

<p align="center"><b>BALTIMORE POLICE DEPARTMENT – EDUCATION AND TRAINING SECTION</b></p> <p align="center"><b>LESSON PLAN</b></p>		
<p><b>COURSE TITLE:</b> Fall 2022 In-Service Training</p>		
<p><b>LESSON TITLE:</b> Module 2: Group Violence Reduction &amp; Victim Services</p>		
<p><b>New or Revised Course</b> <span style="float: right;"><b>[ X ] New</b> <b>[ ] Revised</b></span></p>		
<p><b>Prepared By:</b> Gary Cordner</p>		<p><b>Date:</b> 8/3/2022</p>
<p><b>Academic Director Approval:</b></p>		<p><b>Date:</b></p>
<p><b>PARAMETERS</b></p>	<p>Lesson hours: 2 hours</p> <p>Class size: 36</p> <p>Space needs:</p>	<p><input type="checkbox"/> Entry-level</p> <p><input checked="" type="checkbox"/> Continuing Education</p> <p><input type="checkbox"/> Other</p>
<p><b>STUDENT/COURSE PREREQUISITES/QUALIFICATIONS</b> (if any)</p> <p>n/a</p>		
<p><b>LESSON HISTORY</b> (previous versions, titles if applicable)</p> <p>n/a</p>		
<p><b>PERFORMANCE OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1. Through classroom discussion, students will demonstrate an understanding of the Group Violence Reduction Strategy (GVRS), to the satisfaction of the facilitator.</li> <li>2. Through classroom discussion, students will recognize that GVRS is a problem-solving approach to gun violence, to the satisfaction of the facilitator.</li> <li>3. Through classroom discussion, students will recognize that community engagement is a fundamental component of GVRS, to the</li> </ol>	<p><b>ASSESSMENT TECHNIQUE</b></p> <ol style="list-style-type: none"> <li>1. Facilitated discussion</li> <li>2. Facilitated discussion</li> <li>3. Facilitated discussion</li> </ol>	

<p>satisfaction of the facilitator.</p> <p>4. Through classroom discussion, students will demonstrate an understanding of victims' rights and victim services available through BPD and partner agencies, to the satisfaction of the facilitator.</p>	<p>4. Facilitated discussion</p>
<p align="center"><b>COURSE DESCRIPTION</b></p> <p>This lesson provides members with a briefing on BPD's Group Violence Reduction Strategy (GVRS) and explains how it is based on problem solving and community engagement. It also provides an update on victim services provided by BPD and partner agencies, including how those services are coordinated with GVRS.</p>	
<p align="center"><b>MPCTC OBJECTIVES</b> (if applicable)</p> <p><i>(Include all terminal objectives. Include supporting objectives if they help elaborate what needs to be covered in the lesson. Ensure that all terminal objectives mentioned here are also added to the "Facilitator Notes" column where they are addressed in the lesson.)</i></p> <p>This lesson satisfies the MPCTC requirement that sworn members receive victim services training every three years.</p>	
<p align="center"><b>INSTRUCTOR MATERIALS</b></p> <p>Lesson Plan PowerPoint presentation</p>	
<p align="center"><b>TECHNOLOGY/EQUIPMENT/SUPPLIES NEEDED</b></p> <p>Computer Projector</p>	
<p align="center"><b>STUDENT HANDOUTS</b></p> <p>n/a</p>	
<p align="center"><b>METHODS/TECHNIQUES</b></p> <p>Presentation and facilitated discussion</p>	
<p align="center"><b>REFERENCES</b></p> <p>Anthony Braga et al. 2014. "The Spillover Effects of Focused Deterrence on Gang Violence," <i>Evaluation Review</i> 37(3-4): 314-342.</p>	

Andrew Papachristos and David Kirk. 2015. "Changing the Street Dynamic: Evaluating Chicago's Group Violence Reduction Strategy." *Criminology and Public Policy* 14(3): 525-558.

Michael Scott. 2016. *Focused Deterrence of High-Risk Individuals*.

[https://popcenter.asu.edu/sites/default/files/spi\\_focused\\_deterrence\\_pop\\_guide\\_final.pdf](https://popcenter.asu.edu/sites/default/files/spi_focused_deterrence_pop_guide_final.pdf).

David Weisburd et al. 2018. *Proactive Policing: Effects on Crime and Communities*.

<https://doi.org/10.17226/24928>.

### **GENERAL COMMENTS**

This lesson incorporates less student engagement than Module 1. The purpose is to fully familiarize members with BPD's Group Violence Reduction Strategy (GVRS) which is being implemented in 2022, as well as BPD's expanded Victim Services Program. Also, the purpose is to emphasize how GVRS and Victim Services are examples of using problem solving and community engagement to address a serious chronic problem (gun violence) in Baltimore.

It is anticipated that the lesson will be delivered by members of the BPD Group Violence Unit, the BPD Victim Services Unit, and/or representatives from MONSE (Mayor's Office of Neighborhood Safety and Engagement).

### Lesson Plan Checklist (Part 1)

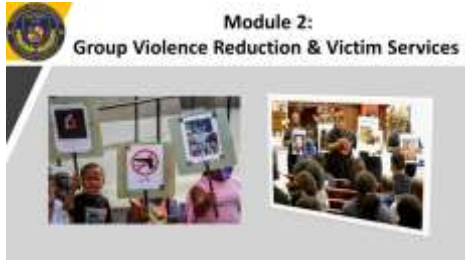
Format	Yes	No	N/A
1. All sections and boxes are completed.	X		
2. Performance objectives are properly worded and included in content.	X		
3. Assessment techniques are aligned with performance objectives.	X		
4. Copies of handouts and other instructional aids (if any) are included.			X
5. References are appropriate and up-to-date.	X		
6. Instructions to facilitators are in the right-hand column.	X		
7. Content is in the left-hand column.	X		
8. Timing of instructional content and activities is specified.	X		
9. Instructional content and PowerPoint slides are consistent & properly aligned.	X		
10. Student engagement/adult learning techniques are included.	X		
a. Instructional content is not primarily lecture-based.		X	
b. Questions are posed regularly to engage students and ensure material is understood.	X		
c. Case studies, role-playing scenarios, and small group discussions are included where appropriate.		X	
11. Videos are incorporated.	X		
a. Video introductions set forth the basis for showing the video and key points are highlighted in advance for students.	X		
b. Videos underscore relevant training concepts.	X		
c. Videos do not contain crude or offensive language or actions that are gratuitous or unnecessary.	X		
d. Videos portray individuals of diverse demographics in a positive light.	X		
12. Meaningful review/closure is included.	X		
a. Important points are summarized at the end of lesson plan.	X		
b. Assessments are provided to test knowledge of concepts.	X		

### Lesson Plan Checklist (Part 2)

Integration	Yes	No	N/A
13. Does the lesson incorporate BPD technology?			X
14. Does the lesson plan integrate BPD policies?	X		
15. Does the lesson reinforce BPD mission, vision, and values?	X		
16. Does the lesson reinforce the Critical Decision Making Model?			X
17. Does the lesson reinforce peer intervention (EPIC)?			X
18. Does the lesson incorporate community policing principles?	X		
19. Does the lesson incorporate problem solving practices?	X		
20. Does the lesson incorporate procedural justice principles?	X		
21. Does the lesson incorporate fair & impartial policing principles?			X
22. Does the lesson reinforce de-escalation?			X
23. Does the lesson reinforce using most effective, least intrusive options?			X
24. Does the lesson have external partners involved in the development of training?	X		
25. Does the lesson have external partners in the delivery of training?	X		
<b>Subject Matter Expert:</b> Director Gary Cordner	<b>Date:</b>		
<b>Curriculum Specialist:</b> Dawn Peake	<b>Date:</b> 6/7/22		
<b>Reviewing Supervisor:</b>	<b>Date:</b>		
<b>Reviewing Commander:</b>	<b>Date:</b>		

**COURSE TITLE:** Fall 2022 In-Service Training

**LESSON TITLE:** Module 2: Group Violence Reduction & Victim Services

PRESENTATION GUIDE	FACILITATOR NOTES
<p><b>I. ANTICIPATORY SET</b></p> <p>Good morning, my name is ...</p> <p>This hour and next we want to give you a concise briefing on two things:</p> <ul style="list-style-type: none"><li>• Baltimore’s new approach to Group Violence Reduction. The city has developed a Group Violence Reduction Strategy – GVRs – and BPD has created a Group Violence Unit. We want you to understand the strategy and what the unit is doing, and to recognize how it is based in equity, public health, and trauma-informed practices, and intertwined with problem solving and community engagement.</li><li>• Also, BPD has expanded its Victim Services Program. This program, which includes numerous partners, is coordinated with GVRs but also serves other violent crime victims as well as family members of homicide victims.</li></ul>	<p><b>Time: 10 minutes</b></p> <p><b>Slide 1</b></p>  <p><i>Facilitators should introduce themselves, providing a synopsis of their BPD experience, including any expertise or experience directly related to this lesson.</i></p> <p><b>Slide 2</b></p> <p>Performance Objectives</p> <ul style="list-style-type: none"><li>• Demonstrate an understanding of the Group Violence Reduction Strategy (GVRs)</li><li>• Recognize that GVRs is a problem-solving approach to gun violence</li><li>• Recognize that community engagement is a fundamental component of GVRs</li><li>• Demonstrate an understanding of victims’ rights and victim services available through BPD and partner agencies</li></ul>

Let's start with this 8-minute video that provides an overview of GVRS and the partners involved in it.

### Slide 3



Here is the link for the video (8:15 in length): [Group Violence Reduction Strategy: An Introduction – YouTube](#)

## II. INSTRUCTIONAL INPUT (CONTENT)

That video does a good job of summarizing the GVRS approach. We want to fill in a few more details and we also want to show you that GVRS is an example of the kind of problem solving and problem-oriented policing (POP) that we discussed over the last couple of hours.

**ASK:** Who remembers the first step in POP?

**SAY:** Right, Scanning. You might recall that the purpose of scanning is to identify new and/or continuing problems.

**ASK:** Anybody have any doubt that gun violence is a continuing problem in Baltimore?

**SAY:** Here's a snapshot of homicides and shootings over a 5-year period, 2016-2020. One thing to note from the bar chart on the right side of the slide is that the city-wide numbers didn't change much over the 5-year period.

Based on these data, a decision was made to first concentrate on the Western District, since it had the highest number of both homicides and shootings.

**Time: 100 minutes (includes a 10-minute break in the middle)**

*Look for: Scanning, the first step in the SARA process.*

*Look for: No.*

### Slide 4



**ASK:** Who remembers the second step in POP?

*Look for: Analysis.*

**SAY:** That's right, Analysis is the second step in the SARA process. The purpose of analysis is to dig into the problem to figure out what it is, where it is occurring, who is involved as offender and victim, and why it's occurring.

Consultants working with BPD helped to do a thorough problem analysis of gun violence in the Western District. We'll just highlight a few things that they found.

One thing they found was that victims and suspects weren't all young. In fact, the average age was over 30. Altogether, 70% of victims and suspects were between the ages of 16-34. Over a quarter, 28%, were age 35 or older.

**ASK:** What method was used in most of the homicides?

### Slide 5



*Look for: firearms – nearly 90%.*

**SAY:** Another thing they found was that 80-90% of the homicide and shooting suspects and victims were already known to the criminal justice system. This included prior arrests, convictions, probation, and incarceration.

### Slide 6

**Western District – 2020 Homicides and Non-Fatal Shootings**  
Victims and Suspects – Criminal Histories

Category	N	Not Known	Criminal Known
Homicide Victims	58	19.0%	81.0%
Homicide Suspects	33	15.2%	84.7%
Non-Fatal Shooting Victims	80	10.5%	89.5%
Non-Fatal Shooting Suspects	38	18.8%	81.2%

**SAY:** Part of the analysis looked just at homicide victims. They found that 70% of the homicide victims were members of criminally-active groups.

This is where we start to appreciate the “G” in GVRs – in a lot of the gun violence in Baltimore, both victims and suspects are members of criminally-active groups.

### Slide 7

**Western District – 2020 and 2021 Homicide Victims**  
N = 69 victim cases reviewed through May 22, 2022

Category	N	Percent	% Known Member Involved	GBR Percent
Motors	14	20.3%	33	18.0%
Organized criminal dispute	13	18.9%	33	100.0%
Intergroup dispute	30	43.5%	8	88.0%
Drug-related dispute	4	5.8%	0	17.1%
Sudden personal dispute	4	5.8%	0	81.1%
Robbery	4	5.8%	0	10.0%
Domestic / family violence	5	7.2%	0	100.0%
Intergroup dispute	5	7.2%	0	0.0%
Child drug ingestion	2	2.9%	0	10.0%
Unknown	1	1.4%	0	10.0%
TOTAL	69	100.0%	46	66.7%



That fact, which is true in many cities, not just Baltimore, suggests that it might make sense to target groups, not just individuals, as a way of trying to reduce gun violence.

Let me point out some other interesting patterns in this data about homicide victims in the Western:

- Almost 1/3 resulted from personal disputes, either ongoing or sudden – and of those, over half the victims were group-involved.
- Over 1/4 resulted from group disputes, and most of those were internal group disputes – 13 versus only 5 that were between groups.

**SAY:** The problem analysis then turned to the criminally-active groups in the Western. They identified 18, some with multiple subsets, comprising 600-700 group members in total. That might sound like a large number, but it represents less than 2% of all the residents of the Western District. And, of course, not all of those 600-700 group members are equally active.

## Slide 8

- Western District – Major Group Areas**
- 18 criminally-active groups / group areas
    - ~ 2 groups with subsets (13 total subsets)
  - Estimated 615 - 700 group members
  - ~12% of 58,025 residents in the Western District
  - ~70% of homicides involve group members
  - Areas 12A to 14J cover 10% of the Western District's 1.8 sq. mi.
  - 84% of 2016-2020 homicide and shootings
  - 10% of 2018 homicide and shootings



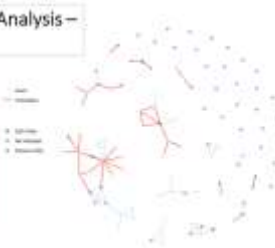
**SAY:** Another component of the problem analysis is what's called social network analysis. SNA uses data and intelligence to link people and groups together. The slide depicts an example of how some members of one group are connected to members of other groups within the Western.

**ASK:** What's the value of a social network analysis like this?

## Slide 9

### Social Network Analysis – Poe Homes

- Findings**
- 2016 - 2020 arrests and shootings: 84% involved group members
  - 40 other crimes identified: 100% involved group members (100% of 100 other crimes)
  - 40 other people have been charged with 100% of 100 other crimes
  - Connections to 15 other groups
- In 2020, the risk of being shot in this small neighborhood was 12 times more likely when compared to the shooting risk for average District residents.**



*Look for:*

- *Targeting those individuals who are connected to others might have a bigger impact than targeting people with few or no connections.*
- *Individuals with a lot of connections may be formal or informal leaders, whether within their group or even across groups.*

**SAY:** This slide provides a summary of what was found in the analysis stage.

## Slide 10

**Problem and Opportunity Analysis**  
**Myths Busted**

- Not only youth, but **older men at center of gun violence**, who at once represent victim and offender populations
- **Retailatory disputes**, primarily involving groups and group members, account for **over half of all incidents**
- By and large **not** driven by drugs and drug markets
- **Small number of extremely active, high-risk people** with group dynamics driving significant violence

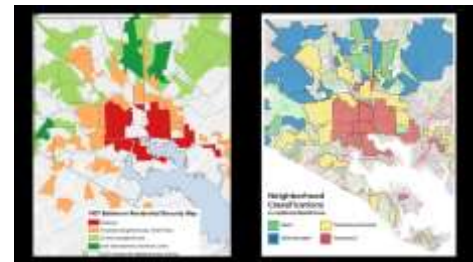
**SAY:** There is also a deeper level of analysis. We need to ask why there is a high level of gun violence in the Western District, versus, say, the Northern District.

There is plenty of debate around the answers to that kind of question. But there are several factors that seem to help explain it:

- Because of segregation and redlining, we have parts of the city where the quality of educational, financial, medical, and housing resources, particularly for African Americans, has been chronically poor.
- People living in these communities have experienced trauma, which not only affects their own self-image and behaviors, but how they interact with others (including law enforcement).
- There is a kind of vicious cycle in some of these communities. Because there is a high level of violence, people carry guns for self-protection. And because of fear and trauma, they sometimes respond violently to what seem to us like minor disagreements or misunderstandings.

When we turn to the next stage of POP, the Response stage, we need to tailor our responses to what we know about the problem – both the basics of what, who, and where, but also the deeper reasons for why.

## Slide 11



**SAY:** Response is the third step in the SARA process. This is where we decide how to address the problem, and then do it.

This slide summarizes two main approaches to gun violence that many people tend to think of. Neither approach has been successful by itself.

The traditional law enforcement approach has been able to hold some individuals accountable, but hasn't reduced violence and has harmed communities and hurt public trust.

The root causes approach might work in the long run but doesn't address violence that's happening right now.

## Slide 12



**RESPONSE:** Traditionally, There Have Been Two Main Approaches to Violence Prevention

Traditional Law Enforcement	Root Causes/Social Services
<ul style="list-style-type: none"> <li>• Crack down on individuals</li> <li>• Rely on "sweeps"</li> <li>• Reactive enforcement</li> <li>• Focus on drug dealing</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on root causes of violence e.g. distressed families, education, jobs</li> <li>• Rely on social service organizations</li> <li>• Prevention other than enforcement</li> <li>• Indirect instead of direct impact on violence</li> </ul>

**SAY:** So that brings us to GVRs. It recognizes violence as a public health crisis, and tries to address root causes through an environment of collaboration and coordination. In recognizing the harm done by traditional law enforcement methods, it focuses only on those groups of individuals driving violence, and uses the lightest footprint possible. It's not a panacea, not a miracle cure. But it is based on what we know about the problem, and it has worked really well in other cities.

Do you remember our POP example from this morning – assaults in and around bars? A key lesson was to concentrate on the few bars that actually had the problem. Similarly, a key element of GVRs is to concentrate on the most active groups and on the small number of people directly involved in gun violence.

## Slide 13



What is the Group Violence Reduction Strategy (GVRs)?

GVRs facilitates **direct, sustained engagement** with the small number of group involved individuals through a partnership of community leaders, social service providers, and law enforcement standing and acting together.

- An explicit focus on homicide and violence
- An approach, not a program

**SAY:** Another key element of GVRs is that it's not all police. Just like we talked about last hour, problem solving and crime reduction are more likely to be effective when police work with partners.

## Slide 14



What is the Group Violence Reduction Strategy (GVRs)?



More specifically, here are some of the partners working together on GVRs in Baltimore. You were introduced to most of them in the video we watched at the start of this module.

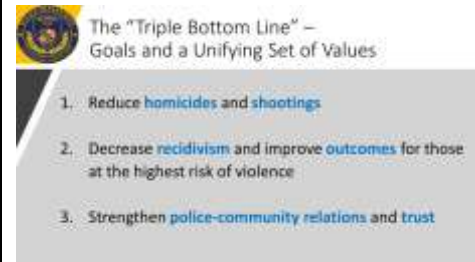
## Slide 15



**SAY:** An important part of the Response stage is being clear about what you are trying to accomplish. These are the goals that GVRs is designed to accomplish. When we get to the Assessment stage, the second “A” in SARA, these are the criteria against which GVRs will be evaluated.

You’ll notice that arrests are not part of the goal of GVRs. That doesn’t mean that we won’t still try to arrest every person who commits gun violence. But the goal is to reduce the violence. Homicides and shootings going down will be the indicators of GVRs success.

## Slide 16



## Slide 17



**SAY:** Remember, the “G” in GVRs refers to groups. As noted earlier, 70% of the homicide victims in the Western were involved in criminally-active groups.

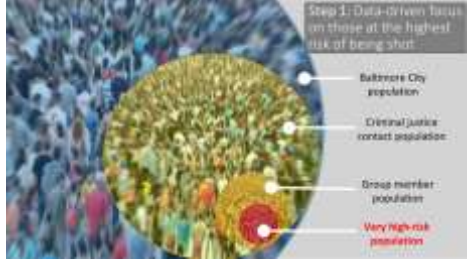

This slide describes what we mean by a street group, which is not the same as a gang. Of course, a gang is an example of a group. But the term group is more general, and in fact we see more groups here in Baltimore than gangs.

## Slide 18



**SAY:** So, in practice, how is GVRs going to work? This slide lays it out and the following slides provide some more detail. But in a nutshell, here’s how it will work:

Step #1 -- Identify the highest risk people & groups for homicide and serious violence, based on data, intelligence, and analysis

<p>Step #2 -- Weekly meetings to coordinate efforts within BPD and with community and city partners</p> <p>Step #3 -- Notify highest-risk people of their risk – suspects &amp; victims</p> <p>Step #4 -- Offer support and alternatives to the highest risk people</p> <p>Step #5 -- Focused enforcement only on those who don't desist from violence</p>					
<p><b>SAY:</b> This slide really emphasizes the necessity of identifying that small number of people most at risk of shooting or being shot. We can't afford to spread our GVRS resources and attention all over the place. It's critically important that our efforts be focused.</p> <p>We mentioned before that the problem analysis found 18 groups with a total of 600-700 people involved in the criminally-active groups in the Western. That's still a lot of people. However, experience has shown that only 10-20% of group members are responsible for the majority of the violence.</p> <p>The strategy, then, is for BPD, working with its partners, to pick out the most active group. Let's say it has 50 members. GVRS will identify the 5-10 people in that group who are responsible for the majority of the group's violence. Those 5-10 people will get the notifications, the moral voice of the community, the offer of services, and the promise of heavy prosecution if their group doesn't desist from violence.</p> <p>Once that group has been addressed, whether through desistance or enforcement, attention turns to the next most active group, using group #1 as the example in messaging to them. This is the approach that has been used successfully in other cities.</p>	<p><b>Slide 19</b></p> 				
<p><b>SAY:</b> This slide fleshes out the weekly coordination meetings. On one level, GVRS efforts need to follow the problem analysis. But things change too. The weekly meetings are intended to constantly refresh the analysis based on real-time dynamics – what's happening right now.</p>	<p><b>Slide 20</b></p>  <table border="1"> <thead> <tr> <th>Problem Analysis</th> <th>Shooting Reviews</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>A multi-year "snapshot" of group violence dynamics</li> <li>Creates a profile to help identify individuals and groups at the highest risk of involvement in gun violence – whether as a victim, suspect or person of interest</li> <li>Guides the design of the strategy</li> <li>Needs to be periodically refreshed</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Weekly meetings that constantly refresh the findings of the problem analysis based on the real-time evolution of violence dynamics</li> <li>Feeds an structural and unstructured intelligence from front-line officers and law-enforcement partners, and refines the weekly management cycle</li> <li>Data-driven decision-making</li> <li>Direct and targeted communication, services, supports and interventions, and</li> <li>Targeted enforcement</li> </ul> </td> </tr> </tbody> </table>	Problem Analysis	Shooting Reviews	<ul style="list-style-type: none"> <li>A multi-year "snapshot" of group violence dynamics</li> <li>Creates a profile to help identify individuals and groups at the highest risk of involvement in gun violence – whether as a victim, suspect or person of interest</li> <li>Guides the design of the strategy</li> <li>Needs to be periodically refreshed</li> </ul>	<ul style="list-style-type: none"> <li>Weekly meetings that constantly refresh the findings of the problem analysis based on the real-time evolution of violence dynamics</li> <li>Feeds an structural and unstructured intelligence from front-line officers and law-enforcement partners, and refines the weekly management cycle</li> <li>Data-driven decision-making</li> <li>Direct and targeted communication, services, supports and interventions, and</li> <li>Targeted enforcement</li> </ul>
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**SAY:** This is a crucial part of the strategy. Through group call-ins and individual custom notifications, key members of groups get the message that they are at risk, that BPD is already focused on them, but they have alternatives. If they follow through with the alternatives and desist from further violence, they won't get any special attention from police.

But, and this is an important part of the message, if they or other members of their group don't desist, then their whole group will get BPD attention. So they are a messenger to their group. Of course, this only works if the threat is credible. We'll come back to that.

**SAY:** We might like to think that police delivering a clear message would be enough, but we know that's not true. Another part of the message is "the moral voice of the community." GVRs tries to incorporate this in call-ins and custom notifications. Some of the more effective deliverers of these messages are:

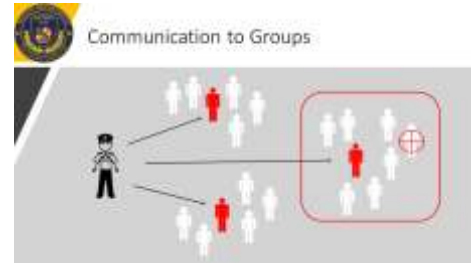
- Mothers and grandmothers
- Fathers, brothers, sisters
- Clergy
- Family members of homicide victims
- Community partners like Roca, Yap, and Safe Streets

**SAY:** Along with the clear police message, and the moral voice of the community, is the genuine offer of support and services. The Mayor's Office (MONSE) is coordinating the delivery of all kinds of services and opportunities that, in the past, were probably in short supply. This time, there is substantial funding to make these kinds of services available more or less right away – fast-tracking will be important.

Not everyone will need all of the services listed on the slide, but most of the victims and suspects targeted by GVRs will need some assistance.

You might note that some of the listed services – like bus passes and help getting a valid ID – aren't exactly

## Slide 21



## Slide 22



## Slide 23



expensive or complicated. But sometimes they are a hurdle that's hard for a person to overcome without a little help, and that little help can make a difference.

**SAY:** This slide summarizes the rationale behind the GVRs approach as we've described it so far.

Changing the dynamics of the group, rather than simply targeting individuals, is really crucial. An important part of the notifications is putting those highly-active group-involved members on notice that their group has to desist from violence, or else there will be consequences.

**SAY:** You might be skeptical about whether this GVRs strategy can actually work. In fact, it's been used in a lot of cities, and it has proven to be effective. This slide cites three examples from studies – the top two are ones that aggregated results from multiple studies.

The evidence is consistent that GVRs, sometimes also called focused deterrence, is an effective strategy.

- It has reduced violent crime
- It has reduced shootings involving group members
- It is efficient in that it reduces violence while targeting smaller numbers of people and groups

**SAY:** Some of you might know that this approach was tried twice before in Baltimore, without much success. The consensus is that it was implementation failure – there was a good plan, but it wasn't executed. Problems included inadequate resources and lack of cooperation and coordination. This time, there's a stronger commitment to do it properly.

## Slide 24



### Why Group Enforcement?

- Individual enforcement doesn't work because group dynamics require a group response
- Group enforcement uses group dynamics to get group members to police themselves
- It means that violence carries consequences for the whole group

## Slide 25



### Scientific Consensus: GVRs is widely effective at reducing violence

These innovations produce "consistent crime control impacts on gang violence, street crime driven by disorderly drug markets, and repeat individual offending." (NAS 2018)

Focused deterrence interventions "achieve a dramatic crime reduction effect while subjecting smaller numbers of people and groups to criminal justice intervention." (Criminology & Public Policy 2015)

"Evaluation showed a 26.7% reduction in shootings for groups notified by law enforcement." (Evaluation Review 2014)

## Slide 26



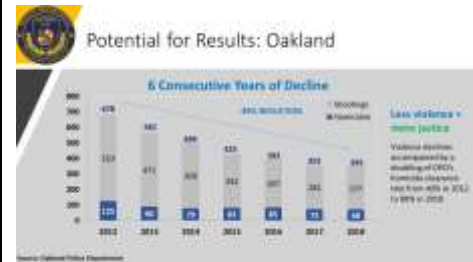
### GVRs in Baltimore

- Versions of a GVRs strategy were attempted with limited impact on violence in the late 1990s and again in 2014-5.
- Baltimore is not unique in these attempts. The City of Oakland, California, also had two unsuccessful attempts at implementing it—in 2004 and in 2010.

Interestingly, Oakland, California has had a similar history of failed implementation. But then they got it right the third time, as shown on the next slide.

You can see the decrease in homicides and shootings that they experienced, and they were also able to double their clearance rate for homicides.

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**SAY:** This slide emphasizes that the objective of police action in GVRs is prevention – providing resources and making consequences so clear and credible that group members will desist from violence.

We haven't emphasized this so far, but a credible threat of enforcement is necessary to make the GVRs message successful. What often happens, at the outset of GVRs, is that group members think it's a bluff, that there won't really be any consequences. Police, and also prosecutors, have to follow through in order to show that they aren't bluffing. Each time they do, the next messages land with more credibility.

It's important to emphasize as well that messaging has to be respectful. Procedural justice comes into play here – messaging that is clear, respectful, fair, and trustworthy is most likely to have the desired effect, and it helps build rather than damage public trust. Remember, it's not just the group members who are watching what is going on – family, friends, neighbors, and others are listening and watching too.

We mentioned earlier that one of the goals of GVRs is to strengthen community relations and trust. If GVRs works to make communities safer while using fair and just methods, that will help build police legitimacy. In the long run, it is critically important that BPD be seen by the people of Baltimore as an effective, trustworthy, and legitimate institution.

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Deterrence, Not Enforcement

GVRs uses enforcement as a last resort.

We want compliance, not arrests and sentences.

Actual enforcement is (mostly) a sign of failure.

GVRs aims to:

- Make consequences so clear and certain that nobody wants them.
- Keep offenders and communities safe.
- Provide an "reasonable exit."



**SAY:** This slide shows where we're at with GVRS. The design phase is over and the operational phase is underway, starting in the Western District. You have seen BPD Broadcasts about it. As of late August:

- 180 individuals had been engaged by GVRS, including:
  - 43 custom notifications
  - 38 referrals to Roca and YAP
  - 9 emergency relocations
- 3 GVRS-related group takedowns
- 33% reduction in homicides in the Western, year-to-date
- 18% reduction in non-fatal shootings.

The intent is to expand to other districts once we see an impact in the Western and as we get more experience implementing the GVRS approach.

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*Note: This information about "Where We Are Now" will be updated before the lesson starts being used in October.*

**SAY:** As you can see from what we've discussed, GVRS is still in its early stages. At this point, we know that every BPD member, not just those in Gvu, can serve as eyes and ears, helping identify individuals and groups driving violence.

As GVRS expands, members will likely become more involved in delivering GVRS messages and also identifying community members who can help influence those at risk. You should expect further guidance on this in the near future.

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**Member Roles in GVRS**

- Violence reduction is everybody's business.
- Officers and detectives can assist GVRS in several ways:
  - Looking for influential individuals/groups, motives, chances for retaliation.
  - Identifying potential non-police messengers to help deliver the GVRS message to individuals in your districts (training available).
  - Locating and delivering messages to targets when requested.
- Additional roles are likely to be identified as GVRS implementation continues and expands.

*Note: This information about members' roles in GVRS will be updated as strategy implementation continues and expands.*

**SAY:** This slide represents the big picture. Implementing GVRS is the immediate intervention, but the expectation is that other efforts across the city will contribute to longer-term prevention and transformation.

No one wants to see 1,000 murders and shootings continue every year. GVRS is the first step in what

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should become a longer-term commitment to dealing more effectively with the root causes of violence in the city.

## Victim Services

**SAY:** An important component of GVRs, and of community engagement, is victim services. Obviously, crime victims, and especially violent crime victims, suffer, whether it's physically, emotionally, and/or financially.

Something that's important to remember is that victims usually encounter an officer or a detective before the Victim Services Unit comes into play. In your day-to-day duties, don't forget that:

- We all have a responsibility to treat victims with sympathy, empathy, and compassion.
- We've all had training in trauma-informed responses.
- We all should be knowledgeable about services available to victims.
- We all have the opportunity to give victims a positive start to their recovery and a hand-off to more formal victim services.

A 2021 report concluded that the City and BPD need to do better at victim services. Among the report's findings were that:

- Victim services have been under-funded and under-staffed.
- Much more attention needs to be paid to victim trauma, including at crime scenes and when making death notifications.
- There has been a tendency to make a distinction between deserving and undeserving victims.
- Victim safety needs more attention.

The Report offered 21 recommendations which the City and BPD are in the process of implementing.

Certainly, there are some ways that BPD can help victims directly, plus we can connect victims to a

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variety of other service providers who specialize in helping people recover from trauma.

You've already seen how Roca and YAP are working with shooting victims, trying to head off retaliation violence. That's one form of victim services directly tied to GVRs.

In addition, GVRs aims to improve access to victim services and provide community members impacted by violence better support and services. For example, BPD has expanded its Victim Services Unit. In the past, the Victims' Unit mainly worked with the Homicide Unit to provide information and services to Next of Kin. With additional staffing they are now able to work with victims of non-fatal shootings and their families, starting in the Western and Southern Districts with plans to branch out as GVRs expands.

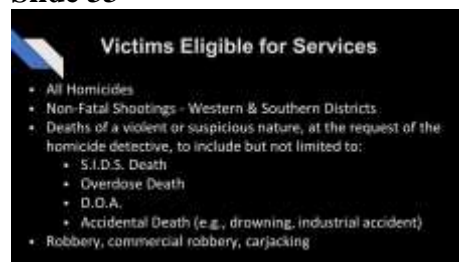
The kinds of services that are provided to victims are listed on the slide. They fit into 4 categories:

- Emergency aid
- Counseling & advocacy
- Investigation
- Prosecution

As you can see, the idea is to support victims from the time they are victimized all the way through the court process.

**SAY:** The advocacy program for homicide survivors has been around since 2016. Victim services coordinators reach out to Next of Kin within 24-72 hours as the first point of contact for services. The coordinators serve as advocates for the survivors as well as a liaison between the survivors and BPD.

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**Victims Eligible for Services**

- All Homicides
- Non-Fatal Shootings - Western & Southern Districts
- Deaths of a violent or suspicious nature, at the request of the homicide detective, to include but not limited to:
  - S.I.D.S. Death
  - Overdose Death
  - D.O.A.
  - Accidental Death (e.g., drowning, industrial accident)
- Robbery, commercial robbery, carjacking

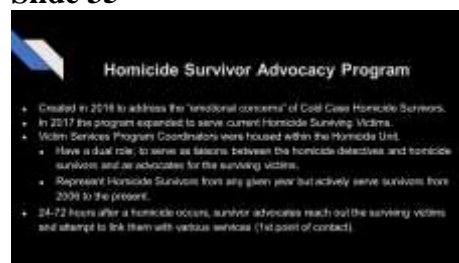
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**Services Offered**

- **Emergency Aid**
  - ✓ Crisis intervention services
  - ✓ Information about victim rights and services
  - ✓ Referral for emergency services (i.e., financial aid, transportation, food, housing, etc.)
  - ✓ Assistance with filing crime victim compensation claims
  - ✓ Information and assistance on security system/safety planning, including STD
  - ✓ Interpreter services
- **Counseling & Advocacy**
  - ✓ Referral for short and long term counseling
  - ✓ Access and referral to self-help support groups
- **Investigation**
  - ✓ Regular updates
- **Prosecution**
  - ✓ Diligent follow up to court system
  - ✓ Accompany to court if desired
  - ✓ Assist recovery of property held as evidence

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**Homicide Survivor Advocacy Program**

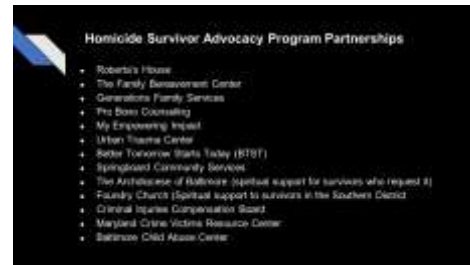
- Created in 2016 to address the "emotional concerns" of Cold Case Homicide Survivors.
- In 2017 the program expanded to serve current Homicide Surviving Victims.
- Victim Services Program Coordinators were housed within the Homicide Unit.
  - Have a dual role: to serve as liaisons between the homicide detectives and homicide survivors and as advocates for the surviving victims.
  - Represent Homicide Survivors from any given year but actively serve survivors from 2006 to the present.
- 24-72 hours after a homicide occurs, survivor advocates reach out to the surviving victims and attempt to link them with various services (1st point of contact).

**SAY:** When it comes to actual services, BPD's coordinators are able to refer survivors to a wide range of community partners, as illustrated on the slide. It's important that the victim coordinators are knowledgeable about these community partners, since most people who become crime victims, including homicide survivors, don't know about services that could help them.

You might want to take a picture of this slide, as it could come in handy when you encounter crime victims in the course of your duties.

**ASK:** Do any of you have any experience with these BPD partners, or any other service providers who help crime victims?

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*Look for: a few examples from members. Be prepared to offer one or two if the class can't provide any.*

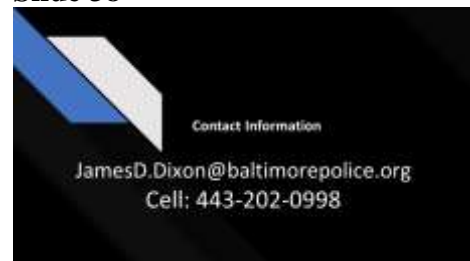
**SAY:** Besides the victim services that BPD and its partners provide, it's important to know that, under Maryland Law, victims of crime have certain rights. You've probably handed out the brochure from the state's Board of Victim Services. It enumerates victim rights under state law, as shown on the slide.

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**SAY:** Whenever dealing with crime victims or survivors, don't hesitate to contact the Victim Services Unit.

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### III. REVIEW/EVALUATION/CLOSURE

**ASK:** Remind me, what are the four steps in the SARA problem-solving process?

**ASK:** Where does GVRs fit in the problem-solving process?

**ASK:** Where does GVRs fit in community policing?

**ASK:** What is the role of Victim Services in GVRs?

**ASK:** Under state law, what are some of the rights of crime victims?

**SAY:** Well done. Let's take a 1-hour break for lunch. Please be back and ready to go at 12 noon.

**Time: 10 minutes**

*Look for: Scanning, Analysis, Response, Assessment*

*Look for: It is the response to the problem of gun violence, based on what was learned from analyzing the problem.*

*Look for: It is based on problem solving and it incorporates community partners in a genuine, authentic way.*

*Look for:*

- *Support healing*
- *Mitigate trauma*
- *Help provide safety*
- *Help obtain justice/navigate the criminal justice system*
- *Contacting shooting victims to try to prevent retaliation.*
- *1<sup>st</sup> point of contact for homicide and shooting survivors in the Western & Southern Districts.*

*Look for: Several examples from Slide 37.*

**Slide 39**

