have a job, if a young person needs a job they should have a job, if a young person wants to learn skills for a career they should be provided internship opportunities. Using the Mayor's Office of Employment Development, we will expand our youth offerings with additional liaisons for business development and work skills training. Some of this activity may occur at the school level in partnership between MOED and City Schools. With the top 25 employers in Baltimore City alone employing over 110,000 people (Maryland Dept. of Commerce, 2015), there are opportunities in some of these businesses as well as the many other businesses that provide services to these larger employers. The city alone employs over 19,000 people – there are opportunities there as well to hire and mentor young people.

Re-Entry Programs to Reduce Recidivism

The Stokes Administration will ensure that returning citizens are not further punished upon their return to society. That is, denied job and other opportunities simply because they have been incarcerated. They have families and share the same human needs as the general population. How will I achieve this? The city will provide evidence-based training to the City's returning population prior to their release from custody and we will provide on-going support with total wrap-around support services after release.

An excellent model for re-integration is the TYRO model. It is a 12-week model that addresses how a family can survive the test of separation and keep their families intact. One issue that is paramount is that the mayor must assemble all of our city agencies that work with returning citizens, to make clear that in order to Get Baltimore Working, no one should be left behind. We must be a second chance city by demonstrating with our words and deeds and not just offer lip service.

Engagement of felony-friendly employers and landlords are key. From an employer aspect that will start with the city and the fact that we employ so few formerly incarcerated who are more than qualified for the positions.

On the housing front, the Stokes Administration will propose legislation to make ex-felons a protected class so that they cannot be discriminated against. If they have job they should have all the rights anyone has to rent housing. Baltimore would be the first jurisdiction in the state to have such protection.

INTERVENTION

Teen Court

Currently, under the direction of the Citizen Law Related Education Program, the Teen Court program in Baltimore is a great success. Until recently with funding from the Department of Juvenile Services, the city dropped its funding to the program many years ago. Again, the Stokes Administration will put more emphasis on prevention than enforcement in order to reap long-term success. Part of the plan will be to reach out to the individual law firms based in Baltimore City for funding with support from the Mayor's Office. The top five law firms based in the city alone employ nearly 700 attorneys and that does not account for support staff. The incentive for the firms are employee safety and social responsibility.

Peer Mediation and Conflict Resolution

Years ago, the City school system had a contract with the Citizen Law Related Education Program to provide peer mediation training in specific schools. With all the discipline problems, disruptions, and violence in our schools, peer mediation will be considered a wrap-around service and a standard program in our city public schools. Again, specific schools will be considered for the program partly because of the limited resources of CLREP. Currently, these services are provided on a fee-for-service basis. As the Stokes Administration evaluates the re-introduction of the program into the city school system, it will work with CLREP to identify best practices from the previous contract.

The cost of sentencing juveniles to jail. The annual cost of youth incarceration for a single individual is \$112,555, according to the annual report of the Council of Economic Advisers. That's about 3.5 times the average tuition and fees at a four-year, non-profit private university (\$32,405), and almost five times the average cost of tuition and fees at a four-year public university for an out-of-state student (\$23,893), according to the report's data. The cost of incarceration is also more than 11.5 times the average for a year of Head Start (\$9,770), and about nine times the cost of an average year of public school (\$12,508). *(per Citizen Law Related Education Program website)*

Community Court

Why has Community Court not taken off in Baltimore is the question citizens should ask. In 1999, the business community, local foundations, and the General Assembly all brought funds to the table along with a dedicated building to house community court. In 2011, there were 37 community courts located around the country. All successful in addressing criminal quality-of-life offenses and have proven this approach reduces recidivism and community engagement. Stokes Administration will propose piloting community court in two neighborhoods in Baltimore – one with a significant overall crime rate and another facing an increase in quality-of-life crimes. Throughout the country community courts have been funded through various sources – local, state and federal funding, private foundations and corporate donations, much like what happened in 1999. OSI created a Baltimore Justice Fund, that with a city partnership might be expanded to support community court. There are already several nonprofits in place in Baltimore that could assist with the planning and implementation such as the Public Justice Center, CLREP, and OSI.

ENFORCEMENT

Focus on Repeat Violent Offenders

According to police and state's attorney there are 238 "bad guys" out there committing the majority of violent crimes in our city. We can't arrest them without proof, but if they are committing the worst crimes they are committing minor crimes as well. Do we target them? Yes, within the boundaries of the law and their civil rights. These are lawless people that you surveil because they will slip up and they will be caught on something.

Many, if not most of these individuals are related to gangs. Working with federal agencies, as the current police department is doing, must continue. One program that is proven to assist in reducing gang violence is Safe Streets. The program does not come without problems in the past, something the health department has learned from and is addressing. Part of that program needs to be regular audits of success and evaluation of staffing.

Following the uprising in April of 2015, gang members stood in City Council chambers calling for an end to the violence. What happened after that testimony? Did Baltimore continue the conversations between gangs, government, law enforcement and supporting nonprofits? No. This action presented a once-in-a-lifetime opportunity to begin talks that may have diminished much of the violence of 2015 and now 2016. These opportunities will not be missed under a Stokes Administration.

State Legislation

Work with the General Assembly, County leaders, nonprofits, health institutions and citizens to pass new legislation:

- Caught with a gun = mandatory sentencing, no plea bargaining and upgraded to a felony
- Using a handgun in the commission of a crime = mandatory sentencing, no plea bargaining

TRUST

Community Policing

Take officers to their posts and leave them, without a vehicle. Police have to be on the street, know the neighborhoods, small businesses and vice versa. When everyone knows police by name and trusts them, there are fewer 911 and 311 calls and it is possible to thwart crimes before they happen. To compliment these foot patrols, there will be patrols in the area.

All officers will be trained in community policing tactics, mediation, community outreach, and how to speak with others, not to others. Officers who show a clear understanding of working “in” the community will serve as foot patrol. If officers cannot work with the citizens and business owners, they will require additional training and may or may not continue on the force.

Currently, there are four maybe five officers per district assigned to community outreach. Some of their responsibility is to troubleshoot neighbor problems, attend community meetings, etc. We will still need a core team to monitor the effectiveness of the community policing program and mission.

Moving forward for all new recruits, Baltimore City police officers will be required to live in the City. This is the policy in Boston and NYC. This is the best form of community policing – police living and understanding the challenges and successes of city residents, businesses, and neighborhoods in general.

Policing the Police

A few police officers mistreat Baltimore citizens every day. Some with words, others with force. We know this because of the \$5.7 million paid out in settlements to 100 people due to lawsuits from 2011 to 2014 (Baltimore Sun, Undue Force, 9/28/14). Since then, a \$1450,000 settlement on a wrongful death lawsuit, \$60,000 for alleged assault and illegal arrest, \$75,000 for excessive force, and the \$6.4 million paid to the family of Freddie Gray to name a few. Baltimore City is self-insured. This money can be used for prevention programs not adding to the cost of policing. The Stokes Administration will have a liaison

in the Mayor's Office working closely with the police department to identify and legally dismiss officers with a history of violence and unfounded arrests. As a society, we ask, even demand, that repeat offenders be put in jail, why are we not firing officers who are repeat offenders of people's civil liberties?

Data and Transparency

OpenBaltimore is our city's solution to being transparent throughout city government including crime. It is the most un-friendly platform for citizens to track crime. We are trying to be transparent and are failing. OpenBaltimore will be revisited and re-vamped or scrapped under the Stokes Administration.

In Washington DC they use a program called CrimeReports.com, NYC has CompStat, and Camden, NJ uses CopLogic, which allows residents to report non-violent crimes (graffiti, property theft) online because we know these do not always make it into the system. Our current methods are not working. We need to look at best practices across the country for other ways to offer data and transparency of crime in our city. Some of which are over-the-counter programs that can be tweaked to Baltimore specific needs.