

City of Baltimore

# COMPREHENSIVE VIOLENCE PREVENTION PLAN 2026–2031

➤ PRELIMINARY DRAFT FOR  
PUBLIC FEEDBACK



BRANDON M. SCOTT  
MAYOR



MAYOR'S OFFICE OF  
NEIGHBORHOOD SAFETY  
AND ENGAGEMENT



# THE ROAD AHEAD: BALTIMORE'S SECOND FIVE-YEAR PLAN

Prior to 2021, Baltimore overrelied on the 3Ps — policing, prosecutions, and prisons — to reduce violence and strengthen community safety. This approach failed to achieve any meaningful reductions in violent crime and, too often, harmed the city's most vulnerable communities.

During Mayor Scott's first year in office, Baltimore's first five-year Comprehensive Violence Prevention Plan (2021–2026) began bringing community-based partners, City agencies, law enforcement, and other key stakeholders together, under the common goal of co-producing public safety. It demonstrated what is possible when we work in tandem, guided by data and research, to save lives and build safer, healthier communities.

The data is clear: homicides and nonfatal shootings have fallen 60 percent since we committed to this strategy in 2022. After decades of 300-plus homicides a year, there were 133 in 2025 — still 133 too many, but evidence that this approach is working.

Where the first Comprehensive Violence Prevention Plan built the foundation, this second plan is about sustaining and institutionalizing the work. The plan is organized around six pillars, each representing a distinct and essential dimension of Baltimore's holistic approach to public safety. The task ahead is to expand what is working, address more of the root conditions that produce violence in the first place, and institutionalize this work so that it outlasts any single budget cycle or administration. This plan exists collaboratively with the City of Baltimore's other strategic plans including the Department of Planning's Comprehensive Plan, the City-wide Overdose Response Strategic Plan, and Mayor Scott's Second-Term Action Plan.



# PILLAR 1:

## STRENGTHEN EVIDENCE-BASED VIOLENCE INTERVENTION STRATEGIES

Baltimore’s historic reductions in homicides and nonfatal shootings did not happen by chance. They are the direct result of building public safety infrastructure where none previously existed and committing to it with sustained urgency.

Understanding that a very small percentage of the population drives the majority of violence, as do acts of retaliatory violence, the strategies in Pillar 1 continue the City’s focus on those at the highest risk of being involved in violence. This is about building on what is working — expanding, deepening, and sustaining the strategies that have made Baltimore’s progress not just possible, but historic.

### 1.1 Building on Baltimore’s Group Violence Reduction Strategy (GVRS)

The focused deterrence model is now operational in six BPD districts. This subpillar scales it citywide, deepens wraparound service capacity, and extends the strategy’s reach behind the wall in partnership with DPSCS.

**Key Performance Indicators (KPIs):** *GVRS service enrollment, arrests, revictimization, recidivism.*

#### ➤ 1.1.1 Expand Strategy to Scale

Extends full GVRS coverage citywide, guided by data and fidelity to the focused deterrence model.

**Goal:** *Ensure citywide GVRS coverage by expanding the strategy to the Northwestern, Northeastern, and Southeastern BPD Districts by the end of the 2027 calendar year.*

#### ➤ 1.1.2 Grow Internal Service Capacity

Builds a dedicated team within MONSE to supplement life coaching, reduce barriers to services, and strengthen coordination with established providers YAP and Roca.

**Goal:** *Establish internal service work within MONSE.*

**KPI:** *Number of GVRS participants served directly through MONSE.*

#### ➤ 1.1.3 Work With DPSCS to Conduct Focused Deterrence Behind the Wall

Brings the GVRS message directly to incarcerated individuals identified as connected to violent group activity, pairing accountability with pre- and post-release support.

**KPI:** *Number of custom notifications conducted behind the wall.*



### ➤ 1.1.4 Continue to Evaluate GVRS

Advances a Baltimore-specific citywide evaluation and comprehensive problem analysis to ensure continued fidelity, operational improvement, and a strengthened local evidence base.

**Goal:** *Conduct biennial program evaluations of GVRS.*

## 1.2 Strengthening the Community Violence Intervention (CVI) Ecosystem

Community Violence Intervention (CVI) empowers credible messengers — people with lived experience and deep community roots — to mediate conflicts, conduct street outreach, and connect high-risk individuals to the support they need. This subpillar deepens Baltimore’s investment in that ecosystem across every intervention point and strengthens coordination across its component parts.

### ➤ 1.2.1 Continued Support for Frontline Community Violence Intervention Work

Sustains funding for Safe Streets, professionalizes frontline staff, strengthens standard operations, and continues rigorous evaluation of Baltimore’s flagship community-based violence intervention program.

**KPI:** *Total City dollars invested to support CVI work.*

**KPI:** *Number of potentially violent conflicts successfully mediated by Safe Streets staff.*

**Goal:** *Expand training opportunities for Safe Streets and other CVI ecosystem partners by the end of Fiscal Year 2027.*

### ➤ 1.2.2 Complete the School-Based Violence Intervention Program (SBVIP) Pilot

Continues and completes the SBVIP pilot across four Baltimore high schools, assessing the model’s impact before determining the path forward.

**KPI:** *Number of SBVIP interventions and events at four pilot schools.*

### ➤ 1.2.3 Secure the Long-Term Future of Hospital-Based Violence Intervention Work

Institutionalizes hospital-based violence intervention across all Baltimore-area hospital systems, ensuring survivors are met with coordinated support at the moment of crisis and upon discharge to reduce revictimization.

**KPI:** *Number of victims served by HVIP partners.*

### ➤ 1.2.4 Integrate Violence Prevention and Intervention Work

Eliminates duplication across the CVI ecosystem and strengthens coordination between GVRS, Safe Streets, hospital-based intervention, and school-based programming to prevent retaliatory violence and ensure no resident falls through the gaps.

**Goal:** *Fully activate CVI Advisory Board by end of 2026 calendar year.*



# PILLAR 2:

## YOUTH JUSTICE AND VIOLENCE REDUCTION

For the first time in a generation, Baltimore’s young people are growing up in a city that is measurably safer. That happened because the City made a deliberate, sustained commitment to breaking cycles of disinvestment, punishment, and neglect rather than leading with incarceration. Despite pushes to characterize Baltimore’s young people as inherently criminal, youth victims of homicides decreased by 78% in 2025, and youth arrests have declined overall since pre-pandemic highs in 2017, with the majority of arrests being for misdemeanor offenses.<sup>1</sup>

The City will continue to invest in the success of Baltimore’s youth, not their failure. Pillar 2 focuses on improving the safety of Baltimore’s young people and our communities at-large by addressing early trauma, preventing unnecessary repeat contact with the justice system, providing pathways for economic opportunity, and coordinating across systems to intervene early where necessary.

### 2.1 Implement Early Interventions to Improve Youth Safety

The earlier a community reaches a young person, the greater the opportunity to change their trajectory. This subpillar builds a coordinated system across MONSE, BPD, the Department of Juvenile Services, and community partners to identify risk early and connect young people and their families with support before involvement in violence deepens.

#### ➤ 2.1.1 Institute Citywide Youth Diversion Programming with DJS

Establishes structured pathways for first-time, low-level offenders to access services, family engagement, and individualized support plans outside the formal court system.

**Goal:** *Activate interagency youth diversion work by the end of calendar year 2026.*

**KPIs:** *Number of youth successfully diverted and recidivism rate.*

### 2.2 Center Young People in Public Safety

Young people are not just the beneficiaries of Baltimore’s public safety work; they are essential partners in shaping it. This subpillar brings violence intervention into the spaces where young people actually are and ensures they help drive the strategies that impact their lives.

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1. 2025\_Abell-Foundation\_Juvenile-Justice-2025\_digital-f.pdf



### ➤ 2.2.1 Uplift Youth Voices

Strengthens formal pathways for young Baltimoreans to inform City public safety strategy through existing bodies and new engagement mechanisms.

**Goal:** *Starting in 2027, activate and coordinate various youth commissions and advisory boards to inform the City's public safety work and hold an annual convening to bring these organizations together.*

**Goal:** *Develop and implement a youth-led outreach campaign by the end of calendar year 2027.*

### ➤ 2.2.2 Increase Proactive Neighborhood Stabilization in Areas with High Youth Violence

Deploys trauma-informed, place-based stabilization resources in neighborhoods where youth-involved violence is most concentrated.

**Goal:** *Establish high levels of youth violence as a proactive neighborhood stabilization activation type by the end of calendar year 2027.*

## 2.3 Support Programming for School-Aged Youth

Keeping Baltimore's school-aged young people safe requires a strategically connected ecosystem of supports that meets them in school, in their neighborhoods, and throughout the year — including the highest-risk months outside the traditional academic calendar.

### ➤ 2.3.1 Continue School-Based Violence Prevention Work in Middle and High Schools

Extends violence prevention programming into middle schools, recognizing the critical inflection point that early adolescence represents.

**Goal:** *Leverage Baltimore's Violence Prevention Task Force to activate and integrate school-based violence prevention initiatives by the end of Fiscal Year 2027.*

### ➤ 2.3.2 Ensure Employment Opportunities for Baltimore's Youth

Expands YouthWorks and other employment pathways to ensure young Baltimoreans have access to meaningful economic opportunity.

**KPI:** *Number of young people placed in employment, apprenticeship, and job training programs.*

### ➤ 2.3.3 Strengthen Spring and Summer Youth Engagement Work

Continues and expands coordinated programming during peak-risk periods, ensuring young people have structured, supported options throughout the year.

**KPI:** *Number of young people participating in summer programming opportunities.*

**KPI:** *Number of young people engaged by youth engagement teams, including service referrals and connections.*



#### ➤ 2.3.4 Sustain Safe Passage Work

Maintains trained Safe Passage personnel along designated school routes in high-risk corridors, ensuring students can travel safely to and from school.

*KPI: Number of locations covered by Safe Passage partners.*

### **2.4 Ensure Coordination and Collaboration Across Youth Justice Work**

No single agency, program, or intervention can address the full complexity of what Baltimore’s young people are navigating. This subpillar builds the coordination infrastructure to ensure all partners — City agencies, community-based organizations, state systems, and families — are working in alignment.

#### ➤ 2.4.1 Build Capacity and Coordination Across City Agencies and Youth-Serving Providers

Resources community-based organizations working with opportunity youth and strengthens the connective tissue between City agencies and frontline youth providers.

*Goal: Reconvene Mayor’s Grassroots Council.*

*Goal: Fully activate YouthStat as hub for interagency collaboration and coordination by end of calendar year 2026.*

#### ➤ 2.4.2 Continue Intensive Case Management for At-Risk Youth

Scales the Interagency Coordinated Response to Youth Violence (ICRYV), Baltimore’s multidisciplinary body providing intensive, individualized support for the city’s highest-risk young people.

*Goal: Scale ICRYV to serve additional families and young people.*

#### ➤ 2.4.3 Prioritize Child Fatality Review Report Recommendations

Systematically implements the recommendations of Baltimore’s Child Fatality Review process, treating every preventable child death as a call to improve the systems that failed.

*Goal: Release updated Child Fatality Report for 2021-2025.*

*KPI: Number of CFR recommendations implemented.*

#### ➤ 2.4.4 Intentionally Increase Parent and Caregiver Engagement

Activates the Citywide Parent and Caregiver Commission, creating formal pathways for families to inform and strengthen the strategies affecting their children.

*Goal: Activate Citywide Parent and Caregiver Commission by the end of calendar year 2027.*



# PILLAR 3:

## INVEST IN ALL BALTIMOREANS

Violence takes shape long before it becomes visible, including as the result of unaddressed trauma, the absence of employment, and the compounding weight of systems that have historically taken more than they have given. These factors often stand in the way of other violence prevention efforts.<sup>2</sup> They create vicious cycles that produce and reproduce individual acts of violence and stand in the way of healing.

Pillar 3 is a commitment to meeting residents where they are, with the full range of what they need to be safe from coordinated support for crime victims and returning citizens to harm reduction services and employment.<sup>3</sup> It is about replacing vicious cycles with virtuous ones that create positive feedback loops — especially for often disenfranchised populations like Baltimore’s immigrant communities and older adults — by treating mind, body, and spirit.

### 3.1 Strengthening Baltimore’s Victim Services Work

Every survivor who reaches out to the City deserves a response that is timely, trauma-informed, and free of bureaucratic barriers. This subpillar expands the city’s Victim Services infrastructure across every population it serves, deepens coordination with community partners, and ensures that the most underserved survivors, including those impacted by intimate partner violence and human trafficking, are no longer overlooked.

#### ► 3.1.1 Build Capacity for Internal Victim Services Case Management

Expands full case management services within MONSE to additional survivor populations, invests in dedicated victim services staff, and strengthens referral pathways across the ecosystem.

**Goal:** Increase MONSE victim services staffing capacity.

**KPI:** Annual number of MONSE victim services clients served.

#### ► 3.1.2 Finalize Implementation of Public Safety Partnership (PSP) Victim Services Assessment Report Recommendations

Completes implementation of the 2022 PSP Report’s recommendations for how Baltimore identifies, responds to, and best supports victims of crime.

**KPI:** Percent of PSP report recommendations implemented.

2. Adverse Community Experiences and Resilience

3. Vicious and Virtuous Cycles in Health | Lifestyle Behaviors | JAMA Health Forum | JAMA Network



### ➤ 3.1.3 Improve Victim Services Coordination Between Government and Community-Based Partners

Strengthens referral processes, communication, and training across every government agency and community-based organization in Baltimore's victim services ecosystem, ensuring survivors moving between systems receive consistent, connected support.

**KPI:** *Number of victim services community and government partnerships.*

#### ➤ 3.1.3.1 Activate and Expand Victim Services Coordinating Council

Establishes a regularly convened body that brings together law enforcement, prosecutors, advocates, CVI workers, and service providers to prevent duplication, close gaps, and keep every partner aligned around survivor outcomes.

**Goal:** *Activate Victim Services Coordinating Council.*

### ➤ 3.1.4 Expand Supports for Survivors of Intimate Partner Violence (IPV)

Deepens Baltimore's IPV prevention infrastructure through improved coordination, institutionalized housing supports, expanded domestic violence awareness, and expansion of the Domestic Violence High-Risk Team.

**KPI:** *Number of IPV victims served.*

#### ➤ 3.1.4.1 Improve Coordination Across IPV Prevention Partners

Launches the IPV Coordinating Council to align professionals, advocates, survivors, and community partners around a comprehensive prevention response.

**Goal:** *Establish the Intimate Partner Violence Coordinating Council and hold first convening by the end of calendar year 2026.*

#### ➤ 3.1.4.2 Institutionalize Housing Supports for Survivors of IPV

Formalizes safe housing pathways for IPV survivors in partnership with the Department of Housing and Community Development, community-based housing providers, and legal aid partners, recognizing that access to safe housing is often the precondition for a survivor's ability to break free from an abusive situation.

**Goal:** *Formalize housing support protocols for IPV survivors across MONSE and partner agencies by the end of calendar year 2026.*

#### ➤ 3.1.4.3 Promote Awareness and Advocacy Around Domestic Violence Prevention

Deploys outreach through trusted messengers to shift norms around relationships, power, and accountability and build community-level capacity to prevent intimate partner violence before it occurs.

**KPI:** *Number of individuals reached annually through education, training, and awareness programming.*



#### ➤ 3.1.4.4 Expand Domestic Violence High-Risk Team (DVHRT)

Scales the DVHRT from four police districts to all nine citywide, ensuring that every survivor receives the same level of coordinated, multi-agency protection. This multidisciplinary case review team coordinates responses for survivors at the highest risk of serious injury or homicide.

*KPI: Number of cases reviewed by DVHRT and number of service referrals.*

#### ➤ 3.1.5 Expand Anti-Human Trafficking Work

Builds capacity to identify, respond to, and support trafficking survivors in a city and state that consistently rank among the highest in the nation for trafficking hotline call volume.

*KPI: Number of grants and total grant dollars awarded to community organizations to support anti-human trafficking work.*

*KPI: Number of human trafficking survivors served annually through MONSE and anti-human trafficking grantees.*

#### ➤ 3.1.5.1 Human Trafficking Awareness and Response Training

Implements mandatory human trafficking awareness training for all direct-service city employees as well as hotel and hospitality workers, ensuring that the people best positioned to identify trafficking have the knowledge to act.

*KPI: Number of City and partner agency personnel trained in human trafficking awareness and response.*

### 3.2 Deliver Trauma-Informed Care Training

Trauma is the lived experience of residents who have witnessed violence, lost loved ones, and navigated systems not designed with their wellbeing in mind. Every person who works on behalf of the City has a role to play in responding to that reality with skill, empathy, and care.

#### ➤ 3.2.1 Provide Conflict De-Escalation and Mediation Training for Frontline City Staff

Equips frontline City workers — Department of Public Works, Department of Transportation, Baltimore City Recreation and Parks, and others — with the conflict resolution and trauma-informed skills needed to navigate the realities of the communities they serve.

*Goal: Launch conflict de-escalation and mediation training program for frontline City staff.*

### 3.3 Strengthen Re-Entry Continuum of Care

For the thousands of Baltimoreans who return home from incarceration each year, the transition back into community is one of the most critical yet most unsupported moments of their lives. This subpillar builds the continuum of care that makes successful re-entry possible, starting behind the wall and continuing through reintegration.



### ➤ 3.3.1 Stand Up the Office of Returning Citizens

Operationalizes the formally established Office of Returning Citizens as Baltimore’s permanent institutional home for coordinating re-entry services and policy across City government.

**Goal:** *Secure funding to support the Office of Returning Citizens and fully establish this work within MONSE by the end of calendar year 2028.*

### ➤ 3.3.2 Expand Safe Return Plans

Scales individualized pre-release planning so that every returning citizen has a structured, supported pathway home.

**KPI:** *Number of returning citizens receiving individualized Safe Return Plans.*

### ➤ 3.3.3 Provide Housing Assistance to Vulnerable Baltimoreans

Expands housing support for returning citizens, recognizing safe, stable housing as the foundation from which every other re-entry support becomes accessible.

**KPI:** *Number of returning citizens receiving housing assistance through MONSE. Total funding spent on rental assistance.*

### ➤ 3.3.4 Formally Appoint and Activate the Re-Entry Action Council

Seats the Re-Entry Action Council with people who have direct experience navigating re-entry and supporting returning citizens, grounding policy in lived experience.

**Goal:** *Formally swear in and activate the Re-Entry Action Council by the end of calendar year 2026.*

### ➤ 3.3.5 Strengthen Partnership with DPSCS

Deepens Baltimore’s collaboration with the Maryland Department of Public Safety and Correctional Services to ensure re-entry preparation begins well before release.

**Goal:** *Establish a formal data sharing and service coordination agreement with DPSCS by the end of Fiscal Year 2027.*

## **3.4 Implement Strategies to Create Avenues for Meaningful Employment**

Research on the connection between unemployment and violence is unambiguous. Lack of opportunity and economic mobility can lead to behavior that puts people at risk for being involved in violence, as perpetrators or victims. This subpillar expands every pathway the City has to connect residents to meaningful work.

### ➤ 3.4.1 Continue Transitional Employment Opportunities

Sustains and expands the Mayor’s Office of Employment Development’s (MOED) transitional employment programs for justice-involved residents and those furthest from the labor market.

**KPI:** *Number of Baltimore City residents placed in transitional employment opportunities.*



### ▶ 3.4.2 Strengthen Job Readiness Programs and Case Management

Deepens MOED's Recovery-Friendly Programs, serving Baltimoreans in recovery and those navigating re-entry with evidence-based job readiness and wraparound support.

*KPI: Number of Baltimoreans in recovery or who are justice-involved that are served through MOED's Recovery-Friendly programs annually.*

### ▶ 3.4.3 Expand Skill-Based Vocational Training for In-Demand Careers

Prepares returning citizens and justice-involved individuals for careers in construction, trades, and infrastructure-aligned industries.

*KPI: Number of Baltimoreans placed in construction trades and infrastructure-aligned careers annually.*

### ▶ 3.4.4 Prepare Baltimoreans for Careers in Growing Fields

Connects residents to occupational skills training and apprenticeships in high-growth industries through MOED's labor market partnerships.

*KPI: Number of Baltimoreans who complete industry-aligned training and receive credentials annually.*

### ▶ 3.4.5 Hire Local

Enforces Baltimore's Local Hiring Law to ensure City contracts and subsidized development create real employment opportunities for Baltimore residents.

*KPI: Percent of hires on eligible City contracts who were City residents.*

### ▶ 3.4.6 Remove Barriers to Employment Access

Builds wraparound supports into MOED programming, addressing the logistical realities — transportation, childcare, documentation — that stand between residents and jobs.

*KPI: Number of residents who received wraparound support including transportation, childcare assistance, and emergency funds.*

## **3.5 Support for Baltimore's Older Adults**

Baltimore's older adults built and sustain our city. They deserve to age with dignity, safety, and full support as they face a distinct set of public safety vulnerabilities that require targeted attention.

### ▶ 3.5.1 Focused Outreach and Engagement for Older Adults

Deploys MONSE, the Mayor's Office of Older Adult Affairs and Advocacy, and the American Association of Retired Persons (AARP) to engage older Baltimoreans where they are, ensuring they are connected to safety resources and services.

*KPI: Number of older adult residents engaged annually across Baltimore's neighborhoods.*



### ▶ 3.5.2 Support for Older Adults Aging in Place

Expands the resources that make aging in place safe, comfortable, and dignified for older Baltimoreans who want to remain in their homes and communities.

*Goal: Launch citywide Five-Year Strategic Age Friendly Plan by the end of Fiscal Year 2027.*

### ▶ 3.5.3 Address Safety Concerns at Rental Properties Serving Older Adults

Targets residential properties where drug activity and exploitation have created unsafe conditions for older residents.

*Goal: Establish a coordinated outreach and intervention protocol for rental properties serving older adults in high-need areas by the end of Fiscal Year 2027.*

## 3.6 Reduce Barriers for Immigrant and LGBTQIA+ Communities

Immigrant and LGBTQIA+ communities are too often marginalized when it comes to accessing City services and supports. Like older adults, these communities face unique public safety challenges. They deserve a City government that is responsive to their needs, one that limits barriers to services and provides tailored resources that promote healing and wellbeing.

### ▶ 3.6.1 Remove Barriers to Victim Services

This includes strengthening referral mechanisms for organizations serving LGBTQIA+ residents and immigrant residents, building pathways for comprehensive support and legal aid through programs like Safe City Baltimore, an initiative of the Mayor's Office of Immigrant Affairs.

*Goal: Establish referral pathways for LGBTQIA+ and immigrant crime victims.*

### ▶ 3.6.2 Provide Tailored, Coordinated Supports

The Mayor's Office of Immigrant Affairs and its Baltimore New American Access Coalition initiative, which supports immigrant families on the road to self-sufficiency, present an avenue for additional, targeted support for vulnerable Baltimore's immigrant households. Establishing centralized, city-led partnerships with trusted community-based providers will provide targeted support to LGBTQIA+ residents, with a focus on youth.

*Goal. Provide holistic support to immigrant and LGBTQIA+ residents to further their wellbeing.*

### ▶ 3.6.3 Design Strategies With – Not For – Immigrant and LGBTQIA+ Communities

This includes developing more intentional approaches to data collection and engagement with immigrant and LGBTQIA+ populations—communities whose experiences with law enforcement and government have historically gone undercounted, underreported, and underaddressed.

*Goal: Work through the Mayor's Offices of Immigrant Affairs and LGBTQ Affairs to increase awareness of City services available and inform resource deployment to the respective communities.*

### ▶ 3.6.4 Ensure All Baltimoreans Can Access Services

Facilitates access to law enforcement programs, services, and activities regardless of their English language ability, national origin, gender identity, or immigration status.

*Goal: Continue implementation and expand City agency Language Access Plans in accordance with Baltimore City Ordinance 24-440.*



# PILLAR 4:

## BUILD SAFE AND HEALTHY NEIGHBORHOODS

Violence does not exist in a vacuum and neither do people. When a vacant property is used to stash weapons or illegal narcotics, when an alleyway is left full of trash and waste week over week, when a broken street light means that a resident has to walk home from the bus stop in the dark, we see how the built environment impacts both safety and residents’ perception of their communities.<sup>4</sup> It can encourage criminal activity or deter it. Neighborhoods — especially those experiencing trauma — deserve a City government that addresses these issues, showing up for residents and their communities with care and urgency.

Pillar 4 focuses on the City’s commitment to addressing the built environment as a way to foster safer communities. It is about showing residents, including in the most historically disinvested communities, that the City cares enough to address blight, illegal dumping, and other quality of life issues that impact how they perceive their own neighborhood.<sup>5</sup>

### 4.1 Stabilize Communities

Violence ripples outward — destabilizing neighborhoods, deepening community trauma, and eroding the sense of safety that communities need to heal. This subpillar strengthens the City’s capacity to respond, both reactively and proactively, to the traumatic impact of violence on Baltimore’s communities.

#### ➤ 4.1.1 Strengthen Coordinated Neighborhood Stabilization Response (CNSR) Work

Improves data collection, interagency coordination, and community partner integration within the CNSR protocol, which has now been activated across dozens of incidents across the city.

**Goal:** Establish standard community assessment models for all CNSR activations.

**KPI:** Percent of qualifying incidents responded to and time between qualifying incident and response.

##### ➤ 4.1.1.1 Improve Data Collection and Analysis

Strengthens data collection across all MONSE CNSR activations and commits to sharing that data publicly so the community can assess whether stabilization work is producing sustained change.

**Goal:** Develop and implement real-time data capture tools for CNSR field operations.

4. Broken Windows - The Atlantic

5. Don’t Blame My ‘Broken Windows’ Theory For Poor Policing - POLITICO Magazine



### ► 4.1.2 Ensure Close Collaboration Across City Agencies and Community-Based Partners

Establishes standard operating procedures, communication channels, and regular meeting cadences for CNSR work, ensuring every City agency and community partner knows their role and can mobilize quickly and effectively when a stabilization response is triggered.

**Goal:** *Establish formal standard operating procedures and communication protocols for CNSR interagency coordination.*

### ► 4.1.3 Mobilize Proactively to Address Community Trauma

Moves stabilization upstream, deploying resources to address the conditions including blight, disinvestment, persistent trauma that make violence more likely before an incident occurs.

**Goal:** *Establish proactive stabilization criteria.*

## 4.2 Addressing Quality of Life Issues

Safety is not just the absence of violence. It is the presence of functioning infrastructure, accessible public space, and businesses that contribute to rather than detract from neighborhood wellbeing. This subpillar deploys City government as a unified force for quality of life improvements in Baltimore's highest-need communities.

### ► 4.2.1 Strengthen and Institutionalize Interagency Collaboration on Quality of Life Issues

Leverages the Multi-Agency Inspection Task Force (MAITF) to build shared accountability and sustained presence across City agencies working on blight, lighting, sanitation, and public space in violence-affected neighborhoods.

**KPI:** *Total number of environmental service requests completed through the MAITF. Total number of MAITF activations.*

### ► 4.2.2 Continue to Address Vacant Housing Issues that Contribute to Public Safety

Advances Mayor Scott's ReFrame Baltimore strategy, recognizing that vacant housing is not just a blight issue, but a direct public safety hazard.

**KPI:** *Number of vacant properties have been acquired, demolished, stabilized, or renovated through the City.*

### ► 4.2.3 Hold Businesses that Contribute to Public Safety Issues Accountable

Uses licensing, zoning, enforcement, and community accountability mechanisms to address the proliferation of businesses that enable nuisance activity and violence including problematic smoke shops and liquor stores.

**Goal:** *Establish a formal business accountability protocol in partnership with BPD, Code Enforcement, and the MAITF.*



### 4.3 Harm Reduction

The overdose crisis and the violence crisis are interconnected problems. They fall on the same communities, are driven by the same conditions, and require the same public health orientation. This subpillar addresses both the immediate dangers of substance use and the upstream conditions that drive Baltimoreans toward addiction.

#### ► 4.3.1 Implement the Overdose Response Strategic Plan

Implements Baltimore’s Overdose Response Strategic Plan for 2025–2027, a comprehensive roadmap funded in part by historic legal settlements.

*Goal: Achieve a 50 percent reduction in fatal overdoses in Baltimore City by 2040 through full implementation of the 2025-2027 Overdose Response Strategic Plan.*

#### ► 4.3.2 Addressing Youth Addiction and Substance Use

Deploys prevention and intervention resources directly into the spaces young people occupy, recognizing that access to illegal substances is a public safety issue demanding a public health response. KPI: Number of young people and families reached through community-based substance use prevention programming annually.

### 4.4 Behavioral Health Intervention and Alternate Response

Baltimore’s 9-1-1 system receives approximately thousands of calls annually involving behavioral health needs that a law enforcement response alone cannot adequately address. This subpillar expands the City’s capacity to meet those calls, as well as other call types that don’t require law enforcement, with the right response.

#### ► 4.4.1 Strengthen Existing 9-1-1 Diversion Infrastructure

Builds on Baltimore’s existing behavioral health diversion program to reach more residents in crisis with appropriate, non-law enforcement support.

*Goal: Expand behavioral health diversion coverage.*

#### ► 4.4.2 Improve Behavioral Health Training for Law Enforcement and First Responders

Ensures that when law enforcement does respond to behavioral health calls, they do so with the training and tools to de-escalate effectively and connect people to care.

*Goal: Achieve 30 percent Crisis Intervention Team (CIT) certification across BPD patrol ranks and expand trauma-informed care training to all relevant first responder personnel.*

#### ► 4.4.3 Develop Alternate Response Infrastructure

Explores and develops models that deploy credible messengers and trained mediators alongside or in lieu of law enforcement for certain call types, reducing unnecessary enforcement contact.

*Goal: Develop and implement a unified framework for alternate response and 9-1-1 diversion infrastructure.*



## 4.5 Addressing Nutritional Insecurity

Research has established a direct link between food insecurity and violence. In Baltimore, that connection maps onto the same neighborhoods that have borne the greatest burden of gun violence for decades. This subpillar addresses food access as a public safety strategy.

### ➤ 4.5.1 Food Distribution

Continues and expands the Department of Planning's Produce Box program, delivering fresh produce to residents in Healthy Food Priority Areas.

KPI: Number of households receiving fresh produce through the Produce Box Distribution Program annually.

### ➤ 4.5.2 B'more Fresh

Expands the B'more Fresh program, reducing barriers to food assistance through online ordering and delivery for SNAP recipients.

KPI: Number of households are served through B'more Fresh annually.

### ➤ 4.5.3 Secure More Grocery Stores and Food Access in Healthy Food Priority Areas

Pursues new grocery store development and subsidy funding in communities most underserved by healthy food access.

**Goal:** *Increase the number of grocery stores and farmers markets accepting federal benefits.*

**Goal:** *Work with State legislature and business stakeholders to bring more grocery stores to Healthy Food Priority Areas across Baltimore.*



# PILLAR 5:

## SUSTAINING AND EXPANDING BALTIMORE’S PUBLIC SAFETY TOOLKIT

Baltimore has not reduced violence by doing what was easy or expected. Progress has come from willingness to challenge assumptions, use unconventional tools, and trust that what the evidence and community point toward is worth pursuing, even when it is unpopular. Progress requires systems that reinforce Baltimore’s public health approach to violence prevention, while disrupting the supply of illegal guns and changing public policy.

Pillar 5 builds on the foundation laid forth in Baltimore’s first five-year plan, institutionalizing the work that has driven results, pursuing aggressive legal action, expanding how government responds to crisis, and closing the data and access gaps that have historically made public safety harder to reach for those who need it most. It is about expanding what is working and deepening impact to produce long-term, sustained reductions in violent crime.

### 5.1 Institutionalize the Local Office of Violence Prevention

Programs built on political will alone are vulnerable. This subpillar embeds MONSE in Baltimore City’s Code, ensuring that the convening force behind Baltimore’s historic progress outlasts any single administration or budget cycle, and sustains the funding streams that made the work possible.

*Goal: Establish MONSE within City Code, institutionalizing the agency responsible for the development and coordination of the City’s multi-year Comprehensive Violence Prevention Plan.*

#### ► 5.1.1 Sustain Essential Work Originally Funded by the American Rescue Plan Act (ARPA)

Identifies and secures long-term funding through the City’s General Fund, State appropriations, federal grants, and philanthropic partnerships to ensure that life-saving programming does not sunset when the dollars that started it do.

*KPI: Percent of core violence prevention programming originally funded through ARPA sustained.*

### 5.2 Data Tracking and Coordination

The Scott Administration has built a public safety data infrastructure designed to turn information into action and hold every partner accountable. This subpillar deepens and expands that infrastructure across every dimension of the City’s work.

#### ► 5.2.1 Continue to Update the Public Safety Accountability Dashboard (PSAD)

Maintains daily-refreshed public transparency on crime and public safety outcomes across the city.

*Goal: Incorporate new datasets and models into the PSAD annually, in response to community feedback and evolving work.*



### ► 5.2.1.2 Regular Public Feedback on Usability and Features

Commits to quarterly community listening sessions on the Public Safety Accountability Dashboard, using resident feedback to continuously improve how data is presented and what information is prioritized.

**Goal:** *Begin quarterly PSAD listening sessions by the end of calendar year 2026 to ensure dashboard remains accessible and useful for the public.*

### ► 5.2.2 Strengthen Data Sharing Agreements

Connects data across City agencies, State partners, and community-based organizations to produce a clearer, more actionable picture of public safety outcomes.

**Goal:** *Establish data sharing agreement templates developed by the Criminal Justice Coordinating Council (CJCC) for all key agency partnerships by Fiscal Year 2028.*

### ► 5.2.3 Pilot a Unified Case Management System for City Human Services

Explores a unified framework for human services case management to eliminate redundancy across City agencies, improve case coordination, and better serve residents navigating multiple City systems.

**Goal:** *Develop and implement a citywide unified case management system.*

### ► 5.2.4 Improve Data Tracking and Reporting for Community-Based Partners

Brings the same data rigor applied to government programs to the community-based organizations doing consequential violence prevention work.

**Goal:** *Establish unified KPIs and data reporting standards for all CBO partners receiving City violence prevention funding by the end of Fiscal Year 2027, with case management requirements integrated into all new and renewed contracts and MOUs.*

### ► 5.2.5 National Data Reporting for CVI

Contributes Baltimore's community violence intervention data to national standards and best practices, cementing the city's role as a model for the field.

**Goal:** *Participate in SafeStat national CVI data hub.*

## 5.3 Legal Action to Co-Produce Public Safety

Baltimore has used the courts as a tool for public safety, pursuing companies and agencies whose products, practices, and policies have contributed to violence in Baltimore's communities, and ensuring the resources recovered flow back to the people most harmed.



### ► 5.3.1 Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Lawsuit

Pursued access to critical gun crime data held by the Bureau of Alcohol, Tobacco, Firearms and Explosives, and committed to continued advocacy for data transparency in the face of the Tiahrt Rider's limitations on sharing law enforcement crime gun data.

**Goal:** *Continue to pursue gun crime trend data through alternative mechanisms, including regional law enforcement partnerships and legislative advocacy.*

### ► 5.3.2 Glock / Easily Modifiable Firearms Lawsuit

Filed suit against Glock, Inc. and its parent company for producing firearms that are easily converted to automatic weapons, which directly fuel violence on Baltimore's streets.

**Goal:** *Pursue all available legal remedies in the Glock lawsuit to protect Baltimore residents from the foreseeable harms caused by easily modifiable firearms.*

### ► 5.4.3 Responsible Stewardship of Funding Resulting from Lawsuits / Legislation

Directs opioid settlement funds and firearms lawsuit recoveries back into the communities most harmed, through accountable, transparent administration.

**Goal:** *Ensure settlement and litigation funds are directed to evidence-based programming in the communities most impacted by violence and addiction.*

#### ► 5.4.3.1 Opioid Settlements and Abatement

Directs over \$400 million Baltimore secured through opioid manufacturer and distributor settlements into the Opioid Restitution Fund, investing those resources in abatement strategies in the communities most devastated by the epidemic.

**Goal:** *Direct all opioid settlement funds to evidence-based abatement strategies through the Opioid Restitution Fund in coordination with the Baltimore City Mayor's Office of Overdose Response.*

#### ► 5.4.3.2 Ghost Gun/Hanover Armory Case

Builds on Baltimore's landmark \$62 million verdict against a gun dealer and the subsequent \$2 million settlement, requiring Hanover to report certain sales and cease selling auto sears and bump stocks, setting a national precedent for gun dealer accountability.

**Goal:** *Allocate money from the Hanover Armory settlement to support violence prevention programming.*



### ➤ 5.4.3.3 Office of Equity and Civil Rights (OECR) — Community Reinvestment and Repair Fund

Leverages a portion of tax revenue from legal cannabis sales to fund the Community Reinvestment and Repair Fund, directing resources toward education, economic development, housing, and community initiatives in the neighborhoods most harmed by decades of cannabis prohibition and enforcement.

***Goal:** Work with the Baltimore City Community Reinvestment and Reparations Commission to ensure dollars are allocated to support education, economic development, housing, healthcare, evidence-based community initiatives, and infrastructure in historically underserved communities.*

## **5.5 Advocate for Legislation that Advances Public Safety**

Baltimore will not wait for other levels of government to act when lives are at stake. This subpillar sustains the City’s consistent advocacy at the state and federal level for the policy changes on guns, housing, employment, and health that are essential to long-term safety.

***KPI:** Number of public safety bills advocated for on behalf of Baltimore.*

## **5.6 Coordinate with Regional Law Enforcement to Address the Flow of Crime Guns into Baltimore City**

82 percent of crime guns recovered in Baltimore originate outside the city. This subpillar deepens Baltimore’s regional law enforcement partnerships to disrupt the supply chains that fuel violence.

***Goal:** Identify the top 25 sources of crime guns (Federal Firearm Licenses) and follow-up with each through a trace notification, trafficking target letter, and in-person law enforcement visit.*

## **5.7 Promote Safe Firearm Storage**

Unsecured firearms in homes contribute to unintentional shootings, youth injuries, domestic violence incidents, and theft. This subpillar promotes safe storage as a straightforward, evidence-supported public safety intervention.

***KPI:** Number of gun locks and safes distributed through the City and partners.*

## **5.8 City-Issued Identification Services for Underserved Residents**

Access to government-issued identification is one of the most overlooked barriers facing returning citizens, immigrants, people experiencing homelessness, and other vulnerable Baltimoreans — and without it, nearly every other support becomes harder to reach. This subpillar expands ID access as a foundational public safety intervention.

***Goal:** Launch and implement City municipal identification program by the end of Fiscal Year 2027.*



# PILLAR 6:

## COMMUNITY ENGAGEMENT AND COLLABORATION

Baltimore’s public safety transformation was built with its communities. The residents, faith leaders, business owners, neighborhood associations, and community-based organizations who showed up are the authors of this story. Pillar 6 is about deepening the relationships, accountability structures, and community authority that make this work possible.

This plan must continue to be informed by those living in the communities most impacted by violence.<sup>6</sup> Throughout the life of this second five-year Comprehensive Violence Prevention Plan, the City is committed to developing its solutions to public safety in close collaboration with its residents, tailoring its approach to the unique needs and challenges of neighborhoods across Baltimore. Building and sustaining lasting change requires every Baltimorean at the table.<sup>7</sup>

### 6.1 Neighborhood Public Safety Plans (NPSP)

Public safety decisions made without community input miss the lived knowledge and trust that only residents can provide. Neighborhood Public Safety Plans (previously called Neighborhood Policing Plans) put communities in direct authority over local safety strategies. This subpillar scales and strengthens that model.

#### ➤ 6.1.1 Leverage Evaluation Findings to Inform the Future of the NPSP Model

Uses data, resident feedback, and agency input to improve and expand the Neighborhood Public Safety Plan approach as it grows.

**Goal:** Complete initial phase of the revised NPSP model in the Northern District by the end of calendar year 2027.

#### ➤ 6.1.1.1 Emphasize Community Capacity-Building Partnership with City Agencies

Partners with Community Action Lab to equip neighborhood leaders with the tools needed to independently sustain long-term public safety strategies in their communities.

**KPI:** Number of residents engaged through Community Action Lab cohorts.

#### ➤ 6.1.2 Expand NPSPs to Additional Communities

Scales the updated NPSP model beyond the initial Northern District cohort to additional BPD districts by Fiscal Year 2027, guided by data on where community-led public safety planning is most needed and where the conditions for success are strongest.

**Goal:** Expand the NPSP model to additional districts beyond the Northern.

6. Improving Public Safety Through Better Accountability and Prevention - Center for American Progress

7. Involving the Public in City Planning - Institute for Local Government



## 6.2 Continue to Rebuild Public Trust in Law Enforcement and Government

Trust between residents and the institutions meant to serve them is earned, sustained, and easily broken. This subpillar advances the sustained work of rebuilding that trust through transparency, data sharing, community policing, and the continued implementation of the Consent Decree.

**Goal:** *Improve community perception of safety, trust in law enforcement, and trust in City government, measured through biennial resident surveys.*

### ➤ 6.2.1 Continue to Advance Community Policing Objectives

Deepens the conviction that law enforcement is most effective when rooted in genuine community relationships, shared accountability, and a consistent neighborhood presence.

**Goal:** *Maintain compliance with the Baltimore Police Department's (BPD) Community Policing Objectives.*

### ➤ 6.2.2 Follow Through on Commitment to Public Accessibility and Transparency

Maintains regular publication of crime data, programmatic outcomes, and administrative performance, holding City government accountable to the residents it serves.

**Goal:** *Continue to publicly communicate monthly homicide, nonfatal shooting, and other crime trends.*

### ➤ 6.2.3 Continue Progress on Consent Decree Implementation

Continues to treat federal Consent Decree compliance as a roadmap to the police department that Baltimore residents deserve, not a compliance exercise.

**KPI:** *Percent of Consent Decree sections on track, in sustainment, and completed.*

## 6.3 Produce an Anti-Violence Messaging Campaign

Words and images shape culture, and culture shapes behavior. This subpillar develops a community-informed anti-violence messaging campaign that educates the public, shifts norms, and centers the voices of those most affected by violence in shaping Baltimore's public narrative around safety.

**Goal:** *Launch a citywide anti-violence messaging campaign following the public release of this plan.*

## 6.4 Continue Funding for Metro Crime Stoppers

Community members hold information that can solve crimes, close cold cases, and remove dangerous weapons from Baltimore's streets. Metro Crime Stoppers (MCS) provides a safe, anonymous channel for that information to reach law enforcement and sustaining it is a direct investment in community-driven public safety.

**Goal:** *Expand tip eligibility criteria to additional crime types by the end of Fiscal Year 2027.*

**KPI:** *Dollars allocated to MCS for community public safety tips.*



## **6.5 Ensure Community Voice in Public Safety Strategy**

The most effective public safety strategies are not designed in isolation. This subpillar institutionalizes the mechanisms — public feedback periods, community sessions, participatory planning processes — through which Baltimoreans shape, test, and refine the strategies meant to keep them safe.

*Goal: Hold community public safety feedback sessions at least once a calendar year.*

## **6.6 Engage All Partners in the Co-Production of Public Safety**

Co-production requires infrastructure and accountability, not just goodwill. This subpillar sustains and deepens the formal mechanisms including the Criminal Justice Coordinating Council (CJCC), the Violence Prevention Task Force (VPTF), the Public Safety Advisory Commission, and Neighborhood Public Safety Plans that keep every partner invested in shared outcomes and give residents genuine authority over the strategies affecting their lives.

*Goal: Establish formal feedback mechanisms for community partners to continue to inform Baltimore's public safety strategies.*



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