

Smart Suite:  
Researcher-Practitioner Fellows Community of Practice



**Bryne Criminal Justice Innovation:  
Baybrook Violence Reduction Strategy**

***Daisy Heartberg***

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# Smart Suite: Researcher-Practitioner Fellows Community of Practice

## Introduction to the Smart Suite

The Bureau of Justice Assistance (BJA) Smart Suite refers to a series of BJA grant programs that follow a data-driven approach to support the effective implementation of evidence-based practices to reduce crime, enhance public safety, improve the delivery of justice, and support community revitalization. The Smart Suite includes a training and technical assistance (TTA) component to support BJA grantees. A key element of the Smart Suite TTA is the [Researcher-Practitioner Fellows Academy](#). The School of Criminal Justice at Michigan State University leads this TTA program working with BJA and partners from the Association of Prosecuting Attorneys, Center for Advancing Correctional Excellence at George Mason University, Justice Research and Statistics Association, the Center for Public Safety Initiatives at the Rochester Institute of Technology, and subject matter experts drawn from both the community of practice and research.

### Michigan Justice Statistics Center

The School of Criminal Justice at Michigan State University, through the Michigan Justice Statistics Center, serves as the Statistical Analysis Center (MI-SAC) for the State of Michigan. The mission of the Center is to advance knowledge about crime and justice issues in the state of Michigan while also informing policy and practice. The Center works in partnership with the Michigan State Police, Michigan's State Administering Agency (SAA), as well as with law enforcement and criminal justice agencies serving the citizens of Michigan. For further information see: <http://cj.msu.edu/programs/michigan-justice-statistics-center/>

This case study was developed by the researchers and practitioners working in one of the Smart Suite grant programs. The case study is one of a series produced by the Michigan Justice Statistics Center.

### About the Author

The following Author is one of more than 650 graduates of the Smart Suite Researcher-Practitioner Fellows Academy. The one-page summary and case study were submitted through a selective mini-grant process offered to Fellows Academy graduates.

**Daisy Heartberg** is the Director of Public Safety Programs for the Greater Baybrook Alliance where she oversees the development of community-led and comprehensive violence reduction initiatives and programming for the Baybrook neighborhoods. Ms. Heartberg has been working with communities to improve quality of life and reduce crime and violence for twelve years and has program managed two Byrne Criminal Justice Innovation (BCJI) grants within Baltimore City. She specializes in community organizing & engagement, urban planning & development, and community-led violence reduction practices.

## Smart Suite: Researcher-Practitioner Fellows Community of Practice

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## **One Page Summary**

### **Bryne Criminal Justice Innovation: *Baybrook Violence Reduction Strategy***

*The One Page Summary was originally submitted on May 14, 2021. Some modifications to grant/program title and evaluation/outcomes measures can be found in the full case study.*



## Innovations Suite Training and Technical Assistance Mini-Grant Proposal

Organization and Contact Information: Daisy Heartberg, [Daisy@greaterbaybrookalliance.org](mailto:Daisy@greaterbaybrookalliance.org)

Grant Program and Title: Greater Baybrook Alliance Group Violence Intervention, Byrne Criminal Justice Innovation (BCJI) Grant Program

Key Partners: neighborhood residents; City of Refuge Baltimore; Action Baybrook; Concerned Citizen for a Better Brooklyn; Baltimore City State Delegation; Baltimore City Mayor's Office; Baltimore Police Department

Evaluation/Outcome Measures: Reduction in Gun Violence; Reduction in Recidivism

Brief Description: On April 28, 2021 Baltimore Mayor Brandon Scott stood at the corner of 10<sup>th</sup> Street and Patapsco Avenue, which is situated around the border of the Brooklyn and Curtis Bay neighborhoods, and made an unofficial announcement that he would be naming Brooklyn-Curtis Bay as one of two official pilot areas for the [Baltimore Police Department's Community Policing Plan](#), which outlines a strategy that is based on problem-oriented policing practices. The pilot neighborhoods will serve as a model for how the rest of Baltimore city reimagines policing, strengthens their communities and reduces crime.

This designation represents a shift in way the city has historically related to the Brooklyn and Curtis Bay communities, with most residents identifying their community the most marginalized and forgotten within Baltimore City. This shift has been the result of a confluence of many factors.

The most significant and influential factor is the long-time and persistent advocacy of neighborhood associations, faith-based groups, and constituent representatives that have fought hard to be recognized as a priority. Another part of the story is how the Innovations Suite Research-Practitioners Fellows Academy influenced the knowledge and thinking of a small group of city servants over the course of 6 years as they focused their efforts on reimagining neighborhood safety. This knowledge played a part in the institutional commitment to a different kind of policing, and positioned the Brooklyn and Curtis Bay neighborhoods within the center of those efforts.

The McElderry Park Neighborhood in East Baltimore was a recipient of the very first BCJI cohort in 2012. In 2015, the Program Manager of the grant, who was working for the Baltimore Mayor's Office of Criminal Justice, graduated from the 2015 Fellows Academy. During the Academy she received a crash-course in problem-oriented policing; including the benefits and uses of the SARA method, the importance of utilizing a data-driven approach to identify clusters of crime, and the powerful impact of building collective efficacy in communities. She brought this knowledge back to the Mayor's Office where they were cross pollinated among a small but innovative group of colleagues to which the same refrain was always nagging: there has to be a better way.

This knowledge was eventually incorporated into what is now the Baltimore Police Department's Community Policing Plan under the leadership of Lieutenant Colonel Monique Brown. Lt. Col. Brown is a Baltimore native who grew up witnessing the struggles that communities face first hand. She developed the Plan in consultation with this same innovative group who had gathered invaluable institutional knowledge and lessons through various attempts to institutionalize and implement problem-oriented policing principles over the course of several years of tumultuous Mayoral administrative turnovers.

This year, our BCJI Program Manager from 2015 eventually found herself back at the 2021 Fellows Academy, now in a new role at the Greater Baybrook Alliance, a 2019 BCJI cohort awardee. By this time the Program Manager was well-versed in the concepts of problem-oriented policing, SARA, and collective efficacy and was in the midst of developing a local version of the approach to implement in Brooklyn and Curtis Bay.

The development of an evidence-informed and assured strategy, combined with the Program Manager's institutional relationships from her time at the city, was the last ingredient needed to fully leverage the long-term and persistent advocacy among the Brooklyn and Curtis Bay community associations, faith-based partners and constituent representatives.

## **Case Study**

### **Bryne Criminal Justice Innovation: *Baybrook Violence Reduction Strategy***

## Innovations Suite Training and Technical Assistance Case Study Report

### Background Information

Grant Program:	Byrne Criminal Justice Innovation Grant
Project Title:	Baybrook Violence Reduction Strategy (BVRS)
Jurisdiction:	Anne Arundel County; Baltimore City
Organization:	Greater Baybrook Alliance, Inc.
Contact:	Daisy Heartberg, <a href="mailto:Daisy@greaterbaybrookalliance.org">Daisy@greaterbaybrookalliance.org</a>
Key Partners:	<b>Action Baybrook;</b> Antonio's Barber Shop; Anne Arundel Police Department; Brooklyn Homes (HABC); Baltimore Police Department; Baltimore Mayor's Office of Neighborhood Safety & Engagement; CASA de Maryland; Councilwoman Phylcia Porter; Curtis Bay Elementary School; City of Refuge Level Up Youth Center; Grow Home; Kingdom Life Apostolic Church; Maree G. Farring Elementary/Middle; Medstar Harbor Hospital, Community Advocate Team; REC (Real Effective Change) Youth & Young Adult Program; Safe Streets Brooklyn; State Delegate Robbyn Lewis; Transformation Center; Union Church; Wills Printing
Evaluation/Outcome Measures:	Address individual and community trauma; reduction in firearm violence; increase in collective efficacy, reduction in violence in hot spot locations and increase positive behavior in youth

### Executive Summary

The Greater Baybrook Alliance (GBA) is a community development corporation whose mission is to support community residents and stakeholders in driving equitable development and reinvestment into three cross-jurisdictional neighborhoods: Brooklyn and Curtis Bay in Baltimore City, and Brooklyn Park in Anne Arundel County. Together, these neighborhoods are called Baybrook, and are also the focus of GBA's BCJI violence reduction work.

During the summer of 2021, GBA was selected to partner with the Baltimore Police Department and the Baltimore Mayor's Office to pilot the development of a "Neighborhood Policing Plan" for the Brooklyn and Curtis Bay neighborhoods. As a part of this partnership GBA implemented the SARA model, a problem-oriented policing model standing for Scanning, Analysis, Response, Assessment developed by Herman Goldstein, that seeks to understand the underlying conditions for why crime



and disorder repeats in particular geographies<sup>1</sup>. GBA is utilizing this approach to identify strategic environmental design solutions within key priority areas in the community where violence clusters. These solutions are aimed at reducing opportunities for would-be offenders, discouraging illicit activity, and increasing social cohesion and willingness to intervene among community members.

This case study outlines GBA's role in the development of a new approach to responding to long-term violent crime and public safety challenges in Baltimore City, and offers lessons learned for other communities seeking to build a comprehensive and community-based response to violent and serious crimes utilizing a problem-oriented and neighborhood-centered approach.

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<sup>1</sup> Additional information is available at the Center for Problem Oriented Policing, <https://popcenter.asu.edu/>

## Background, Historical Context and Initial Development

On April 28, 2021 Baltimore Mayor Brandon Scott stood at the corner of 10<sup>th</sup> Street and E Patapsco Avenue in Baltimore City and made an unofficial announcement that Brooklyn-Curtis Bay would be one of two official pilot areas for the [Baltimore Police Department's Community Policing Plan](#), which outlines a strategy that is based on problem-oriented policing practices. The goal of the pilot neighborhoods is to serve as a model for how the rest of Baltimore City reimagines policing, strengthens their communities and reduces crime.

This designation represents a shift in way the City has historically related to the Brooklyn and Curtis Bay communities, with most residents identifying their community as one of the most marginalized and forgotten within Baltimore City. This shift has been the result of a confluence of many factors. The most significant and influential factor is the long-time and persistent advocacy of neighborhood associations, faith-based groups, and constituent representatives that have fought hard to be recognized as a priority. Another part of the story is how the [Bureau of Justice Assistance funded Researcher-Practitioner Fellows Academy](#) influenced the knowledge and thinking of a small group of city servants over the course of 6 years as they focused their efforts on reimagining neighborhood safety. This knowledge played a part in the institutional commitment to a different kind of policing, and positioned the Brooklyn and Curtis Bay neighborhoods within the center of those efforts.

The McElderry Park Neighborhood in East Baltimore was a recipient of the BCJI grant in 2012 and was managed by the Baltimore Mayor's Office of Criminal Justice. In 2015, the Program Manager of this work graduated from the 2015 Fellows Academy. During the Academy she received a crash-course in problem-oriented policing: including the benefits and uses of the SARA model, the importance of utilizing a data-driven approach to identify clusters of crime, and the powerful impact of building collective efficacy in communities. She brought this knowledge back to the Mayor's Office where they were cross pollinated among a small but innovative group of colleagues to which the same refrain was always nagging: there has to be a better way.

This knowledge was eventually incorporated into what is now the Baltimore Police Department's Community Policing Plan under the leadership of Lieutenant Colonel Monique Brown. Lieutenant Colonel Brown is a Baltimore native who grew up witnessing the struggles that communities face first hand. She developed the Plan in consultation with this same innovative group that had gathered invaluable institutional knowledge and lessons through various attempts to institutionalize and implement problem-oriented policing principles over the course of several years of tumultuous Mayoral administrative turnovers.

This year, our BCJI Program Manager from 2015 found herself back at the 2021 Fellows Academy, now in a new role at the Greater Baybrook Alliance, a 2019 BCJI cohort awardee. By this time the Program Manager was well-versed in the concepts of problem-oriented policing, SARA, and collective efficacy and was in the midst of developing a local version of the approach to implement in the Brooklyn, Curtis Bay and Brooklyn Park neighborhoods.

The development of an evidence-informed strategy, combined with the Program Manager's institutional relationships from her time at the City, was the last ingredient needed to fully leverage the long-term and persistent advocacy among Brooklyn and Curtis Bay neighborhood groups, faith-based partners and constituent representatives.

#### Baybrook's Violence Reduction Strategy

The Greater Baybrook Alliance (GBA) works cross-jurisdictionally in three neighborhoods: Brooklyn and Curtis Bay in Baltimore City, and Brooklyn Park in Anne Arundel County. Together, these neighborhoods are called Baybrook, and are the focus of GBA's BCJI violence reduction work. Between 2018 and May, 2021, there were a total of 146 firearm incidents in Brooklyn and Curtis Bay, with homicides and shootings accounting for 38 percent of these incidents. In addition, between 2016 and the first half of 2021, 86 Baybrook youths ages 15 to 18 were either a victim or perpetrator of firearm violence. The Baybrook Violence Reduction Strategy (BVRS) aims to reduce violence and firearm within key priority areas (delineated based on where violence and overdoses cluster) in the Brooklyn, Curtis Bay and Brooklyn Park neighborhoods. The BVRS also aims to

increase collective efficacy throughout the Baybrook neighborhoods. In order to achieve these results, GBA aims to build Baybrook's capacity to deliver intensive case-management services (Life Coaching) to a cohort of 20 youth ages 15 to 18 who are most impacted by and involved in violence. GBA also aims to direct its community development resources into its six key priority areas. GBA will build this capacity by bringing key system and neighborhood stakeholders together to: (1) identify youth to participate in Life Coaching services; (2) identify and fund critical gaps in local services for youths most impacted by and involved in violence; and (3) utilize the SARA method to develop and implement youth-engaged environmental design solutions within violence hot spots. The Baybrook Violence Reduction Strategy Logic Model pictured in Figure 1 on the following page outlines the evidence-based strategies that will be utilized to target violence among both the people and places that are most impacted.

**Figure 1: Baybrook Violence Reduction Strategy Logic Model**

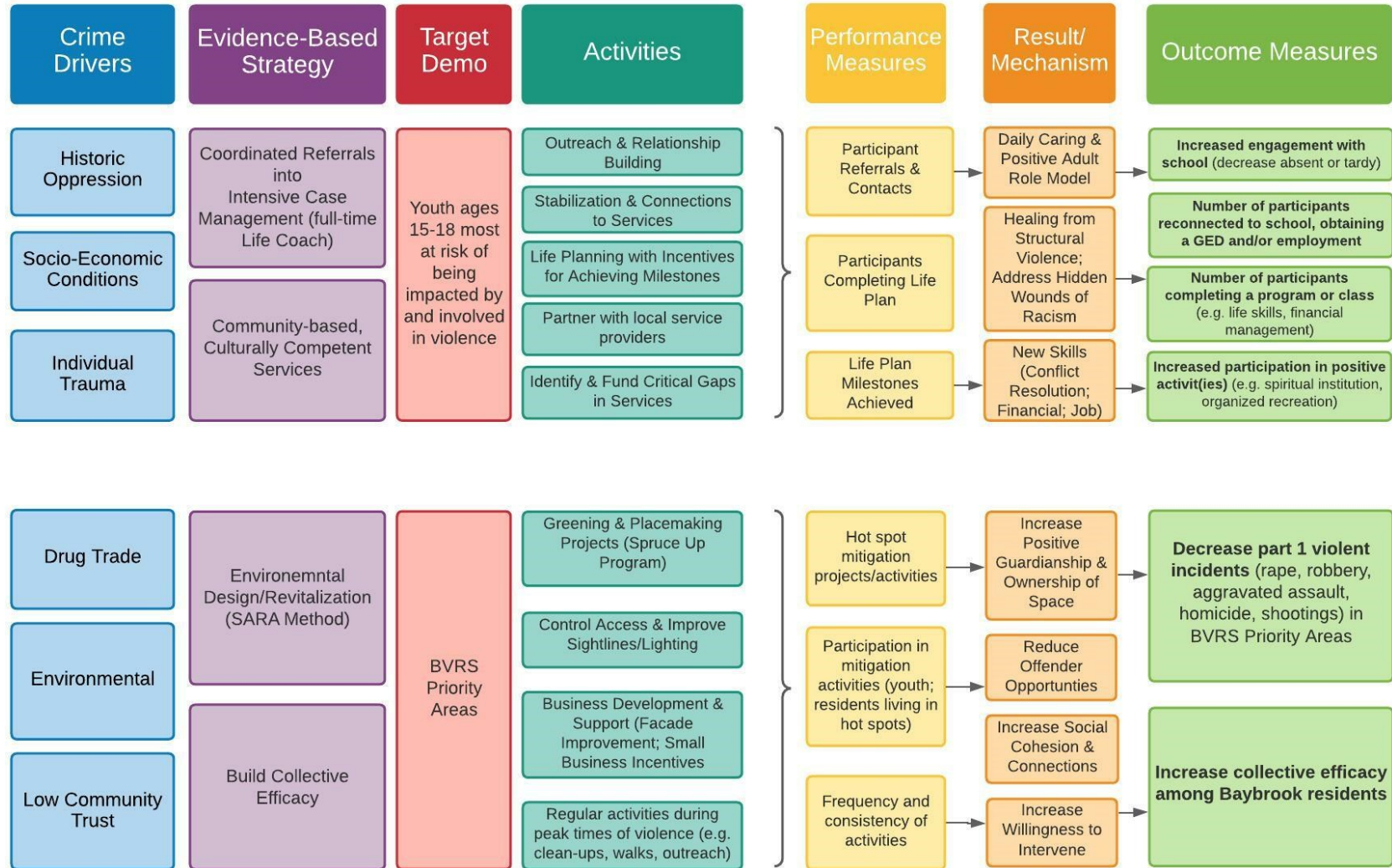
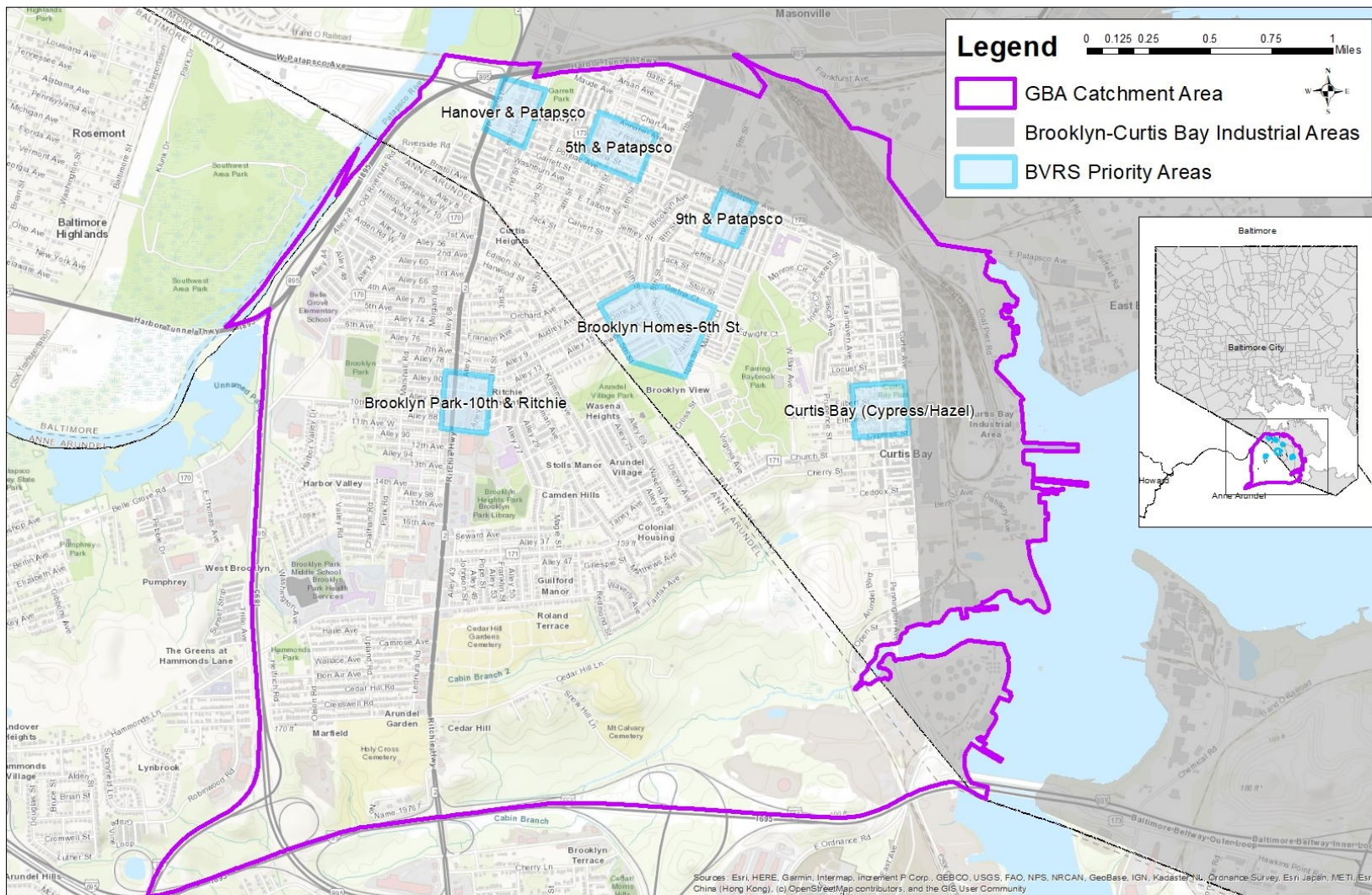


Figure 2: Baybrook Violence Reduction Strategy Priority Areas (selected based on hot spot analysis of firearm violence and overdoses)





At the Researcher-Practitioner Fellows Academy, the BCJI Program Manager gained knowledge about how to ensure that environmental interventions and solutions are strategically, scientifically and narrowly focused on addressing the factors that are directly contributing to violence within hot spots. ***This case study outlines how GBA is grounding the work in problem-oriented policing theory and practice, and how they have been working with the community to utilize these tools to direct limited resources and have the greatest possible impact on violent crime in the neighborhoods they serve.***

### Neighborhood Policing Plan Strategy

At the end of 2017 Baltimore Mayor Catherine Pugh convened a group of top level city service managers—including the Baltimore Police Department, Baltimore Fire Department, Department of Housing and Community Development, Department of Public Works, and Department of Transportation—to concentrate frontline services within four of the most violent neighborhoods in Baltimore City. What was meant to be an end of year effort to curb homicides and shootings in the City became the Violence Reduction Initiative (VRI), a nearly two-year effort to reduce violence. The VRI ran until the end of Mayor Pugh’s term in May 2019. There were a total of eight “zones” (four zones were added to the initial four) that were prioritized for city-service provision including a zone in the Brooklyn neighborhood. The VRI was met with positive reviews and feedback among community members, and showed promising violence reduction results according to an internal evaluation conducted by Johns Hopkins University.

Despite the relative success of the VRI, the top-heavy initiative ultimately proved to be unsustainable, and the mechanism of efficacy unclear. While the experiment showed the power of addressing crime at a place-based level, the Baltimore Police Department took a step back in 2020 to explore how the department could facilitate a process for place-based crime reduction in a more sustainable, scientific and community-led way.

The Baltimore Police Department’s first ever comprehensive community policing plan was approved in April 2020. One of the main strategies outlined in the [Baltimore Police Department’s Community Policing Plan](#) is to work with the community the develop “Neighborhood Policing Plans.” The Community Policing Plan document charges BPD

districts with “[working] collaboratively with community members in specific neighborhoods afflicted by high-crime to...identify priorities and strategies to address crime and disorder in the neighborhood by establishing data collection methods, documenting the implementation of the strategies and subsequently analyzing their effectiveness. Through the implementation of the Neighborhood Policing Plan, BPD members will develop a better community understanding and enhance the Department’s ability to work collaboratively to address problems.” During the summer of 2021, GBA was selected to partner with the Baltimore Police Department and the Mayor’s Office of Neighborhood Safety and Engagement to lead a city-wide pilot of this work within the Brooklyn and Curtis Bay neighborhoods.

The SARA model is a problem-oriented policing model that stands for Scanning, Analysis, Response, Assessment developed by Herman Goldstein that seeks to understand the underlying conditions for why crime and disorder repeats in particular geographies<sup>2</sup>. Although problem-oriented policing is not a new concept, it is often difficult for police departments to implement in a way that can be sustained and supported at the grassroots neighborhood level. Prior to being selected as a pilot neighborhood for Baltimore’s Neighborhood Policing Plan, the Greater Baybrook Alliance had been convening a group of city agencies to implement the SARA model of problem-solving within one of its violence hot spot locations. This work put Brooklyn and Curtis Bay in a strong position to demonstrate what ground-up, problem-oriented policing can look like for the rest of the City.

Implementation of the SARA model in Brooklyn and Curtis Bay was spearheaded by the Greater Baybrook Alliance’s BCJI Program Manager. The Program Manager is a graduate of the 2015 and 2021 cohort of the Bureau of Justice Assistance (BJA) Innovations Suite Researcher-Practitioner Fellows Academy where she gained knowledge and learned from peer jurisdictions about the implementation of problem-oriented policing. GBA’s BCJI Program Manager was also an employee of the Baltimore Mayor’s Office of Criminal Justice from 2015 to 2020 and participated in the various iterations of place-based and problem-oriented policing strategies that were implemented by the Baltimore Police Department during this time period. Although none of these initiatives were sustained over a long time period (the VRI being the most notable), this experience gave GBA’s BCJI Program Manger invaluable experience and lessons learned in how to effectively implement problem-oriented policing initiatives and strategies.

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<sup>2</sup> Additional information is available at the Center for Problem Oriented Policing, <https://popcenter.asu.edu/>



## Obstacles, Challenges & Lessons Learned

### ***Lesson 1: Relationships are Key & Partnerships are Powerful***

True problem-oriented policing efforts require the city and the community to come together with a shared sense of ownership and accountability. In order to achieve this the community must have the capacity to organize itself around shared interests, while the police and local decision-makers must be willing to open the door and share some of their power. Both partners must be committed to the partnership and ultimately see the mutual benefit and shared interest of the work.

The initial challenge that GBA had to overcome was its position as a non-profit and its limited power to convene and hold city agencies accountable. GBA strategically used its partnership with its local and state representatives to establish some initial priorities and initiate a convening with representatives from the Baltimore Police Department and key city service agencies to become an official partner within the City's Neighborhood Policing Plan pilot.

GBA's success in doing so required a little bit of patience, a little bit of faith, and a little bit of luck. GBA spent a significant amount of time on the front end working with its state and local constituent representatives to identify the appropriate city agency representatives to participate in its Interagency Workgroup. GBA set a date and took a leap of faith that the relational pressure that community residents, neighborhood groups and constituent representatives could put on these city service providers would effectively bring these representatives to the table. This strategy worked, with the first several convening's of GBA's Interagency Workgroup having near perfect attendance among city service representatives.

GBA was also lucky that its BCJI Program Manager had previously worked within the Baltimore Mayor's Office of Criminal Justice and had knowledge that there may be an opportunity to be part of the City's Neighborhood Policing Plan Pilot effort. In the end, GBA and the Brooklyn-Curtis Bay neighborhoods were selected as a pilot site due to the safety and quality of life needs in the community, as well as the capacity and knowledge GBA had already demonstrated in applying problem-oriented policing methods and principals.

### ***Lesson 2: Defining Community & Taking into Account Unintended Consequences***

A perennial problem in community engaged efforts is the imperfect way in which any effort is able engage a representative portion of the community. GBA recognizes the importance of defining community in a way where the less privileged and resourced voices have an opportunity to be heard. GBA also recognizes that these same voices

are often not the ones represented at community meetings, especially meetings where large institutional bodies are represented. At the same time, the “louder” more privileged voices can be instrumental in putting the necessary pressure on city service and constituent representatives to be accountable to the needs of the broader community. GBA is learning how to balance these realities and needs by developing multiple ways to engage community members. In addition to inviting community members to meetings, GBA proactively engages with members of the community who do not necessarily participate in the formal community association or neighborhood groups through one-on-one conversations, canvassing and community walks, clean-ups and projects.

GBA is mindful of balancing the voices and opinions of the people attending its Interagency Workgroup meetings by bringing in viewpoints of community members who can express an alternative view. Sometimes these viewpoints must be brought into formal convening’s through proxies such as community stakeholder advocates or through the way conversations are facilitated. This is especially important in ensuring that GBA isn’t advocating for any approaches that could potentially cause unintended consequences to our more marginalized community members.

### ***Lesson 3: Balancing Urgency & Sustainability***

Similar to most communities, the violence in Baybrook is simultaneously urgent and deep-rooted. The presence of violence in communities is a result of decades of marginalization, oppression, and disinvestment and therefore those wishing to address it must be committed to long-term solutions and to coming to those solutions by examining the specific nature of violence in the community in a deep and nuanced way. At the same time, every violent event creates traumatic and lasting ripple effects throughout the entire community. People are suffering in the present and the bleeding must be stopped. This tension is a difficult but necessary tightrope to walk.

GBA’s has focused on developing a more nuanced and focused understanding the who, the what, the where, the why, and the how of violence. The shortcoming of this focus is that it does not yield results that are as immediate and swift as an initiative like the VRI that preceded it. However, the VRI also taught us that these types of top-down approaches cannot be sustained due to high costs to local jurisdictions, and a lack of genuine and broad community-engagement.

Yet, while it is worthwhile to take time on the front-end to do the deeper analysis, it is also important to simultaneously address issues that are of a more urgent and acute nature. In this case, GBA and its city partners took steps on action items such as introducing police bike patrols, conducting more regular street and alley

cleanings, towing abandoned vehicles, and boarding vacant homes. These actions potentially have an impact on the violence and quality of life, but more importantly demonstrate to the community that the City is showing up for them, and can bide time while the community mobilizes to build capacity for the solutions that have the potential to achieve longer-term and lasting impacts.

In order to strike this balance, GBA has been challenged to be disciplined yet flexible in its focus around gaining a deeper understanding of WHY particular blocks in the community are persistently violent. One specific instance that required discipline was an early push and sense of urgency among both community residents and district police personnel to jump straight into addressing the issue of vacant housing. Early conversations started to lead down a rabbit hole of long-term housing revitalization. Recognizing that although there is indeed a clear nexus between vacant houses, drugs and violence within the target area, GBA had to be disciplined in tabling that conversation until a more comprehensive scan and analysis of the area could be completed. In doing so, GBA and partners were able to explore other factors that are contributing to the violence in the area, as well as shorter-term solutions to the issue of vacant housing as it relates to violence.

While this instance is one that required discipline and restraint, sometimes what is needed is flexibility to adapt to immediate neighborhood needs. A specific instance where flexibility was needed was when a couple of neighborhood residents and stakeholders from another violence hot spot on 9<sup>th</sup> Street and E Patapsco Ave, which is just a few blocks down from the initial focus area at 5<sup>th</sup> and Patapsco, had gotten word of the work that was being done and reached out about similar concerns at the 9<sup>th</sup> Street location. The BCJI Program Manager recognized the opportunity and appropriateness of incorporating the 9<sup>th</sup> and Patapsco violence hot spot into the work due to its proximity to the original focus area of 5<sup>th</sup> and Patapsco, and perhaps more importantly, the fact that very similar environmental and social conditions are contributing to violence in these two areas.

#### ***Lesson 4: Importance of a Systemic Process***

The Greater Baybrook Alliance began convening the Interagency Workgroup in April 2021 with two stated purposes:

1. Utilize the SARA method of problem-solving to develop a set of collaborative interventions aimed at reducing crime at the 5<sup>th</sup> Street and E Patapsco violence hot spot in Brooklyn
2. Develop and implement a system of accountability around improving delivery of city services that have an impact on crime

The Interagency Workgroup continues to meet on a monthly basis for these two purposes. In addition to the monthly workgroup meetings with community stakeholders, GBA facilitates a neighborhood safety walk every other month.

These walks serve multiple purposes, including acting as input into the SARA analysis, as well as engaging community residents and other stakeholders who live and work in the target locations. As previously discussed in this case study, the initial focus area of 5<sup>th</sup> and Patapsco was extended to include the 9<sup>th</sup> and Patapsco area. At the time of this writing GBA is in the process of pivoting to another hot spot focus area as it finalizes its response and analysis plan for the 5<sup>th</sup>/9<sup>th</sup> and Patapsco focus areas. A full list of both city and community stakeholder participants in the Interagency Workgroup is listed below.

In order to facilitate these meetings, GBA utilizes multiple tools to document SARA findings, as well as ongoing city service action items. To document the SARA findings, GBA developed an excel spreadsheet with three tabs: one to document the findings of the scan, another to document the findings of the analysis, and third to develop the ongoing response and assessment plan. These templates are pictured in Appendix A-C of this case study. In addition, GBA developed a google spreadsheet where ongoing service requests and action items are tracked in real time. Prior to Brooklyn-Curtis Bay becoming a Neighborhood Policing Plan pilot, this spreadsheet was updated by GBA's BCJI Program Manager after getting updates from city agency representatives at the monthly Interagency Workgroup meetings. Since becoming an official Neighborhood Policing Plan Pilot neighborhood, the Mayor's Office of Neighborhood Safety and Engagement has been instrumental in holding agency representatives accountable to inputting real-time updates within the editable spreadsheet. The spreadsheet evolved throughout the process to contain three tabs: one for open service requests, another for longer-term action item requests, and third that documents priority properties. This spreadsheet contains action items that pertain to the entire Brooklyn and Curtis Bay neighborhood (versus the SARA document which is designed to focus on specific violence hot spots).

**Table 1: Interagency Workgroup Constituent & Agency Representatives**

<b>Stakeholder</b>	<b>Role</b>
Greater Baybrook Alliance, Inc.	Convener, meeting facilitator; community engagement
Mayor's Office of Neighborhood Safety & Engagement	Convener, meeting facilitator, city agency accountability
City & State Constituent Representatives	Support with city agency accountability
Baltimore City Police Department	Analysis support; crime enforcement
Department of Housing and Community Development	Code enforcement; inspections; community development resources; special investigations
Department of Public Works	Property maintenance
Department of Transportation	Lighting; abandoned vehicle enforcement; traffic analysis
Baltimore City Recreation and Parks	Youth and community programming; park maintenance

**Table 2: Interagency Workgroup Community Representatives**

<b>Community Stakeholder</b>	<b>Stakeholder Type</b>
Residents & community developers living/working within violence hot spot catchment area	
Action Baybrook	Resident Group
Antonio's Barber Shop	Business
CASA de Maryland	Immigrant Advocacy
City of Refuge Baltimore	Faith-based; Youth & Adult Development
Grow Home	Youth Development (Workforce)
Kingdom Life Church	Faith-based; Youth Development
Maree G. Farring Elementary/Middle School	Local School
Medstar Harbor Hospital	Community Health; Hospital Responders
Safe Streets Brooklyn	Street Outreach; Violence Interruption
Transformation Center	Faith-based; Youth & Adult Development
Wills Printing	Business

Summary of Findings

Appendix A and B document the Scan and Analysis findings as it relates to Baybrook's violence hot spot locations at 5<sup>th</sup> Street and E Patapsco Ave and 9<sup>th</sup> Street and E Patapsco Ave. Appendix C documents the preliminary recommendations for these areas, as well as some neighborhood-wide recommendations for response and ongoing assessment that still need to be approved and integrated into Brooklyn-Curtis Bay's formal Neighborhood Policing Plan.

An initial scan of the 5<sup>th</sup> and Patapsco location (Appendix A) revealed that while there were multiple crime types of concern, there was a consensus that the most important and urgent concern to address is firearm violence, with the drug trade being a significant driver of this violence, both among people who know each other (groups and/or gangs), as well as how it relates to opportunistic acts of violence (e.g. armed robberies).

The analysis stage (Appendix B) revealed that the homicides and shootings at both the 5<sup>th</sup> and 9<sup>th</sup> Street locations are clustered among a very small set of blocks, with the vast majority of violence occurring on just two blocks at the 5<sup>th</sup> Street location (400 block of Cambria/3600 block of 5<sup>th</sup> Street), and just one block at the 9<sup>th</sup> Street location (3600 block of 9<sup>th</sup> Street). These locations coincide with the conspicuous existence of active drug shops made up of loosely affiliated groups/gangs that have historically been and continue to be in conflict.

The response and assessment recommendations (Appendix C) revolve around focusing very narrowly on specific environmental crime drivers on these three blocks where violence is clustering, and key environmental conditions

that are feeding directly into the existence of the drug trade on these blocks in the immediately vicinity. The response and assessment recommendations also aim to address non-environmental factors that are contributing to violence, primarily by way of addressing the unmet needs of the people both buying and selling drugs at these locations. Finally, the response and assessment recommendations suggest a narrow focus on activating space at the specific times of day that the violence is occurring (at 5<sup>th</sup> Street, violence peaks during the early evening hours, while at the 9<sup>th</sup> Street location violence peaks late at night and early morning), and more broadly strengthening the residents' living in the area ability to report or intervene in illicit activity.

### Sustainment

The Neighborhood Policing Plan Pilot is scheduled to run through the end of December 2021. GBA plans to provide feedback on the lessons outlined in this case study to the Baltimore Mayor's Office and Police Department at the end of the pilot as it continues this partnership.

The Greater Baybrook Alliance recognizes that the formation of a well thought-out plan is just the beginning of this process, and that the key to positive change lies in consistent and ongoing partnerships between a broad cross-section of the community, the police and the City. GBA will continue to engage its stakeholder partners at the Baltimore Police Department and city service agencies through its monthly Interagency Workgroup after the Neighborhood Policing Plan Pilot concludes. GBA will continue to utilize the systemic process outlined in this case study to work towards the development of a truly comprehensive, equitable and strategic plan to address violence and serious violence in the Brooklyn and Curtis Bay neighborhoods.

### Conclusion

"Innovation" has become one of the buzziest and broadly defined concepts in today's day and age. Because most popular definitions revolve around innovation as it pertains to an outcome or a product, innovation as a process is often overlooked. The concept of problem-oriented policing is not new. In fact, problem-oriented policing reflects a way of policing that more closely resembles a time when police work revolved around building relationships and utilizing that social capital—as the name would suggest—for collective problem-solving. The innovation that has been achieved through the Researcher-Practitioner Fellows Academy has been the re-introduction of these basic concepts among an emerging group of practitioners within a context where this type of policing has been lost to flashier technology and aspirational silver-bullet solutions. The innovation is in demonstrating how the age-old scientific method (i.e. the SARA model) can be applied to harness the collective strength of communities and frontline workers

to bring us back to these basic concepts. The Greater Baybrook Alliance hopes the Brooklyn and Curtis Bay communities can be a long-term beneficiary of this knowledge and innovation, and that it can be paid forward to other communities through this case study.

## **Appendices**

### **Bryne Criminal Justice Innovation: *Baybrook Violence Reduction Strategy***



Scan: develop a "birds-eye" view of priority areas. Identify and prioritize most pressing recurring problems

Priority Location: 3rd-Annabel-6th-Washburn (5th & Patapsco)

Recurring Problem	Frequency	Most Frequently Affected Block(s) /Intersection(s)	Impact on Community	Impact on Police & City Agencies	Goal (what is the ideal outcome?)	Priority (1-5)
<b>Drug trade is Fueling Firearm Violence</b>	Average 5 incidents per year within one square block of drug shop for the last 5 years (inclusive of 2021)	Historic Firearm Incident Data (2016-2021) 3600 blocks of 5th Street: 8 incidents 400 Cambria: 6 incidents 400 E Patapsco Ave: 11 incidents	Reduced quality of life and overall health outcomes due to occupation of the area by drug dealers as well as physical disorder  Neighbors who live/work near and on the block experience trauma from incidents as well as sometimes being intimidated threatened by the drug dealers	Police are responding to the same locations for various calls for service  City agencies, especially HCD and DPW have to return to the location to clean, board buildings, conduct inspections	It is harder for drug dealers to operate within this location; ideally accompanied by services that can allow people who are dealing drugs to make a different choice	1
<b>Trash, Illegal Dumping and Business Activities</b>	Ongoing	Illegal car repair shop on the corner of 4th and E Patapsco Ave  Also, illegal dumping and graffiti throughout the target area. Blocks with highest number of SR's Jan-May 2021  3700 6th Street 3600 4th Street 3700 5th Street 400 Annabel 3500 Horton St 400 Freeman St 300 Washburn Ave 400 E Patapsco	Creates and perpetuates the overall sense of physical and social disorder in the area.  Trash likely has a nexus with firearm violence around the blocks where it is occurring (3600 block of 4th Street second highest for time period analyzed)	Requires consistent attention from DPW and HCD (code enforcement at illegal businesses and illegal dumping)		2
<b>Stabbings</b>	Average of 4 incidents per year (inclusive of 2021)	400-500 Cambria 3600-3700 5th and 6th/600 E Patapsco/600 Washburn	Similar chilling affect on community as firearm violence. This type of violence is also often interpersonal			4
<b>Street Robberies</b>	Average of 11 incidents per year (inclusive of 2021)	3800 3rd Street (just south of target area) 500 E Patapsco/400-500 Cambria 3500-3600 6th/600 E Patapsco 400-500 Annabel/3500 4th/500 Freeman 300-400 Pontiac	Frequent targets are people who are soliciting sex and our Latinx residents who have a reputation for carrying large amounts of cash on them. Other vulnerable community members such as people who use drugs and sex workers themselves are likely also vulnerable  Violent robberies in particular cause real and perceived fear for community members who hear of these occurrences			3
<b>Auto-Theft &amp; Larceny from Auto</b>	Auto Theft: 15 average incidents/year (inclusive of 2021)	Auto Theft: 400-600 E Patapsco 3700-3500 6th Street 300-400 Pontiac	Auto thefts can be more traumatizing and violent than car break-ins, but car break-ins have more victims throughout the community			4

Priority Problem	Gun Violence: Homicides, Shootings, Street and Commercial Robberies using Firearm
Summary of Research Findings	<p>5th &amp; Patapsco:</p> <p>25 total homicides and shootings since 2016. All but 1 occurred with a firearm. The most affected blocks are 400 E Patapsco Ave (11 incidents), the 3600 block of 5th street (8 incidents) and the 400 block of Cambria St (6 incidents). There were a total of 6 incidents each in 2016 and 2017, this dipped down to 2 and 3 incidents in 2018-2019 respectively, then increased to 7 incidents in 2020. With 3 new incidents this year we are on track to see these types of numbers again. Street robberies with firearms are most heavily concentrated on the 3600 block of 6th and at Washburn and 3rd, while there are a significant number of commercial robberies with firearms concentrated at the 400-500 blocks of E Patapsco.</p> <p>Analysis also shows that the highest number of incidents occur in the second quarter of the year (Spring, April - June), more tend to happen at the beginning and the end of the month, and they tend to spike in the late afternoon/early evening (highest activity around 4pm-6pm).</p> <p>9th &amp; Patapsco:</p> <p>16 total homicides and shootings since 2014, all occurred with a firearm. These incidents are highly concentrated on the 3600 block of 9th Street (9 incidents) with 1 or 2 occurring in the surrounding blocks during the time period. Yearly trends are similar to those at 5th and Patapsco, with a dip to zero incidents in 2018 and 2019, the highest number of incidents occurring the second quarter of the year (Spring, April - June), and more incidents occurring at the beginning and end of the month. Times of day that are most acutely affected differ from 5th and Patapsco, with half of total incidents happening late at night to early morning (10pm - 2am). Other common incidents of firearm violence include (1) street robberies, (2) commercial robberies and (3) assaults. Street robberies/assaults are most highly concentrated on the 800-1000 blocks of E. Jeffery St and 3600 St. Victor, while commercial robberies occur on the 800-1000 block of E Patapsco.</p>
National Research about the Problem	<p>There are numerous evidence-based practices that have shown promising results in terms of immediate reductions in group violence, including but not limited to: transitional jobs programs and CBT; street outreach programs; peer life coaching/planning and hospital-based intervention programs.</p> <p>These types of services are most effective when delivered in coordination with each other, and, if trust with the police is high enough, in close coordination with targeted enforcement (focused deterrence aka group violence intervention aka group violence reduction strategy)</p> <p>In addition to these "people-based" interventions, there is promising evidence that targeted "place-based" interventions can have an immediate impact on firearm violence. Two notable examples are the <a href="#">blight mitigation programs in Philadelphia</a> as well as the <a href="#">P.I.V.O.T. program and methodology in Cincinnati</a>.</p> <p>Results are best achieved if paired with evidence-based strategies that address the needs of people doing the group/gun violence (see <a href="#">Oakland's Life Coaching Model</a> and <a href="#">Operation Peacemaker Model</a>), as well as strategies that prevent opportunistic/economic/survival motivated violence (see <a href="#">HUB &amp; Cor; CAHOOTS</a>)</p>
Environmental Crime Drivers	<p><b>1. Vacant properties being used as comfort spots for drug dealers to hang out, to to stash and stage drugs, conceal firearms, often open to casual entry, rear properties have dumped trash/high grass and weeds</b></p> <p><b>5th ST</b></p> <ul style="list-style-type: none"> <li>* 3608 5th St</li> <li>* 3616 5th St</li> <li>* 3626 5th St</li> <li>* 3613 4th St</li> <li>* 3623 4th St</li> <li>* 403 Cambria St</li> </ul> <p><b>9th St</b></p> <ul style="list-style-type: none"> <li>* 823 E Patapsco Ave</li> <li>* 825 E Patapsco Ave</li> <li>* 827 E Patapsco Ave</li> <li>* 831 E Patapsco Ave</li> <li>* 833 E Patapsco Ave</li> <li>* Sky Food Market: 901-905 E Patapsco Ave</li> <li>* 3600-3602 9th St</li> <li>* 3604 9th St</li> <li>* 3606 9th St</li> </ul> <p><b>2. Irresponsible property owners</b>, sometimes comfort spots, sometimes occupied rentals where tenants (often from vulnerable groups such as people who use drugs, senior citizens and young women) are being approached by people who sell drugs to use the inside and outside of properties to stash/stage drugs, conceal firearms, or hang out outside of</p> <ul style="list-style-type: none"> <li>* 3600 5th Street</li> <li>* 3606 5th Street (potential)</li> <li>* 3618 5th Street (recently acquired by community)</li> <li>* 3610 9th Street (belongs to responsible community development partner, drug dealers hang outside)</li> </ul> <p><b>3. Occupied commercial properties (corner stores) are a comfort spot for drug dealers, seen as an unsafe journey place for people in the community</b></p> <ul style="list-style-type: none"> <li>* 5th Street Corner Store: 439 E Patapsco Ave</li> <li>* MLD Food Market &amp; Carryout: 835 E Patapsco Ave</li> </ul> <p><b>400 Cambria St:</b> Commercial properties at the rear of Cambria St appear to be uncared for, high grass and weeds and illegally parked cars provide opportunities to stash guns/drugs and/or commit acts of violence without being visible. Alleys between Cambria and Pontiac provide easy get away from illicit activity and don't look well cared for.</p> <p><b>800-900 Block Patapsco Ave (rear):</b> Small walking alleys behind the 800 and 900 Block of E. Patapsco aid the drug trade by allowing people who are dealing and selling drugs to move around undetected.</p> <p><b>3600 9th St:</b> Guns and drugs stashed in parked cars; litter creates perception that area is not cared for/unsafe journey place; lighting is not bright enough, helps acts of violence be concealed in the night time</p>
Other Circumstances Influencing the Problem	<p><u>Socio-economic root causes:</u> people in the community feel there are little options in life and in making a living. * The majority of people dealing drugs come from other parts of the neighborhood (most don't stay on the specific blocks where the drug shops are). Some people who deal drugs are also coming from other parts of Baltimore city. This may be people who have relational ties to the neighborhood: often a friend who is dealing drugs there.</p> <p><u>Street robberies are mostly opportunistic and/or drug deals gone bad.</u> People who use and sell drugs are vulnerable, as well as people who are living off the streets, people coming to the neighborhood to solicit sex, and immigrant community members who carry a lot of cash</p> <p><u>Drug use:</u> there are many people who come from the surrounding areas in Anne Arundel, Baltimore city and Baltimore county that see these blocks as a journey destination for buying drugs. These drug shops are historic destinations and the presence of medicated assisted treatment clinics is also an influencing factor. People sell their medication on the street for money to buy street drugs.</p> <p><u>Medicated Assisted Treatment/PRP Clinics:</u> Clinics often open up without thinking about surrounding community. Funding vehicle incentivizes for them to cluster in the neighborhood. 8 MAT treatment centers; 5 PCP's advertised on the internet in Brooklyn and Brooklyn Park. They are needed but they aren't necessarily effective, causing more harm than good. Liscened by the state, maybe can prevent future unwanted expansion.</p> <p><u>Lack of reporting crime/police distrust:</u> Feeling that nobody is going to do anything/say anything. Sometimes people won't share security footage. Considered "snitching" when you tell the police (people don't feel safe/comfortable reporting things to the police). Seen a big a difference when the community reports issues. 911 often doesn't come in time, or isn't preventative enough. Some situations where community members who do report have been "put on blast" (by community members who were told by officers who told who called).</p>

<p><b>How is the Problem Currently Being Addressed?</b></p>	<p><b>People-Based</b>  <u>Safe Streets and Medstar Hospital Violence Responders</u>; <u>BCJI Grant</u>: Intervention for people at high risk ages 16-25 is currently in development, particularly looking to complement the current outreach work with more robust relationship/stabilization/case management services</p> <p><u>Enforcement</u>: Drug dealing: typically patrol officers and DAT's (Hand guns, drug offenses) address certain drug issues, could come from different information sources. Try to get distribution charges because it's the strongest in court. Sometimes build investigations if selling is happening out of house. Bike unit recently cleared a shooting by seeing it on site. Recently arrested 14 year old with hand-gun. Bike unit and patrol focused on omnipresence (try to be as proactive as possible). Enforce known warrants. Investigative units are used to follow up on any crime that happens in the area. Intel officer focused in on data as well as information from the community, try to see connections between people, places and things.</p> <p><u>Faith-based Services</u>: Transformation Center and Kingdom Life Church (5th street footprint) and City of Refuge (9th street footprint) do food give-aways and other events that are effective in reaching people who use drugs, people living off the street. Transformation Center has a social worker who is available to work with people seeking services/therapy, as well as a Re-Entry tee-shirt printing program. Kingdom Life Church and City of Refuge have some youth programming and are currently trying to expand their programming</p> <p><u>CASA de Maryland Community-Police Engagement</u>: Community meetings with police officers, education particularly for immigrant community</p> <p><b>Place-Based</b>  <u>Community Development</u>: Community groups (e.g. Action Baybrook) and community developers are working on code enforcement and fixing up vacants/being responsible landlords. Grow Home recently acquired a property on the 400 block of E Patapsco and provides Workforce Development programming to neighborhood youth</p> <p><u>Commercial Development</u>: The businesses on the 400 block of E Patapsco has a business group that meets regularly and aims to address the quality of life issues affecting the area. These businesses are important informal guardians in the area. GBA is focused on revitalization along the commercial corridor and has a couple of programs that can benefit current and future business owners.</p>
<p><b>Strengths and Limitations of Current Response</b></p>	<ul style="list-style-type: none"> <li>* People apprehensive about reporting crime</li> <li>* A lot of very good efforts: lots of strength and energy. Sometimes there is a lack of coordination among efforts.</li> <li>* Good to bring people together, even though they can be a lot of work; working together is our strength</li> <li>* Need consistency and follow through: Not going to fix this with one meeting, showing people who are involved in the violence that we are here to stay/we care about them</li> <li>* Enforcement can leave power vacuums that are quickly filled</li> <li>* Difficult to reach/build relationships with the people who are at highest risk of violence, need more proactive outreach</li> <li>* Hospital responder for Brooklyn is still being held up by city contract</li> </ul>
<p><b>Additional Information Needed</b></p>	<ul style="list-style-type: none"> <li>* More direct feedback/perspectives from the people who are most directly impacted (people involved in drug trade/firearm violence, people who live off streets/use drugs, neighborhood youth)</li> <li>* Circumstances at street robbery locations: <ul style="list-style-type: none"> <li>- 3600 block of 6th and at Washburn and 3rd</li> <li>- 800-1000 E Jeffery St</li> </ul> </li> <li>* Learn more about the MAT/PRP treatment centers, engage them more, learn more about how many there are</li> </ul>

Intervention(s)	Primary Location(s)	Primary Partner(s)	Partner Responsibilities	Implementation Timeline Short: 1- 6 months Medium: 6 months - 18 months	Status (not yet started, in progress, complete)	Objective(s)	Evaluation Metric(s)
Improve options for community members, business owners and other stakeholders in the area to submit crime tips to BPD anonymously (e.g. utilize district specific apps). Pair with proactive outreach/foot patrol on most affected residential blocks and regular business checks	N/A; target Homeowners and longer-term residents	BPD	* BPD identify and implement systems * GBA conduct outreach to community members	Medium	not yet started	Increase information sharing and coordination among community members, community stakeholders and police	# of tips submitted to BPD # of new 911 business logs created # of arrests/enforcement actions from tips submitted
Continue to implement and track code enforcement/padlock actions with priority businesses that are identified by the community; improve system for information-sharing with a broader set of community leaders	3618 5th St 3610 9th St 5th Street Corner Store: MLD Food Market & Carryout	HCD; BPD	* HCD track code enforcement actions through NPP evaluation metric tracking process * BPD track padlock actions through NPP evaluation metric tracking process	Short	not yet started	Build relationships and trust among community members, community stakeholders and police	# of padlock actions against priority businesses # of code enforcement actions against priority businesses
<b>Greening, structural improvements:</b> * alley-gates and increased lighting * fencing and landscape improvements * greening of alleyways, make them inviting for more legitimate users	3600 9th (lighting) 800-900 block E Patapsco Ave Rear Alley (greening, alley gates, lighting) 400 Cambria-Pontiac Alleys (greening; alley gates) 431 E Patapsco (rear) (fencing and landscape improvements) 410 Cambria St (fencing and landscape improvements)	HCD; DOT; DPW	* GBA/community resource projects, recruit community members to participate (youth priority) * Agency's provide technical assistance and guidance with permitting, owner permissions, making city resources available, etc.	Medium	not yet started	Eliminate "entrapment areas" (defined broadly as places can hide things/themselves: corners; high grass and weeds; vehicles)	# of greening/structural mitigations  physical disorder score (use qualitative evaluation tool)
Enhanced boarding	3608 5th St 3616 5th St 3626 5th St	HCD; DPW		Medium			# of vacant properties receiving enhanced boarding
Identify and secure funding for GBA's Residential Facade Improvement Program Proposal (aka install working windows and doors, see Philly abandoned building remediation)	3613 4th St 3623 4th St 403 Cambria St 823 E Patapsco Ave 825 E Patapsco Ave 827 E Patapsco Ave 831 E Patapsco Ave 833 E Patapsco Ave	GBA (Lead)	GBA seeks to find resources to pilot this intervention and show efficacy on violence reduction outcomes, long-term GBA has a recommendation for a	Short	not yet started	Eliminate blight caused by vacant homes Eliminate opportunities for illicit activities to take place within vacant homes	# of vacant properties receiving residential facade improvement intervention
Convene a small developers group for the purpose of revitalizing and occupying priority vacants	Sky Food Market: 901-905 E Patapsco Ave, currently has a permit 3600-3602 9th St 3604 9th St 3606 9th St	HCD	* HCD designate community development clusters, help identify interested investors to participate * GBA identify community developers, convene group, explore options for filling financial, education, language gaps	Medium			# of community development clusters designated # of small developers engaged
Increase proactive street outreach (Safe Streets); Improve coordination of street outreach (Safe Streets) and hospital case management (Medstar)	400 Cambria 3600 5th 3600 9th	MONSE		Short	not yet started		# of high risk people engaged
Develop MOU with key agency partners to refer into GBA's BCII Strategy (onboard Life Coach & incentives for people at high risk of violence) * Schools * MONSE (Safe Streets, Violence Responders, Roca) * BPD * SAO * DJS * Others as appropriate	N/A	MONSE	* GBA draft MOU with roles and responsibilities * MONSE identify appropriate agency reps and convene to reach agreement about final MOU/participation in BCII program	Short	not yet started	Improve consistent outreach, relationship building and access to individualized, case management services to people who are currently involved in gun violence	# of high risk people developing Life Plan/milestones # of milestones achieved by high risk people
Conduct outreach to current MAT/PRP providers: Engage these facilities around the unintended impact their services are having on the drug trade and violence in the community, explore steps that these facilities can take to reduce these unintended consequences	Concerted Care Group: 112 E Patapsco Ave By Grace Counseling Services: 1003 E Patapsco Ave	TBD	TBD	Short	not yet started	Improve partnerships with current MAT/PRP treatment facilities	# of new partnerships
Work with state licensing body to stay abreast of potential new facilities organize a community response to determine if the service is needed and to prevent the opening of new facilities		GBA	* GBA will work with state delegation * BPD partner closely to advocate, provide data to support	Medium		Prevent the clustering and oversaturation of MAT/PRP treatment facilities in the community	# of new facilities prevented
Identify local resources for Peer Recovery Specialists	Hanover & Patapsco; Pennington Ave	Health Department; BHSB	* GBA will identify key partners, including supervisory functions, connections with local neighborhood organizations/street outreach teams to refer participants	Short	not yet started	Improve consistent outreach, relationship building and access to harm reduction services to people who use drugs, who trade sex and/or who are experiencing homelessness	# of people who use drugs/live off the streets engaged
Implement the Hub & COR crisis prevention model	N/A	BPD (Lead)		Medium			# of people who use drugs/live off the streets receiving harm reduction services # of people receiving a Hub & COR response