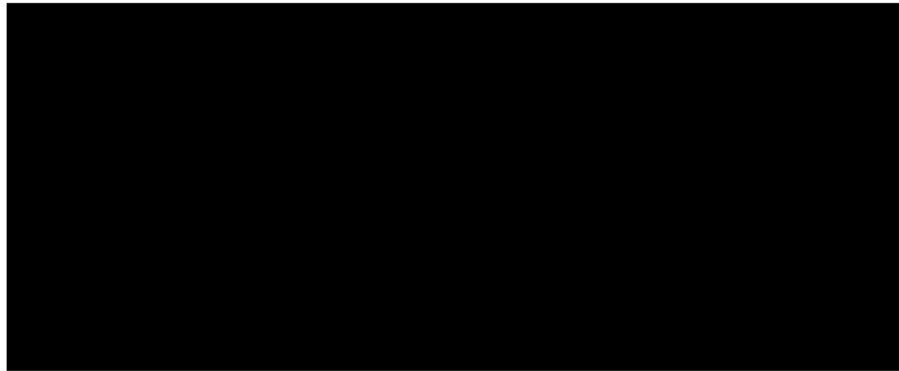


Exhibit 1



December 30, 2023

Mayor's Office of Neighborhood Safety and Engagement
Side Step Diversion Program Assessment

Requesting Organization

Mayor's Office of Neighborhood Safety and Engagement
2700 Rayner Avenue
Baltimore, MD 21216
(410) 396-0125

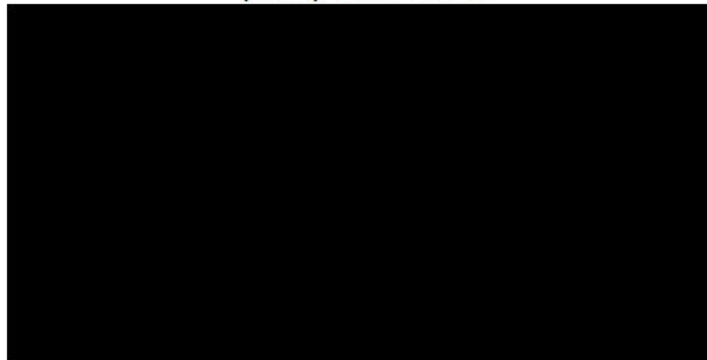


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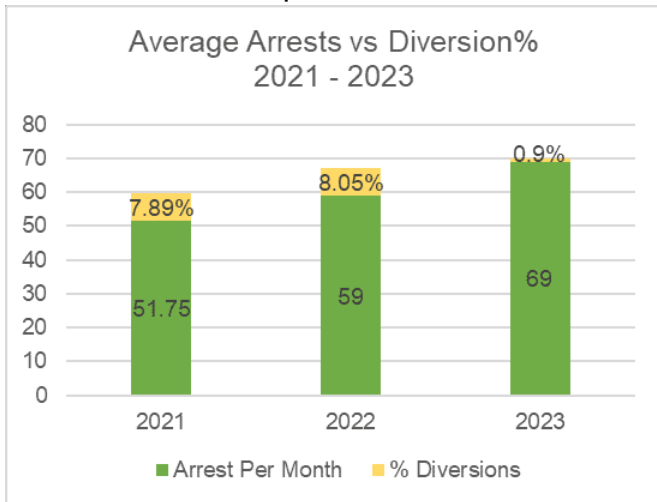
EXECUTIVE SUMMARY

██████████ commenced its assessment of the Mayor's Office on Neighborhood Safety and Engagement (MONSE) Side Step Pilot Initiative on June 30, 2023. The core objective of the assessment process was to review and analyze Side Step from two distinct perspectives. Level one of the analyses was focused on Side Step's operational, administrative, and programmatic capacity. Central to this aspect of the analysis is the role and effectiveness of MONSE's Youth Opportunity Coordinator. The second level of the assessment entails examining Side Step's effectiveness in terms of the specific outcomes of its diversion efforts over the course of the last two years. Mindful of the consent decree mandate, this analysis utilizes these core and essential benchmarks to provide answers for two fundamental questions: (1) Is Side Step's operational paradigm effective enough to sufficiently meet the objectives of the consent decree and serve the needs of those youth who are referred for diversion? (2) Does the Side Step program have a tangible and documented impact on juvenile crime in Baltimore City? In looking to provide data driven answers to these inquiries, ██████ gathered information, opinions, thoughts, and perspectives from Side Step's key stakeholders and constituencies. This process, therefore, endeavored to engage representatives from Side Step's Workgroup members, the Baltimore City Police Department (BPD), service providers, youth and their parents/guardians, and the Youth Opportunity Coordinator.

DATA COLLECTION

█████ data collection methodology encompassed both quantitative and qualitative information. The quantitative data were to be obtained primarily through secondary sources such as BPD Juvenile Arrest Records, Side Step Program Juvenile Data, and additional arrests records deemed germane to the inquiry. Throughout the duration of █████ data collection efforts, it was provided with BPD Arrest Records. However, there were elements of the data request which were not available. Unavailable data included: (a) diversion options; (b) period to the completion of diversion options; (c) completed diversion cases; and (d) follow up activities on successful diversion efforts. Accordingly, based on the limited available data, █████ summary assessment on the trends of juvenile arrests in Baltimore City is as follows.

BPD Juvenile Arrest Records data from July 2021 to August 2023 indicated that although there has been a steady increase in the average of arrests of juveniles per month each year, there has also been a sharp fall in diversion numbers in 2023. As compared to the average 7.89% and



8.05% of juveniles sent to alternative programs instead of formal adjudication in the years 2021 and 2022 respectively, in 2023 we see only 0.9% of youth being diverted while the average number of juveniles arrested has increased from the previous years. The chart attached illustrates these trends.

In the wake of Side Step's implementation of the concept of pre-arrest diversion, █████ attempted to run an analysis on the arrest records provided to see if the Side Step program had led to a reduction in arrests in the six (6) Category 2 offenses listed in the program description.

However, due to the unavailability of data regarding how those six (6) offenses mapped to BPD's arrest data, [REDACTED] was unable to summarize and determine the impact of Side Step, on the rate of juvenile arrests for the listed offenses.

As the literature demonstrates, one of the dominant philosophies driving diversion practices is to avoid exposing juveniles to the formal judicial system for minor offenses and to instead seek out restorative and rehabilitative options that will reduce recidivism and possible progression to violent offenses. However, [REDACTED] was unable to obtain the Side Step diversion records which gave details of juvenile's arrest and the associated diversion referral and outcome details which could help analyze the effectiveness of the program in keeping youth out of the formal juvenile justice system. Meanwhile, the BPD Juvenile Arrest Records provided up to August 2023 indicated a significant rise in juveniles being detained in detention facilities such as Baltimore City Juvenile Justice Center (BCJJC) and the Charles H. Hickey, Jr School (CHS). The year-to-date data up to August of 2023 shows a 114% rise in detention at BCJJC and 1200% rise in detention at CHS as compared to previous year.

The current climate surrounding juvenile criminal justice reform and detention in Baltimore City shows an increase in juvenile arrests and detention. It also indicates a significant decrease in diversion activities. The lack of availability of Side Step data has severely hindered [REDACTED] ability to highlight the progressive and restorative intentions of MONSE towards the youth of the city.

From a purely qualitative perspective [REDACTED] requested two levels of information. The first encompassed program background information. Key background information received included MONSE's organizational chart, Side Step's diversion eligibility criteria, Standard Operational Procedures (SOPs), the Child and Adolescent Needs and Strengths (CANS) assessment tool, BPD policies on Interactions with Youth (Policy 1202), the Western District's Juvenile Diversion Policy

(WDJDP, Policy 803), and the [REDACTED] 2019 Baltimore Youth Diversion Assessment.

The second level of qualitative information requested was to access feedback from Side Step's stakeholders and constituencies. This information was essential to [REDACTED] assessment because the extraction of data from the rich narrative provided by stakeholders provided the means to evaluate if Side Step is meeting the needs of program participants. [REDACTED] requested individual interviews with the Youth Opportunity Coordinator, each member of the Side Step Workgroup, and as many BPD Officers as possible. In addition, [REDACTED] also requested conducting two (2) focus groups, one with participating youth and one with their parents and/or guardians. Ultimately, [REDACTED] interviews and focus groups process included an interview with the Youth Opportunity Coordinator, interviews with two (2) Workgroup members, interviews with four (4) service providers, and interviews with three (3) BPD officers. MONSE did not provide access to participating youth and their parents and/or guardians. Therefore, [REDACTED] has provided observations and conclusions based on the data provided but highlights that there are significant and essential portions of requested data that remain undelivered.

The qualitative data was less robust than what would be considered ideal. [REDACTED] worked in collaboration with the Youth Opportunity Coordinator to design and implement a process for facilitating time to schedule and gather crucial feedback. This included an agreement between [REDACTED] and the Youth Opportunity Coordinator. The agreement called for the Youth Opportunity Coordinator to: (a) email Workgroup members and service providers to set up interviews based upon their respective schedules; (b) make phone calls to police officers to secure their cooperation and forward their contact information to [REDACTED] (c) secure a place for youth and parent focus groups to occur; and (d) make phone calls to participating youth and their parents to secure their participation. This

framework was agreed to in August and was scheduled to launch in early September. However, despite repeated requests stakeholders were not contacted for interviews until the last full week of November. As referenced above, the delays had a significant impact on [REDACTED] ability to develop a comprehensive picture of the thoughts and opinions of those whose perceptions of Side Step are so essential to this report. In turn, any final determinations about the program must be viewed within this context.

WORKGROUP OBSERVATIONS

The Side Step Workgroup consists of eight (8) members, including a representative from the consent decree monitoring team, BPD's administrative bureau, community policing and consent decree implementation units, the department of Juvenile Services (DJS), and the [REDACTED]. The Work Group's primary function, by design, is to serve the Youth Opportunity Coordinator in an advisory capacity. Within this context, the Workgroup has focused on assisting with developing macro policies, procedures, and practices. In terms of day-to-day operations, those responsibilities are the sole domain of the Youth Opportunity Coordinator. The Youth Opportunity Coordinator, in turn, provides program updates to the Workgroup on a weekly or biweekly basis depending on program priorities. While the body does have an active role in the screening and selecting of service providers, the Workgroup does not participate in the assessment and screening of youth who are referred to the program. Additionally, the group does not participate in connecting program participants with service providers.

As the two Workgroup members interviewed shared their experiences, perspectives, and concerns, it soon became clear that Side Step, at least from the vantage point of the respondents, is viewed as ineffective. From a foundational level one of the first problems highlighted was the difficulty of identifying youth for the program who meet the criteria for diversion intervention.

Observing that most of the youth encountered by BPD have often committed serious offenses which do not qualify under Category 2, the respondents highlighted the inherent limitations of the program because its narrow qualification criteria does not connect with the reality which BPD confronts each day. Subsequently, there is also an underlying perception that the ongoing challenges of finding youth who qualify for the program have increased because BPD's commitment to/and or engagement with the program has waned over time. Citing a cumbersome and complicated

referral process and personnel changes within the department which have impacted continuity, the operational relationship between BPD and Side Step is not perceived to be strong. In this regard, it was stated that within the confines of day-to-day program operations, the consent team now serves as the “go-between” in the Side Step-BPD relationship.

When the interviews turned to current diversion activities, there was a consensus that diversion options are limited. Background information confirmed the observation. This is attributed to a belief that the Side Step program, from a staffing perspective, does not have the resources to be effective. Conceptually and practically speaking, the opinion is that having one person who is responsible for internal policies and practices, service provider coordination, and community relations requirements, ultimately sets up the program and its sole staff person for failure. For Side Step to have a chance of success, it was argued, MONSE must look to augment its staffing configuration.

Beyond staffing there were four (4) additional thoughts on improving the program. First, there was the suggestion that Side Step should be housed in DJS and not in the [REDACTED]. The argument is that DJS would provide a “one-stop shop” for the myriad of services that a youth would require during and after the diversion process is completed. The second recommendation suggested that Side Step examine options for increasing its visibility in the community at large. Third, there was a call for Side Step to incorporate a more comprehensive family centered proactive approach which looks to intervene before the need for diversion arises. Finally, the Workgroup members advocated for transitioning the coordination of diversion activities to community-based organizations to ensure that diversions are both comprehensive and targeted.

Invoking Maslow's hierarchy of needs-realizing that food, clothing, and shelter is the first and best diversion-the thought here is that a comprehensive case management model would best serve

the needs of youth in the program. The last observation from the interviews regards the current plans for Side Step to expand beyond the Western District into other Baltimore Communities. Based on the problems, issues, and challenges identified by the Workgroup Members, it was their firm judgment that the program is not ready for expansion.

BPD OBSERVATIONS

█████ contacted six (6) BPD officers. Following multiple phone calls, voicemails, and text messages, three (3) officers eventually responded and agreed to be interviewed for the assessment. The objective of the interviews was to examine each officer's thoughts and perspectives on the youth diversion referral process and the overall relevance and effectiveness of the program.

Among this small sample size of officers, there were common themes which collectively echoed in the responses. Among their observations was the contention that Side Step lacked sufficient comprehensive resources to effectively impact those youth who are on the precipice of entering the criminal justice system. Commenting on the program's core functionality, the officers pointed to Side Step's limited diversion options as a barrier to success. In lamenting this lack of resources in the face of the broad spectrum of socio-economic issues which confronts Baltimore City's juvenile population, the officers indicated that they did not have faith in the program's ability to achieve its goals and objectives. The officers also observed that Side Step's resource deficit was a contributing factor to the persuasive lack of "buy in" to the program by participating youth and their parents/guardians.

When commenting on the diversion process, the officers expressed concerns regarding Side Step's on-call availability to deal with referrals at any given moment. To be clear, the officers were not critical of the Youth Opportunity Coordinator's responsiveness. Rather, their core frustrations are directed at the decision to allocate one individual for officers to call when they have a potential referral. With youth encounters often occurring outside of traditional work hours, late evenings, late at night, or weekends, there was a consensus among the officers that if the diversion process were to work as designed, more human capital would be required.

Beyond the concerns of capacity, resources, and buy-in, the officers commented that their youth encounters are highly problematic and often unproductive. Echoing once again the theme of lack of “buy-in,” the officers characterized their encounters with both youth and their parents as often verbally combative and disrespectful. In their judgment there is a fundamental lack of accountability with these youth and their parents/guardians, “they do not appear to take Side Step interventions seriously.”

In terms of the effectiveness of the program and its outcomes, the officers are not seeing any tangible benefits from Side Step’s diversion interventions. Collectively, they expressed varying levels of frustration toward the seemingly unending cycles of encounters with juveniles after initial contact and referral. Simply put, in the words of one officer, “we come in contact with them over and over again for the same issues.” Confessing that they have no real sense of what diversions are occurring post contact and referral, each officer reported that many of the youth they contact and refer to Side Step initially, “ups the ante” and become engaged in more serious offenses such as committing robberies or assaults. Commenting on this troubling trend one officer lamented that: “We referred a kid to Side Step and now he is suspected to be involved in seventy (70) or eighty (80) robberies in the neighborhood.”

The cumulative effect of the persistent issues of resource deficits, limited diversion options, limited accountability and buy-in, and reoccurring encounters with youth has translated into a negative perception of the program among these rank-and-file members of BPD. While the interactions with the Youth Opportunity Coordinator were seen as positive, (for example it was noted that youth had a good rapport with ██████████ on the scene), this dynamic did not achieve the desired behavioral outcome of decreasing the rates of recidivism. These officers, therefore, are questioning the efficacy of the program specifically and the city’s approach to juvenile crime overall.

One forward looking comment, however, came from an officer who wanted to have more engagement and follow up with youth after initial contact and referral. This officer observed that if Side Step could find a way to provide a “coming together” with a youth and his or her arresting officer while also facilitating mentorship opportunities, the current narrative could change for the better. There is a belief that if youth had a more positive connection with officers who routinely patrol their neighborhoods and who they encounter, then it would be possible for law enforcement to be seen in a different light, a community partner rather than an enemy. This, in turn, would result in positive pressure that could alter youth behavior.

In sum, the observation of these officers conveys the following: (a) Side Step requires additional resources, including personnel and an expansion of service providers; (b) finding ways to enhance youth and parental/guardian accountability is paramount; and (c) creating a mechanism for officers to have positive community interactions is a critical component for fostering shared responsibility for community safety.

Currently, it was asserted, none of these components are in place. As Side Step moves forward and considers replication to other parts of the city, the looming concern is that BPD officers will become increasingly reluctant to engage youth for “minor offenses.” If officers are not fully engaged and believe in the process and its outcomes-if they do not witness behavioral changes that would encourage their day-to-day engagement with the program-Side Step’s underlying philosophy of preventing youth from becoming entrenched in the criminal justice system would be questioned.

SERVICE PROVIDER OBSERVATIONS

████ had three primary objectives during its interviews with Side Step's service providers. The first objective was to examine the range of diversion options that are available to program participants. Second, █████ interview design endeavored to afford service providers with an opportunity to reflect on their collaboration with Side Step. And last, █████ wanted to examine youth diversion outcomes and how they are documented and measured.

As of the writing of this report, Side Step's current range of diversion options, as observed by Workgroup members and BPD officers, are limited. As best as this analysis could ascertain, the current list of organizational service providers includes █████ and the nonprofit organization █████. More precisely, the █████ implements its diversion efforts. █████ interviewed a representative of the █████. However, █████ was not provided the opportunity to speak with a representative from █████. In addition, █████ was not provided with access to those organizations who received funding in Fiscal Year 2022. In seeking to broaden the scope of the inquiry, █████ asked to be provided with additional service provider organizations who could speak to their experiences with Side Step. In turn, █████ was informed that other potential partnering organizations were various public agencies, for example the Baltimore City School System, for which the Youth Opportunity Coordinator did not have one designated representative. Conversely, to augment the interview process, █████ was given access to non-organizational providers whose services are not under the umbrella of a community organization. Specifically, █████ interviewed a clinical psychologist who provides as-needed individual and group counseling sessions, a mental health advocate with a focus on improving youth self-esteem and workforce development, and a Lt. Commander from the National Institute of Health who offers mentoring services.

The initial take away from [REDACTED] conversations with service providers is that each partner had positive things to say about Side Step and the Youth Opportunity Coordinator. In particular, the providers agreed on the following: (a) providers received extensive background information about the program, though not a formal orientation; (b) providers received resources and support when requested; (c) communication with providers was ongoing throughout their diversion activities; and (d) providers witnessed impact and progress with some of the youth they worked with.

Conversely, in terms of areas where Side Step could improve, providers observed the following: (a) providers need to be given a more precise and concrete understanding of long-term program objectives; (b) Side Step needs to develop a system for structured feedback from providers during the diversion process; (c) communication with providers post-diversion need to be improved, i.e. consistent follow up; and (d) Side Step should seek to be more proactive to identify at-risk juveniles before the need for diversion occurs.

The observation regarding the need for more structured feedback is particularly salient and provides a good conduit for discussing documented program outcomes. What has become clear from the conversations with the service providers is that Side Step is not implementing, at least to the extent of the information that has been provided, a standardized structured process and system to: (a) document the diversion work of the service providers and (b) measure the outcomes for effectiveness. The latter observation lends itself to both outcomes for Side Step youth and evaluation tools for the providers. Without the enforcement of clearly established metrics and benchmarks by which to evaluate the progress and effectiveness of all aspects of the program, Side Step's diversion efforts are not quantified.

YOUTH OPPORTUNITY COORDINATOR OBSERVATIONS

The interview with the Youth Opportunity Coordinator [REDACTED] proved to be both candid and insightful. Throughout the one-hour plus conversation, [REDACTED] insights into Side Step's current operational paradigms and its future trajectory were anchored in the realities of launching a pilot initiative and ongoing conversations regarding the program's expansion beyond the Western District. Within the context of Side Step's established operational norms, [REDACTED] echoed the thoughts and observations expressed by Workgroup members, BPD officers, and service providers regarding the programmatic and administrative challenges facing the program. From limited diversion options and undocumented outcomes to the need to increase staffing capacity, [REDACTED] was transparent and open about Side Step's current limitations and the need for the program to reconfigure its approach moving forward.

Regarding the question of the range of diversion options, [REDACTED] readily acknowledged the limitations which have existed during this pilot phase. In providing context, he emphasized what had not been documented during the qualitative data collection segment of the assessment. This being Side Step's clear demarcation between pre-existing service providers which are community-based organizations and grant funded community organizations which responded to Side Step's Request for Proposal (RFP) to provide diversion services. From [REDACTED] perspective, the salient point of the distinction is that pre-existing service providers are at-will partners who are not obligated to conduct diversion activities. Thus, when referrals have been made over the last two years there have been consistent challenges in creating, in the words of [REDACTED], "an uninterrupted stream of services." These barriers to services have included youth being placed on a waiting list, disruptions of services once they commence, and gaps in services as they are being provided. [REDACTED]

lamented that this has resulted in Side Step being reliant upon providers, in some cases city agencies, who though well intended, are nevertheless not inherently connected to the program and its outcomes. They are, he emphasized, “not responsive because they are beholden.”

When speaking to the utilization of grant recipients to increase the range of and capacity for impactful diversion activities, ██████████ expressed optimism in the belief that this augmentation of diversion offerings, in conjunction with the efforts of pre-existing programs and city agencies, could facilitate significant improvements in the coming year. His confidence is based on the process by which recipients were selected and the services that have been offered and will be offered.

Screened and selected by a collaborative review process (██████████ and the Workgroup) featuring a metric driven scoring rubric, the first set of grant recipients were selected in Fiscal-Year 2022 and recipients for Fiscal-Year 2023 are scheduled to start at the end of the year. The new diversion partners, ten (10) in total, bring to the program diversion options that include targeted services for young girls, LGBT+ youth, grief counseling, music and the arts, and life skills development.

The groundwork for expanded capacity nonetheless still leaves unresolved the question of documenting and measuring outcomes and collecting the data necessary for validation. ██████████ acknowledged the shortcomings of the program in this area. He directed ██████████ to Side Step’s SOPs which clearly outlines the steps by which youth and partner organization progress are supposed to be measured. Stating that “data collection and analysis will be essential to ensure that the diversion process is equitable and successful, particularly across race/ethnicity, gender, and age”, the manual declares that “the Youth Opportunity Coordinator shall track outcomes of all cases at the time of closure, to include: (a) Successful completion of case plan goals; (b) partial successful completion of

case plan goals; (c) unsuccessful completion of any case plan goals; and (d) inability to successfully engage for intake.

As of the writing of this report, Side Step is not in compliance with its internal operating procedures when it comes to tracking youth diversion activities. As indicated in the data collection summary of this analysis, there are indications that Side Step's data is neither exhaustive nor to date. ██████████ concedes the point by saying that data collection needs to be "refined" and "is not being captured 100 percent". Furthermore, regarding the SOP's call for case plans, ██████████ concedes that Side Step is not currently utilizing case plans as a foundational tool for measuring participant progress. Beyond the lack of formalized case plans for each participant, the detailed documentation of diversion activities is uncertain. ██████████ referred to "light case management notes" documented in the database. To the extent that these notes represent the participant tracking called for in the SOPs is unclear. ██████████ did not receive redacted versions of case notes and thus cannot verify compliance.

As currently designed and implemented, the tracking of diversion activities is tied to what ██████████ has called a "very loose contract" which outlines the responsibilities of being in the program. Stipulations include participants committing to attending scheduled diversion activities, completing a minimum of three (3) quarters of their appointments, acknowledging that diversion activities must be completed within ninety (90) days of the agreement, and to understanding that they will not be arrested. Youth who are not meeting the stipulations of the agreement are referred to BPD for adjudication. Currently, there are no protocols, policies, or procedures to follow up on youth who are to BPD.

As for the tracking monitoring service providers, the SOPs requires that: (a) The Youth Opportunity Coordinator shall meet with each referral partner at least monthly to assess progress, challenges, barrier removal issues, and overall communication and coordination issues and; (b) The Youth Opportunity Coordinator shall schedule monthly standing meetings with all referral partners to assess progress, challenges, barrier removal issues, and overall communication and coordination issues and resource and other needs across the pilot. Based on the data provided, without access to minutes or notes, █████ cannot confirm that the weekly and monthly meetings are occurring.

As █████ looked to the future of the program, he spoke of improvements which are required for all aspects of the initiative. The quality improvement agenda he advocates for includes a focus on enhancing data collection processes, ensuring the capacity to adhere to existing policies and procedures, and creating the internal and external infrastructure necessary for future expansion. Yet █████ also endorses the views of the stakeholders and constituencies engaged throughout this report—a new operational staffing model is key to improving the program. Speaking of the challenges of being the sole MONSE staff responsible for all aspects of the program, he expressed concerns about whether the Youth Opportunity Coordinator position has the bandwidth to effectively manage the broad spectrum of responsibilities that comes with the position.

Accordingly, throughout the assessment and interview, █████ gave considerable thought to how his position should best serve Side Step in the future. Contemplating what responsibilities should shift to other individuals and entities and how best to self-critique himself to maximize Side Step's impact and reach, he envisions two potential staffing models which could improve the program. The first option he proposed was to hire an additional Youth Opportunity Coordinator to divide the current workload. This, he concluded, would be an immediate solution to staffing issues in

the face of expansion. Yet, the more optimal path, he contends, would be to secure the services of nonprofit organizations to coordinate diversion activities and thus rendering the bandwidth issue obsolete.

Conceptually speaking the nonprofits would facilitate intake and assessment, provide targeted case management solutions, and in turn implement the comprehensive family centered proactive approach and support model which has been mentioned throughout the report. If this approach is adopted, the Youth Opportunity Coordinator would focus on administrative matters such as invoices and budgets, ensuring accountability and structured follow up with service providers, leading community education and public relations, and creating and safeguarding a strong relationship with BPD. ██████ believes that there are two advantages to this configuration. First, it would further entrench Side Step in the community, bringing it back to its grassroots origins. And second, having the organizational infrastructure outside of MONSE, yet still beholden to the office, would provide shelter from the political crosswinds of Baltimore City.

CONCLUSIONS

Given the challenges of accessing a complete data set for this analysis, [REDACTED] has determined that it does not have sufficient grounds to offer a set of recommendations. As referenced throughout this report, [REDACTED] has faced significant challenges with accessing the complete data set required for this analysis. Although there were gaps in statistical information and less than ideal numbers of stakeholders to interview, the most impactful deficit in data was the lack of access to Side Step's youth and their families. The inability to hear from those for whom the program is designed to serve limited [REDACTED] ability to gauge as to whether Side Step is meeting the objectives of the consent decree and transforming the lives of youth who have been referred for diversion. Although the stakeholder and constituent engagement process provided the opportunity and the context for developing basic impressions of Side Step's operational activities, the open data questions which exist, both quantitative and qualitative, would render any final determinations regarding key aspects of the program partly speculative. However, considering the consistent themes which were observed amid stakeholder engagement, we do believe that it is worthwhile to identify and highlight the following salient observations for future consideration.

- a) Side Step-BPD Communications: From both a conceptual and core operational perspective, Side Step's working relationship with BPD is the most critical component of the program. Without this foundational construct, the program would cease to be relevant. [REDACTED] has observed that Workgroup members and BPD officers indicated that the communication between the two partnering organizations could be stronger. While there is nothing to suggest the presence of mistrust or ill-will in the collaboration, it does seem that larger programmatic issues (staffing, availability for referrals, limited diversion options and youth accountability) are hindering the maximum potential of the partnership.

- b) Staffing Capacity: As Side Step prepares for potential expansion, [REDACTED] has observed that Workgroup members, BPD, and the Youth Opportunity Coordinator are calling for expanding staffing capacity/human capital. When discussing the challenges that have been cited during the assessment (increasing diversion options, availability for referrals, data collection, and validating outcomes) the stakeholders have connected these concerns directly back to bandwidth and capacity. Although adding internal staffing was mentioned, there is nonetheless a firm consensus for solving this problem by hiring community-based organizations. As indicated in [REDACTED] Baseline Summary, developing an enhanced continuum of such services is an effective diversion option. Utilizing trusted community-based organizations is also a key component of the original objectives of the Side Step program.
- c) Data Collection & Documenting Outcomes: During the assessment [REDACTED] observed that Workgroup members, BPD Officers, and service providers all had positive comments regarding the intent of the Side Step Program and the efforts of the Youth Opportunity Coordinator. Yet, [REDACTED] has also observed that Side Step has significant challenges when it comes to documenting its activities and demonstrating its impact through validated data. With documented concerns regarding adherence to established protocols, database management, data accuracy, and the implementation of case management protocols, the Youth Opportunity Coordinator and to a lesser degree service providers, are all aware of the needs to ensure the program's long-term substantiality by capturing and documenting the work that has been done on behalf of participant youth.
- d) 2019 Baltimore Youth Diversion Assessment: This assessment was conducted following the [REDACTED] 2019 Baltimore Youth Diversion Assessment, which was submitted as background information. Based on the data that has been provided

over the course of this assessment, [REDACTED] cannot confirm that the recommendations from that study have been addressed by the Side Step Program.

APPENDICES

WORKGROUP INTERVIEW QUESTIONS

1. How were you selected to be a member of the workgroup and how would you describe your role in the workgroup ?
2. How would you characterize the role of the workgroup itself ?
3. How would you characterize the process by which BPD makes juvenile diversion referrals?
4. How would you describe the role of the workgroup in the development of the Side Step youth assessment process ?
5. What are your thoughts and opinions on the assessment process as currently constructed ?
6. How would you characterize the role of the workgroup in the selection of diversion partners?
7. What are your thoughts and perspectives on the range of Sidestep youth diversion options ?
8. What are your thoughts and opinions on how Sidestep measures the outcomes of its Juvenile diversion efforts ?
9. What are your thoughts and perspectives on program data collection efforts?
10. How would you characterize the working relationship between the workgroup and the Youth Opportunity Coordinator ?
11. How does the workgroup members receive program updates,(i.e., meeting, email, written reports)

12. Thinking from an overall perspective, what is working well with the Sidestep Program and what is not working well.
13. What are some of your thoughts and/or recommendations for improving the program?
14. There has been talk of expanding Sidestep to other precincts in the city. Do you believe that the program is ready for expansion?

BPD INTERVIEW QUESTIONS

1. Are you aware of the Side Step referral guidelines?
2. How does BPD initially encounter a youth?
3. Who makes the decision as to whether a not a youth is referred to Side Step?
4. If referred to Side Step, what is that process for BPD?
5. If not, what happens with that youth?
6. Once a referral is made, what follow up, if any, does BPD have?
7. As someone in the field, do you see this diversion technique as being effective? Why or why not?
8. What are the strengths and weaknesses of the program?
9. What can be improved with the Side Step?
10. Would you like to add any additional comments ?

SERVICE PROVIDER INTERVIEW QUESTIONS

1. How were you selected to be a diversion partner?
2. What is the referral process with Side Step?
3. What are your thoughts and opinions on the process?
4. How many youths from Side Step have you served and in what time frame?
5. How long have you worked with the youth and their families and what determines a successful and unsuccessful discharge from your services?
6. What services are you under contract to provide for Side Step youth and their families?
7. How is data collected and service implementation measured?
8. What is the communication process with your program and Side Step program coordinator/staff?
9. What are the strengths and limitations of the current contract?
10. Do you feel supported in this partnership? If yes, how and if not, why?
11. Additional thoughts/recommendations for improving the program?

YOUTH OPPORTUNITY COORDINATOR QUESTIONS

1. What are the responsibilities of the Opportunity Youth Coordinator via Side Step and within MONSE overall?
2. Who else in MONSE has a role in the program policies, administration, and evaluation ? Please Describe?
3. How many active diversions are in process?
4. What is the underlying conceptual foundation and the metrics utilized for assessing youth who are referred to the program.
5. What are your thoughts and perspectives on the process by which BPD makes referrals? Would you characterize it as effective? Please provide reasons for your answer.
6. What is the process by which diversion partners are recruited and screened?
7. How many diversion partners does the program utilize currently ?
8. What is the process by which a juvenile is referred to a partner ?
9. How are diversion partners evaluated for effectiveness ?
10. What are your thoughts and perspectives on the range of Sidestep youth diversion options ?
11. How is program data collected, updated, and distributed to stakeholders?
12. How does Sidestep measure the outcomes of its Juvenile diversion efforts ?
13. What is the role of the workgroup in the selection of diversion partners?

14. What is the role of the Side Step Work group and how are decisions made regarding group representation ?

15. How would you characterize the working relationship between Side Step ([REDACTED] as Administrator) and relations with the following:
 - a. Work Group Members
 - b. Diversion Partners
 - c. BPD

16. Are there currently any challenges with these stakeholders which are impacting the program?

17. In looking at Side Steps Mission, what are the core strengths of the program?

18. In looking at Side Steps Mission, what are the weaknesses of the program?

19. What are your thoughts and/or recommendations for improving the program?

20. There has been talk of expanding Sidestep to other precincts in the city. Do you believe that the program is ready for expansion? Please Provide a reason for your answer.