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**Governor's Office of Crime Control and Prevention
Agency Responses to DLS Analysis and Recommendations
FY 2020 Governor's Allowance**

**Chair: Delegate Keith Haynes
House Public Safety and Administration Subcommittee
Wednesday, February 20, 2019**

**Chair: Senator. Douglas J.J. Peters
Senate Public Safety, Transportation, and Environment Subcommittee
Friday, March 1, 2019**

Governor's Office for Children

GOCCP should discuss any changes that result from this move, including the GOC organizational framework and chain of command, the Children's Cabinet membership and strategic goals, and the LMB grant management and monitoring process. (pg. 12)

Agency Response:

The Governor's Office for Children (GOC), which will continue to be called by the same name, is now a division under the Governor's Office of Crime Control and Prevention (GOCCP). Glenn Fueston is the Executive Director of the GOCCP, and Jaclin Warner Wiggins, formerly the acting Executive Director of GOC, will report directly to him as the Deputy Director of GOC. Ms. Warner Wiggins will continue to chair the Children's Cabinet, and Cabinet membership will remain the same.

In terms of strategic goals, GOC will continue to focus on reducing the impact of incarceration on children, families, and communities; reducing the number of youth who are not working and not going to school; and reducing youth homelessness and childhood hunger. For the FY 2020 Notice of Funding Availability, three additional priority areas were identified by the Children's Cabinet: juvenile justice diversion, trauma-informed care and reducing Adverse Childhood Experiences (ACEs), and reducing out-of-State placements.

Regarding Local Management Board grant management and monitoring, we envision that changes may eventually take place to allow for greater operational

efficiency, but these changes will happen over time. We do not anticipate significant changes in FY20.

GOCCP should discuss whether it plans to propose a departmental bill that would establish GOCCP as the fiscal agent of the fund or move the CCIF under GOCCP. (pg. 12)

Agency Response:

MSDE was selected as the fiscal agent for the Fund when responsibility for the residential child care rate setting process was transferred from the then Office of Children, Youth, and Families to MSDE. MSDE's role as fiscal agent is strictly technical. GOC handles all of the contracting, determines when and if payments should be made out of the fund (in accordance to the policies and procedures approved by the Children's Cabinet), and authorizes payments. MSDE handles the accounting and the technical work of ensuring that the payments get to the grantees/vendors. GOCCP does not have the technical ability in-house to take over this function. Therefore, there currently are no plans to propose moving the CCIF under GOCCP.

Baltimore City Crime Prevention Initiative

GOCCP should brief the committees on its role in the Governor's new crime fighting initiative and its plan for implementing and staffing the new special units in conjunction with DSP. The department should also comment on how the activities of the new positions will differ from the support already provided, primarily from MCIN and MCAC, and why an additional facility is required. Finally, the agency should discuss whether it thoroughly evaluated the effectiveness of how current funds are being spent prior to pursuing this new initiative. (pg. 13)

Agency Response:

GOCCP's role within the new Baltimore City initiative will mirror its role overseeing the Maryland Criminal Intelligence Network (MCIN). The staffing, grants management, and project oversight are all within GOCCP's expertise and are well suited to the Office's integrated grants and policy staff. As the staffing agency to the Governor's Council of Gang and Violent Crime, the Office is well poised to maintain

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feedback and oversight between this initiative and the federal and state partners coordinating existing efforts across Maryland, and evolving policy recommendations

The activities and positions provided for under this plan are similar to the strategy enacted with the Maryland Criminal Intelligence Network, but vary in the extent of integration of federal resources, heavier operational focus, and the singular focus on Baltimore City. MCIN sites operate locally within targeted geographic areas, and coordinate across regions. This ability has only recently expanded to include Baltimore City, but the scope of the public safety challenges require additional resources.

Additionally, the MCAC is a powerful model, but does not currently afford Baltimore City the same coverage as other areas supported by regional intelligence centers. Baltimore City would be better served by a regional center that could provide the same level of targeted case and local level support being offered to other areas of the state.

The decision to establish a new site was not made on the state level, but was an integral component of the model of integrated state and federal investigations and intelligence being shared in real-time. Both the SOU and BRIC will be co-located with the OCDETF Strike Force in Baltimore. The OCDETF Strike Force has already identified a location where they will operate.

The Organized Crime Drug Enforcement Task Force (OCDETF) Strikeforce in Baltimore, is supported by multiple law enforcement and prosecutorial agencies. The Special Operations Unit (SOU) is one of seven task forces operating within the OCDETF Strike Force. The Baltimore Regional Intelligence Center will provide tactical and operational support to the SOU, as well as the other federal, state, and local law enforcement agencies.

The Office would like to clarify that the creation of a new regional center does not carry with it the cost of an additional site however there will be some capital costs associated with building out the space to support operational and technical needs. The Special Operations Unit (SOU) will operate as a task force within the Organized Crime Drug Enforcement Task Force (OCDETF) Strike Force and the Baltimore Regional Intelligence Center (BRIC) will provide tactical and operational support to the SOU, as well as the other federal, state, and local law enforcement agencies. The OCDETF

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Strike Force has already identified a location where state and federal investigatory and intelligence resources will be co-located. The Strike Force, initiated by DEA, is supported by twelve law enforcement and prosecutorial agencies. This Strike Force is funded and coordinated through the federal OCDETF program. The police recruitment funding will be a complementary support to local law enforcement that specifically includes new allowable costs aligned with successful incentive programs. Unlike current formula funding to local law enforcement which is determined by positions filled, recruitment funding would incorporate different costs and would prioritize awards according to vacancy rates.

The Office has consistently monitored the publicly available markers of the success of Baltimore City's current efforts. For the most recent two years, the homicide case closure rate has been below the national average. The City has repeatedly struggled with public safety staffing issues while facing rising rates of shootings and gun violence. The legislature has recently heard testimony from the Baltimore City SAO on the difficulty of prosecuting cases within an entrenched culture against witness cooperation. The decision to dedicate enhanced resources toward high level investigations in Baltimore City in partnership with the OCDETF Strike Force was made in line with the recommendations of the Governor's Council on Gangs and Violent Criminal Networks and similar investments by federal partners.

Justice Reinvestment Fund

Since this is the first year that these grant funds are being made available, GOCCP should discuss how the funds are anticipated to be allocated among programs and jurisdictions and how the benefit of these specific reinvestments will be evaluated. (pg. 17)

Agency Response:

GOCCP has developed a framework for allocating this funding, taking into account the oversight and input statutorily afforded to the Local Government Justice Reinvestment Commission and the JRA Oversight Board. The investment will be evenly split between state level projects and the local Performance Incentive Grant, which represents the maximum level of investment allowed to the local level. Chapter 515 explicitly guides the reinvestment towards priority recommendations on the state level.

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These five categories outlined in the original Justice Reinvestment Coordinating Council Report include reinvestment into: state-provided treatment within the criminal justice system, reentry programs, victim restitution collection infrastructure, expansion of bed capacity for medical parolees, and investment in annual evidence-based training for criminal justice decision makers.

The local Performance Incentive Grant categories are similarly statutorily dictated to include: Pretrial risk assessments; services to reduce pretrial detention; diversion programs, including mediation and restorative justice programs; recidivism reduction programming; evidence-based practices and policies; specialty courts; re-entry programs; and a minimum investment of 5% of local funding towards protection and enhancement for the rights of crime victims. Local grants may also include any other program or service that will further the purposes established in the recommendations of the JRCC. Mirroring the long-term strategic reinvestment planning in other JRI states, GOCCP has worked with the Local Government Justice Reinvestment Commission to identify first and second year priorities to concentrate funding to meet current need and have a broader impact

The Office has laid the groundwork for this reinvestment over the past year, structuring discussion of effective programs currently operating within the reinvestment categories. Our office has also preemptively tracked need indicators including local detention and pretrial population data points, judicial trends, and detailed measures from DPSCS to inform need estimates prior to allocating funding. This will also allow the Office to revisit the original data points evaluated by the JRCC to identify which of their recommendations for reinvestment are still a high priority given pre-JRA funding initiatives and programs. GOCCP began funding JRA aligned programs in advance of reinvestment funding in keeping with this strategic funding framework, and with the Pretrial Service Grant Program, laid the groundwork for funding based upon a mixture of static and dynamic factors including standard need indicators and applicant integration of evidence based practices.

GOCCP has migrated toward outcome measures of its existing grants and will apply this same standard to state level reinvestments. For local grant funds, the Local Government Justice Reinvestment Commission will lead the development of consistent outcome measures for each grant funding category that all awards will be measured against. As reinvestment funding is limited in scope and does not continue funding for

new programs, GOCCP will guide programs toward calculating cost aversion and make community engagement a component of grant requirements to build support and justification for continuing funding by local jurisdictions.

Protecting Religious Institutions

GOCCP should comment on the criteria that will be used for making award determinations, particularly if the demand for funding exceeds the available resources. (pg. 18)

Agency Response:

As a new grant program, GOCCP will review hate crime trends against faith-based institutions to determine criteria to include in the Notice Of Funding Availability (NOFA). GOCCP will follow current Standard Operating Procedure (SOP), as a grant-making agency, with request to applicants to document the need, goals, objectives, organizational capacity to manage and sustain funding along with detailed budget.

GOCCP will coordinate with the Governor's Office of Community Initiatives (GOCI) to foster relationship with faith-based communities across the State to meet demands for funding, especially if requests exceed the available resources. GOCCP does not have a repository of all the faith-based institutions and therefore will conduct a needs analysis prior to releasing the Protecting Religious Institutions Grant Program NOFA. Recommendations for future funding will be included in a report to be submitted no later than January 15, 2020.

Violence Intervention and Prevention Services

With nearly \$3.1 million in less funding available through this grant program in fiscal 2020, GOCCP should comment on what services and programs will no longer be supported beyond fiscal 2019 and the impact this will have on violence intervention and prevention statewide. (pg. 19)

Agency Response:

Since the funds are non-lapsing, the agency will be able to provide no-cost extensions to FY 19 grantees into FY 20 as needed. These funds support evidence-based and/or evidence-informed health programs which reduce or prevent violent crime, with a specific emphasis on gun violence. Additionally, based on the Violence Intervention and Prevention Program (VIPPP) evaluation report, GOCCP will consider appropriate evidence-informed health program expansion under other funding sources such as Byrne Justice Assistance Grant (BJAG) and Maryland Criminal Intelligence Network (MCIN) Program.

Issues

GOCCP should brief the committees on the implementation of its new VSU and the unit's plan for improving restitution collection and reimbursements to victims of crime, including sexual assault victims. (pg. 21)

Agency Response:

The Victim Services Unit of GOCCP has been tasked with facilitating the improvement of restitution collection, victim compensation and reimbursements related to sexual assault victims. The unit has addressed the above-referenced areas in the following manner:

1. The Victim Services Unit has hired a Program and Policy Administrator to marshal all statewide efforts promoting a unified plan addressing restitution collection among all stakeholders. The Program and Policy Administrator has begun meeting with stakeholders, researching best practices and collaborating with other jurisdictions to gain a thorough understanding of the restitution process. This staff will continue this process and provide written recommendations upon completion of the collaborative process.
2. The Victim Services Unit has begun to assess Victim Compensation by reviewing current rules and regulations with internal stakeholders. The unit will begin to incorporate external stakeholders prior to formulating policy.
3. The Victim Services Unit has begun to assess the Sexual Assault Reimbursement Unit. The unit staff has been consulting with state-level stakeholders to gain insight into various areas of the reimbursement process.

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The unit will continue its internal evaluation of the rules and regulations of The Sexual Assault Reimbursement Unit, while simultaneously doing likewise with all relevant stakeholders.

While the efforts exerted by the Victim Services Unit are in their genesis, there have been great strides made to improve the lives of crime victims. The unit will continue to expedite all endeavors that will have a positive impact on crime victims in the state of Maryland.

GOCCP should comment on how it will effectively manage its resources and maintain proper oversight of these new initiatives in order to improve public safety in the State given the relatively quick expansion of responsibilities. To improve budget transparency, DLS recommends the restriction of funds until GOCCP, in coordination with the Department of Budget and Management, creates a separate R*Stars budget code and new name for the agency when submitting the fiscal 2021 allowance. The new structure should include clearly defined programs for significant initiatives overseen by GOCCP, including the Maryland Statistical Analysis Center, GOC, VSU, MCIN, and the Baltimore City Crime Prevention Initiative, and should reflect funding and positions for fiscal 2019, 2020, and 2021. (pg. 24)

Agency Response:

GOCCP has undertaken several new initiatives and will continue in its strategic planning process in order to determine the best organizational structure and business processes to serve the citizens of Maryland. For this process, we will engage staff and stakeholders to clearly define program initiatives, budget codes and expected outcomes. This will also provide us with a fuller picture to explore the idea of changing the name to better suit the function of the Office.

GOCCP agrees that enhancements to budget codes will also improve transparency with administration of funds related to all crime reduction efforts. With increased focus on evidence-based health programs, and trauma informed strategies, GOCCP is engaged with multi-disciplinary agencies to administer public safety programs.

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As GOCCP has continued to grow, we have restructured the office in order to have better oversight and focus on each of the core areas of our operation. We now have Deputy Directors that oversee our core areas of operation; Victim Services, Enforcement, Children & Prevention, Grants & Administration.

Victim Services:

The newly established Victim Services Unit has been diligently working to complete the integration of The Criminal Injuries Compensation Board and the Sexual Assault Reimbursement Unit into the Governor's Office of Crime Control and Prevention. The Victim Services Unit has also begun the process of orchestrating an improved Restitution System in the state of Maryland. Finally, The Victim Services Unit will add five additional staff to address identified areas of need within the victim services community.

1. The Transition of The Criminal Injuries Compensation Board and The Sexual Assault Reimbursement Unit to The Governor's Office of Crime Control and Prevention is progressing in a concerted and systematic manner. The Victim Services Unit is working diligently with external stakeholders (Federal Oversight Agencies and Other Statewide Agencies), as well as internal stakeholders (Governor's Office of Crime Control and Prevention's Finance, Human Resources, and Grants Divisions). All of the entities involved have ensured that all areas within the two agencies have been appropriately transitioned. There is a constant flow of communication among all all parties involved ensuring that the all resources, both operational and programmatic, are properly maintained.
2. The Victim Services Unit was tasked with aiding all statewide endeavors to overhaul the Restitution Collection System. In response, the Victim Services Unit hired a Program and Policy Administrator to spearhead all statewide efforts aimed towards this goal. To date, this staff has been working closely with the Justice Reinvestment Committee and numerous other stakeholders to gain a historical and current picture of the Restitution landscape. This staff has also begin researching best practices and the Restitution System in other jurisdictions to glean from their efforts. This staff will continue to work with all vested and interested stakeholders in order to produce a comprehensive plan that will improve the Restitution System in the state of Maryland.
3. The Victim Services Unit will add five additional staff in 2019.

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- a. The unit will add a bilingual claims examiner within the Criminal Injuries Compensation Board. This position was created to aid non-English speaking claimants in navigating the claims process.
- b. The unit will add a Victim Services Outreach Intern within The Criminal Injuries Compensation Board. This position was created to aid the current Victim Outreach Coordinator in informing the public of the assistance available to them via The Criminal Injuries Compensation Board and any other agency that provides services to crime victims.
- c. The unit will add two new Nurse Examiners within the Sexual Assault Reimbursement Unit. These two new staff will aid the two current nurse examiners with processing all sexual assault-related claims statewide.
- d. The unit will add an Elder Victimization Coordinator. This position has been designated to aid in the prevention, as well as the response to crime against elderly citizens. This staff will facilitate statewide interaction with senior organizations and other related entities to provide assistance in eliminating criminal activity aimed at elderly citizens. This staff will also assemble all collected data and connect our elderly citizens to appropriate services.

The Victim Services unit will continue all efforts to synthesize and synchronize victim services within the state of Maryland. Any gaps in services will be immediately addressed and rectified to the best of our ability. All efforts made towards this endeavor will incorporate all victim service providers as well as the citizens of the state of Maryland.

Enforcement

The Public Safety Unit within GOCCP consists of 6 positions for policy and implementation staff that oversee current initiatives and lead statewide policy efforts on diversion, gang enforcement, criminal intelligence sharing, human trafficking, and criminal justice reform. Collectively, this unit integrates proposed advancements in criminal justice practices with the needs of victims and those deflection and prevention efforts that diminish justice involvement. Overseen by a Deputy Director of Law Enforcement Programs, this unit directly coordinates the following programs as part of the Governor's public safety platform.

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- Statewide Law Enforcement Assisted Diversion expansion - GOCCP, in partnership with the Maryland Department of Health spearheads expansion of law enforcement assisted diversion programs through training, coordination, and funding availability. As the primary funding agency of local public safety and criminal justice grants, the Office is best able to leverage existing and new funding opportunities against its existing relationships with local law enforcement as a change agent of innovative local projects.
- Maryland Criminal Intelligence Network (MCIN) - Similar to its previous oversight of the Safe Streets model, the office is now overseeing the MCIN grant project model's implementation across 13 sites to centrally guide one model that focuses on elevating existing enforcement initiatives to become more interoperable and led by the sharing of intelligence and interjurisdictional case building. Through the Director of Public Safety Strategies that oversees this grant program alongside public safety policy development, performance can be consistently tracked and successful outcomes and practices within the sites can be elevated for adoption into other initiatives.
- Governor's Council on Gangs and Violent Criminal Networks (GCGVCN) - staffed by the Director of Public Safety Strategies, this council was formed for the purpose of providing leadership, policy oversight, and the coordination of operational strategies to collect and share relevant data related to violent crime and victimization. The GCGVCN will continue to provide support and assistance to programs and entities participating in the MCIN.
- Comprehensive Plan to Address Violent Crime in Baltimore City - The Office is the interface for the administration's day to day involvement with the Comprehensive Plan for Baltimore City, and through the Senior Law Enforcement Coordinator Position, will receive updates on the needs and successes of this program and support with coordination between other state level efforts and the GCGVCN.
- Justice Reinvestment - Through two dedicated positions, the office continues the work begun by the Justice Reinvestment Coordinating Council, when the Hogan administration first led the effort on data-driven criminal justice reform. As the staffing entity for JRA's oversight and the Administration's criminal justice policy workshop, GOCCP continues the important work of tracking outcomes, reevaluating key performance indicators, guiding reinvestment programs, and generating future recommendations to further reform.

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- Human Trafficking Strategic Plan - To address the rising regional prevalence of human trafficking, the Office has a dedicated Human Trafficking Response Director position to coordinate victim services and law enforcement in their responses to human trafficking, monitor and pursue funding sources for anti-trafficking efforts, and serve as the Governor's liaison to the Maryland Human Trafficking Task Force. Through this position, the office is able to develop human trafficking policy in line with national best practices, identify opportunities for service delivery improvement for victims of human trafficking, and guide improvements in data collection to accurately assess trends and increases in trafficking activity in accordance with a consolidated strategic plan for the state.

Children & Prevention

The Governor's Office for Children will continue operating as it had prior to the merger with GOCCP with no anticipated changes in roles. The former acting executive director, Jaclin Warner Wiggins, is a deputy director under GOCCP and will continue to oversee the division. She will continue to chair the Children's Cabinet, and will administer the Children's Cabinet Interagency Fund in accordance with the policies and procedures determined by the Children's Cabinet.

Through the merger with the Governor's Office of Children, additional efficiencies will be realized and a streamlined approach to addressing children, youth and family related issues will be developed. The Office will continue engaging with stakeholders, including members of the State Advisory Group, Children's Justice Act Committee, and Children's Cabinet to develop strategic goals.

The existing Juvenile Justice Policy Unit at GOCCP will continue to partner with the federally-mandated State Advisory Group on Juvenile Justice to address the strategic goals identified in its Three-Year Plan, which include: aftercare/reentry for juveniles returning from secure confinement to their community, juvenile justice system improvement to ensure an equity lense and trauma-informed approaches, delinquency prevention, and expansion of community-based programs and services for children, youth and families. In addition to this, the Office will also continue to ensure the State is in compliance with the four core protections of the Juvenile Justice and Delinquency Prevention Act, reauthorized by Congress in December 2018, through compliance monitoring and addressing Racial and Ethnic Disparities (RED). Lastly, the Unit will

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continue to work with the federally-mandated Children's Justice Act Committee to address the administrative, judicial, and investigative response to child maltreatment in the state, with a specific emphasis on child sexual abuse and exploitation and expanding accredited Child Advocacy Centers across the state.

Grants and Administration

In January, the Office established a position to manage operations of GOCCP's newly assumed initiatives, and to review priorities for allocating resources in program, fiscal and policy areas. This position allows GOCCP to address the service delivery functions to be responsive to stakeholders to include grantees, and staff who assumes additional responsibilities due to increased funding for new statewide initiatives. GOCCP will launch new programs using multi-tiered strategic planning process.

GOCCP priorities are to: (1) continue to offer training and technical assistance to recognize measures of satisfactory performance and workload management of grant funded programs, (2) adopt standard practices set by the Uniform Guidance to support internal monitoring practices and manage risk factors, and (3) maximize use of technology to make informed decisions based on data and evidence-based practices. GOCCP will continue to seek funding for staff in federal award applications to directly support the administration and evaluation of programs.

Operating Budget Recommended Actions

- 1. Add language requiring a fiscal restructuring of the office due to the significant expansion of its responsibilities and mission. (pg. 25)**

Agency Response:

Respectfully DISAGREE. GOCCP has undertaken several new initiatives and will continue in its strategic planning process in order to determine the best organizational structure and business processes to serve the citizens of Maryland. For this process, we will engage staff and stakeholders to clearly define program initiatives, budget codes and expected outcomes. This will also provide us with a fuller picture to explore the idea of changing the name to better suit the function of the Office.

GOCCP will explore the possibility of enhancing budget codes as a way to improve transparency with administration of funds related to all crime reduction efforts. With increased focus on evidence-based health programs, and trauma informed strategies, GOCCP is engaged with multi-disciplinary agencies to administer public safety programs.

2. Add language restricting grants to religious institutions to one-time security enhancements only. (pg. 26)

Agency Response:

Respectfully, DISAGREE as we want to allow for security personnel.

3. Reduce funding for grants to religious institutions at risk of hate crimes in line with school grants provided for the same purpose. (pg. 26)

Agency Response:

Respectfully, DISAGREE. Per FBI UCR reporting, hate crimes rose to 7,175 incidents in 2017, an annual increase of 17%. Religion was the second most prevalent form of single bias in these incidents, present in 20.6% of cases.¹ According to FBI crime data, which is not mandatory, 4.1% of hate crimes in 2017 occurred at places of worship, however BJS estimates that 54% of hate-crimes go under or unreported. They estimate from 2004-2015, an average 250,000 Americans experience hate crimes annually.² Nine out of ten hate crimes involve violence, and in 25% of cases the offender has a weapon.³ This increased funding is in response to recent escalating national and state trends in faith-based hate crimes. Faith-based institutions generally lack capacity to plan to address security failures in partnership with law enforcement, and are at an environmental disadvantage as public spaces. With increasing prevalence of hate crimes directed at faith-based institutions, there is a need to improve training for volunteers and members who are assigned as security personnel. There is a growing need to educate communities on creating security plans for

¹ <https://www.fbi.gov/news/stories/2017-hate-crime-statistics-released-111318>

² <https://www.bjs.gov/index.cfm?ty=pbdetail&iid=5967>

³ Southern Poverty Law Center. <https://www.splcenter.org/20180415/hate-crimes-explained>

faith-based institutions. This grant program will inform the State of unique issues to faith-based institutions and is different from the grant program provided for schools and daycare centers. In keeping with its focus on prevention and the effective investment of public safety funds to deter future crime, this funding would not only incentivize institutions to conduct risk/threat analysis, it would include funding for the types of visible physical security that acts as a first line of deterrence to violent criminals.

4. Delete funding and positions for the new Baltimore City Crime Prevention Initiative. (pg. 26)

Agency Response:

Respectfully, DISAGREE. Requested funding and positions for the new Baltimore City Crime Prevention Initiative are vital to support our comprehensive plan to address violent crime in Baltimore City. The plan builds upon the strategies and initiatives of GOCCP's enforcement, victim services, and prevention efforts, and is centered around the input and experience of the Governor's Council on Gangs and Violent Criminal Networks.

The recent escalation of Baltimore's landscape of drug and violent crime is well known. In 2018, this city of approximately 612,000 residents lost 309 people to homicides and suffered 681 non-fatal shootings. In that same year, the homicide clearance rate was 43%, and of those cases, 52 were from previous years. In 2017, the national murder clearance and closed by exception rate was 61.6%. The rapid pace of homicides and more than 1,200 gun arrests and 1,573 arrests for violent crime in 2018 leave the current police resources without the capacity or ability to focus on strategic analysis and complex conspiracy case-building that is necessary to get ahead of the brutal pace of violent crime. The majority of Baltimore City's drug trade is directed by highly organized and elusive gang-affiliated trafficking organizations that exert their influence through local street dealers and crews. These crews are responsible for most of the city's turf wars and violence. In 2019 YTD, gun-related homicides and non-fatal shootings have already increased by 34%. Without comprehensive support including additional officers alongside highly qualified intelligence staff, federal

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prosecutors, and resources to address the engagement of victims and witnesses, the City will not be able to quickly turn the tide on the current violence.

The requested funding and positions for the Comprehensive Plan to Address Violent Crime in Baltimore City will support the following programs that have already been proven successful on the federal and state level, and are directly applicable to the crime trends of Baltimore City and its previously identified resource shortages. The state models expanded under this plan are tailored to the needs of integrating new resources and varied levels of investigation into Baltimore City crime control efforts.

- **The Special Operations Unit (SOU)**, which will operate as a task force within the Organized Crime Drug Enforcement Task Force Strike Force, will focus on investigations of high level violent criminal networks with a nexus to Baltimore City, replicates a state and federal model that has been successfully used to provide enhanced investigatory support to combat complex criminal organizations. To ensure its seamless integration with local resources, it will operate under the authority and direction of Maryland State Police (MSP).
- **The Baltimore Regional Intelligence Center (BRIC)** is based upon the MCAC model. It addresses a longstanding need in the state, which utilizes regional intelligence centers to support investigations and identify related incidents and trends tying together criminal activities across county lines. However, Northern Maryland is not served by a dedicated regional intelligence center, despite the Baltimore region producing the largest number of cases. The high volume of violent crime incidents and the rapid evolution of response violence merits the full-time focus of the BRIC on the Baltimore region. The BRIC will provide direct support to operational initiatives, while collaborating with existing intelligence and fusion centers operating in the state, region and nation.
- **Project EXILE Expansion**, which will expand an impactful program by the US Attorney's Office (USAO) will specifically target the deadly prevalence of gun crime in Baltimore, which is only increasing in pace, undeterred by current enforcement.
- **Synthetic Opioid Surge (SOS)**, an additional program by the USAO that involves the USAO reviewing state opioid and fentanyl cases for the purpose of prosecuting these cases federally, and will include equipment funding for faster identification of fentanyl. The USAO has partnered successfully in the past with

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local investigations in Maryland, but with Baltimore City home to more than twice the number of opioid related deaths of any other jurisdiction in 2018, and many surrounding jurisdictions supplied by Baltimore-based drug organizations, enhanced prosecutorial capacity to target those groups responsible for more deaths across the state than any others is more than warranted.

Unlike other crime initiatives that only expand active patrol resources, this plan addresses and provides funding for a fully operational, integrated expansion of current efforts, with a focus on increasing the efficacy of current operations by integrating highly qualified state and federal investigators, prosecutors, and improving recruitment efforts to jumpstart local BPD response. In addition, it targets identified issues in successful prosecutions by expanding resources for victim and witness relocation, in response to the longstanding issues in Baltimore City with witness reluctance and intimidation.

As part of this Administration's commitment to victims and interruption of cycles of intergenerational poverty and justice involvement, an equally crucial component of this plan are the positions that will expand the ability for law enforcement, criminal justice entities, and human services to help restore order to communities impacted by violence and enforcement. The community liaison coordinator position, expansion of Police Athletic Leagues, the Choice Program and resources for child witnesses of violence are all necessary investments in the longevity of enforcement outcomes. Without targeted support fill vacuums of criminal control with community control, gains in public safety will not endure.

The Comprehensive Plan to Address Violent Crime in Baltimore City leverages state and federal-level resources that are complementary to current crime efforts while integrating GOCCP's experience pairing enforcement and data collection with the victim services and prevention resources necessary to bring lasting change to communities. The requested funding and positions are necessary to support this comprehensive plan.

5. Adopt committee narrative requesting information on a new grant program providing security improvement grants to religious institutions at risk of hate crimes. (pg. 26)

Agency Response:

AGREE. GOCCP will provide information on the awards made to grantees in a report, to include hate crime trends targeted at faith-based institutions and evaluation on ongoing support if needed, to be submitted no later than January 15, 2020.

6. Add language restricting funds until a report is submitted evaluating the existing resources for combating violent crime and how the proposed initiative in Baltimore City will improve upon those resources. (pg. 27)

Agency Response:

DISAGREE. GOCCP respectfully disagrees that the implementation of the proposed initiative should be delayed, as this delay will hamper our work to reduce violent crime in Baltimore City. Trends in escalated gun violence in 2018, and the continued escalation in 2019 are evidence against the concept that delay will benefit public safety. BPD is currently escalating its deployment of officers and the sooner the momentum of violence can be interrupted, the greater the aversion of future public harm and associated public safety costs. However, estimates of the impact of these extra deployments vary between 5%-13% more officers on patrol. Current measures to address staffing shortfalls are still only directed toward a reactionary response, not to build capacity for proactive investigations that can begin getting ahead of violent actors. The existing resources for combating violent crime have already been found to be insufficient to meet the City's public safety need. There has been a documented lack of prosecutorial resources and resources for witness relocation funding, which recent funding through GOCCP bring the resources closer to parity, but enhanced enforcement efforts will tax what services are currently available. Baltimore City State's Attorney estimates that, "last year alone, more than 1/3 of the cases that [the] office dismissed were due to a lack of victim and witness cooperation." The lack of a unified and consistent strategic plan for violent crime reduction is one example of how both the existing resources and the existing scope of local response are insufficient and merit state level coordination.

The proposed initiative is a coordinated, multi-faceted approach that builds upon the current strategies and initiatives of GOCCP's enforcement, victim

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services, and prevention efforts. It involves coordination and commitment from state and federal agencies who have already begun to plan for its integration into existing efforts. GOCCP has performance measures for current initiatives, such as MCIN, and will include performance measures for this new initiative to report on in the future that include the number of organizations identified, targeted, disrupted, dismantled, and measures of the complexity of prosecutions. The resources afforded under the Baltimore City initiative provide the support of a free standing investigatory unit, supported by an intelligence infrastructure, dedicated prosecutors, and resources to coordinate witnesses. By operating under the direction of MSP, this unit will have the agility to prioritize and pursue links between violent incidents that are not immediately relevant or sufficient for case closure by BPD, but that collectively identify and implicate larger criminal organizations. By dedicating intelligence staff to these cases and the volume of crime data in Baltimore City, these connections can be identified faster, and coordinated responses to interrupt cycles of violence, such as warrant enforcement, can be proactively enacted.