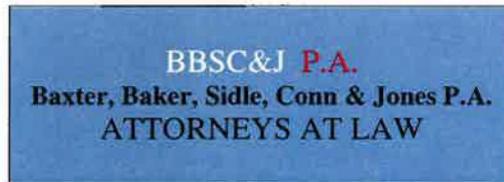Independent Monitor Application

Proposed Monitor: **Chief Fred Sanchez**

Proposed Deputy Monitor: **Chief Louis F. Quijas**

Team Members:

BBSC&J P.A.
Baxter, Baker, Sidle, Conn & Jones P.A.
ATTORNEYS AT LAW

*diversity*MBA

Planet Perspective

BNIA
BALTIMORE NEIGHBORHOOD
INDICATORS ALLIANCE
Jacob France Institute

SDS Global Enterprises. Inc.

Civic Works

Contact: Anthony P. Ashton
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Executive Summary

1.   We are pleased to present our application to independently monitor the Consent Decree entered into collaboratively between the Police Department of Baltimore City ("BPD"), Baltimore City, and the United States Department of Justice (DOJ) designed to ensure lawful and effective policing, procedural justice, and community engagement. Our team consists of local and national experts in law enforcement, community engagement, diversity and inclusion, and constitutional policing. Our team has: three nationally-recognized police chiefs; nearly 300 years of combined experience in law enforcement; commanding officers and supervisors who held leadership roles in at least ten police departments throughout the United States, the Department of Justice, the Federal Bureau of Investigations, and the Department of Homeland Security; a Baltimore-based law firm, having assigned partners with decades of experience in the Baltimore community, working with the police, protecting civil rights, and promoting diversity and inclusion; experts in workplace diversity who have worked with, and for, municipal police and fire departments and Fortune 100 and Fortune 500 companies to promote diversity and eliminate bias in recruitment, hiring and retention; data collection expertise from a Baltimore institution that has been working with BPD and other City agencies for more than a decade; and state and local non-profit organizations dedicated to the helping young people and ensuring justice for all Marylanders.

2.   In short, no other team can match the depth of experience, talents, and perspectives that we will provide in monitoring services. Just as Baltimore is diverse, our team is diverse. More than 80% of the identified individual members of the team, including the proposed Monitor and Deputy Monitor are African-American, Latino, or Asian-American. Approximately 56% of the identified individual members of the team are men, and approximately 44% of the identified individual members of the team are women. Individual biographies are provided later in this Application. Our team is poised to be wholly independent, in that no member of our team is beholden to any political party or group, and none has plans to run for political office. Because of their dedication to the City, the goals of the Consent Decree, and constitutional policing, all members of the team have agreed to work on a flat-fee basis to avoid the possibility of cost overruns and give budgetary predictability to the parties. Consequently, the team proposes the total contact price of $1,245,000 for each year. Our team is specifically comprised to work closely with BPD and its staff, in a cost-effective and collaborative manner, to ensure both Full and Effective Compliance under the Consent Decree and positive, constructive, and long-lasting change for BPD, and the community at large.

3.   Our team recognizes that police officers are the most visible representatives of government in a civil society. They are the only part of government that can temporarily restrain a person's freedom of movement, deprive a person of property, or cause grave bodily injury or death without due process based solely on the officer's perception and understanding at the time of an incident. When conveying so much power, the public must have faith and trust that a police

officer making these critical decisions has the legitimate authority and the necessary training to make such a split-second decision based solely on the overall circumstances perceived and not due to conscious or unconscious bias or other impermissible motivations.

4.   **Proposed Monitor Chief Fred Sanchez (Ret.)** authored and administered police department policies and procedures at all levels of the organization. He was the Chief of Police for the Pomona Police Department. Prior to that position, he was Deputy Chief in charge of the City of Oakland Police Department's Bureau of Investigations, which was comprised of the internal affairs division, intelligence unit, criminal investigations division, juvenile crimes and the crime lab. In addition, through the City of Burbank's City Attorney's Office, he investigated internal racial discrimination allegations within the police department. Chief Sanchez is also bilingual, speaking English and Spanish. **Proposed Deputy Monitor Chief Louis F. Quijas (Ret.)** was responsible for the safety of the citizenship and police force in High Point, North Carolina, where he served as Chief of Police. He is the recipient of an Award for Valor. He served as Assistant Secretary for the Office for State and Local Law Enforcement (OSLLE) for the Department of Homeland Security and as an Assistant Director in the Federal Bureau of Investigation, Head of the Office of Law Enforcement Coordination, and has worked with the Department of Justice.

5.   **Team Members Anthony P. Ashton, Esquire and Gary R. Jones, Esquire** are partners at the law offices of **Baxter, Baker, Sidle, Conn & Jones P.A.** ("Baxter, Baker"). Baxter, Baker is a truly Baltimore firm, committed to the community. Attorney Ashton has practiced in Baltimore since 1997. He is the recipient of the NAACP's Civil Rights Champion Award, has personally represented Baltimore City police officers, has served on the boards of numerous Baltimore educational and civic institutions, is a national speaker, has written articles on diversity and the law, and has taught law internationally. Before joining Baxter, Baker, he was a partner at DLA Piper, the world's largest law firm. During his 20-year tenure at DLA Piper, he was the Head of the Diversity & Inclusion Committee Baltimore offices of the world largest law firm and that firm's national Head of the African-American Affinity Group. Attorney Jones has 20 years of experience practicing law in Baltimore, has represented multiple Baltimore institutions, and has represented the Fraternal Order of Police.

6.   **Team member Deborah Ashton, Ph.D., CDM**, the founder of **Planet Perspective** and Chief Psychologist for **Diversity MBA**, is the former Chief of Test Development and Validation for the Commonwealth of Massachusetts and headed the police and fire section for the City of Oakland Office of Personnel Management. She designed a procedure to reduce vicarious liability for the Commonwealth of Massachusetts's police departments. Psychological screening was leveraged with background checks to eliminate police candidates whom the Commonwealth or municipality knew or should have known had a propensity towards violence. *Psychological Documents* published two of her articles on the development and validation of entry-level police services examinations for the Commonwealth of Massachusetts.

She has more than 25 years of cross-industry experience in human resources. She is the former Vice President, Chief Diversity Officer for Novant Health and has headed Diversity & Inclusion at Medtronic, Harley-Davidson, Darden Restaurants, and Argonne National Laboratory. **Team Member Chief Camerino "Cam" Sanchez (Ret.)** served 35 years in law enforcement, including 15 years as police chief. He pioneered Community Policing as the Chief of Police for the cities of San Rafael, Hollister, and Santa Barbara in California. He addressed the issues of the homeless and mentally disabled members of the community by designing and developing a restorative policy and program in San Rafael and Santa Barbara. His approach to law enforcement responding to, and interacting with, persons with behavioral health disabilities or in crisis was published as "Re-thinking Law Enforcement's Approach to the Mentally Ill" in the San Francisco Medicine/*Journal of the San Francisco Medical Society*. **Team Member Captain Reginald W. Lyles (Ret.)** is a 30-year command level law enforcement officer, who was the Consent Decree Monitor, Examination Supervisor, in Providence, Rhode Island. He has served as a Department of Justice Instructor on Hate Crimes Investigation. In addition, he has been charged with preserving the peace and protecting the First Amendment rights of citizens during eleven large-scale protests, and has led investigations of sex crimes. **Team Member Police Officer/ Investigator Diane Blackwell (Ret.)** has been a leader and coach for the Oakland Police Athletic Department for more than 25 years. She investigated child abuse and missing persons. She worked closely with the Oakland school system.

7.   **Team Member Seema D. Iyer Ph.D.** has overseen the **Baltimore Neighborhood Indicators Alliance-Jacob France Institute** ("BNIA-JFI") since 2011, and is associate director and research assistant professor for the Jacob France Institute in the University of Baltimore's Merrick School of Business. BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Dr. Iyer serves on several community-oriented boards including Baltimore City Head Start and the Baltimore Community Foundation Neighborhoods Committee, and, in 2010, the *Daily Record* recognized her as one of Maryland's Leading Women. She is co-chair and teaches in the University of Baltimore's Real Estate & Economic Development program. Prior to joining UB, Iyer served as Chief of Research & Strategic Planning for Baltimore City's Planning Department and was responsible for data and policy analysis, geographic information systems services and population forecasting.

8.   **Team Member Shirley A. Davis, Ph. D., SPHR, SHRM-SCP, CSP**, Principal of **SDS Global Enterprises, Inc.** ("SDS"), has more than 30 years business and human resources experience and has been an executive at multiple Fortune 100 and Fortune 500 companies. Her experience includes being the Head of Diversity for Constellation Energy (an

Exelon Company) in Baltimore. **Team Member Sgt. Bernard C. Fitchpatrick (Ret.)** has more than 30 years of law enforcement experience. While a member of the Los Angeles Police Department, his responsibilities included ensuring that the division LAPD met to the requirements of the LAPD/DOJ Consent Decree. **Team Member Captain LaPonda J. Fitchpatrick (Ret.)** was the Commanding Officer of the Professional Standard's Section responsible for all hiring, training, management policy and procedure development, and employee conduct for more than 1100 sworn and civilian employees of the Los Angeles Airport Police Department. Captain Fitchpatrick was also on the City of Los Angeles city-wide labor/management committee and was the President of three labor associations representing different levels of employees from officer through executive. **Team Member Captain Tia Morris (Ret.)** was a Detective Supervisor in the LAPD. Captain Morris was tasked with ensuring that LAPD/DOJ Consent Decree-related orders were adhered to in areas of concern, including: promotion of civil rights integrity; critical incident procedures, documentation, investigation and review; program development and response to persons with mental illness; training, integrity audits; and community outreach and public information. **Team Member Stephany Powell, Ed.D.** is the Executive Director of Journey Out, a nonprofit organization that works with victims of sex trafficking and commercial sexual exploitation. She has more than 30 years of experience in law enforcement and created and facilitated Team Building and Executive Leadership workshops based on positive change dynamics for the Los Angeles Fire and Police departments.

9.   **Team Member Professor David Gray** teaches criminal law, criminal procedure, evidence, international criminal law, and jurisprudence at the University of Maryland Francis King Carey School of Law, where he was voted "Professor of the Year" in 2012. He is a Baltimore City resident, whose scholarly interests focus on criminal law, criminal procedure, constitutional theory, and transitional justice. He is the author of the 2017 book *The Fourth Amendment in an Age of Surveillance*, which addresses police methods such as "stop-and-frisk" as well as new and emerging surveillance technologies.

10.   **Team Member Matthew Stubenberg** is the IT Director at the **Maryland Volunteer Lawyers Service** ("MVLS"). MVLS is a private, non-profit legal services provider established in 1981 to help meet the need for legal services in Maryland. MVLS provides quality legal assistance to Marylanders with limited income at low or no cost. Mr. Stubenberg is a data expert who focuses on building web scrapers and developing algorithms. He has received accolades for developing Client Legal Utility Engine (CLUE) which scrapes case data out of our Maryland's Judiciary website and enters it into a database that can be easily accessed and automatically searches different public facing websites for additional legal issues.

11.   The remainder of the independent monitoring team is composed of project assistants from **Civic Works**. Our team is dedicated to working with and improving the lives and career prospects for young people in Baltimore. Civic Works is Baltimore's urban service

corps and an AmeriCorps program. Civic Works strengthens Baltimore's communities through job training education, skills development, and community service. Civic Works is a non-profit organization working in Baltimore communities for more than 20 years, and is deeply committed to service.

12.   Our team is large because we believe that it is vital to have the right person for the job. Monitoring the Consent Decree requires a multidisciplinary team from various professions, rather than a one-size-fits-all team from a single law firm or consulting group. We have far-reaching experience working with local, state, and federal law enforcement agencies in: devising and implementing law enforcement policies and procedures; developing and evaluating law enforcement training; data collection in Baltimore; addressing and eliminating conscious and unconscious bias in interactions between officers and citizens as well as in the recruitment, retention, and promotion of law enforcement officers. Furthermore, our team understands that the Consent Decree not only affects the way in which BPD provides services to the public, but it also affects its relationships with other law enforcement entities with which BPD interacts and the manner in which those entities provide or receive services. The team also includes experts on civil rights and constitutional law, who are familiar with the state and federal courts.

Scope of Work

13.   **Collaborative Relationship with BPD.** Team members include those who previously have monitored and/or were charged with ensuring the adherence to consent decrees. They know firsthand that achieving the goals of the Consent Decree requires a collaborative relationship between BPD and the monitoring team. Furthermore, it requires buy-in from BPD members at all levels, not just at those at the top. Local team members have worked with sworn officers and staff of BPD for years. The team plans to form new relationships and leverage existing relationships to work with BPD to establish clear and realistic procedures to provide BPD with the best opportunity to comply with, and possibly exceed, the goals of the Consent Decree. BNIA-JFI staff will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, Behavioral Health Disability or Crisis, and Use of Force Data Collection. BNIA-JFI will review and comment on plans to ensure the technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree. MVLS will work closely with BNIA-JFI on these areas.

14.   The team believes that the most cost-effective and positive result-oriented way to monitor the Consent Decree is by assisting BPD as it designs its training, data collection, protocols, and other programs. By becoming involved prior to implementation, the monitoring team can tap into team member's vast experience and suggest best practices to help BPD ensure success and compliance with the Consent Decree. Appropriate members of the monitoring team will work closely with their BPD counterparts.

15.	**Community Engagement.** It is imperative that all members of the Baltimore community feel that their voices are heard. From the very beginning of the monitoring process, the team plans to establish an open dialogue with community groups and leaders. The team understands that Baltimore is a city of neighborhoods. Accordingly, no neighborhood or group of people should feel disenfranchised. Members of the team already have worked for decades with, and in, City neighborhoods, including those whose residents may feel powerless. Through an initial series of face-to-face neighborhood community meetings and periodic follow-up meetings, the team will work to ensure that all citizens know that they are valued and can play a part in transforming the City in a positive manner. In addition to the website required by the Request for Applications, the team also envisions using social media to provide easily accessible updates and promote transparency in the monitoring process. Furthermore, members of the team will be directly available by telephone to listen to the concerns of citizens.

16.	**Potential Recommendations for Modification of the Consent Decree.** The Consent Decree should be a "living document." Throughout the monitoring term, the monitoring team shall evaluate the effectiveness of the Consent Decree, taking into account the real life effects of the Consent as written. Because the ultimate goal is to make long-lasting change for BPD and the Baltimore community at large, it is imperative that the monitoring team look at the actual impact that implementation of Consent Decree provisions are having on BPD and the City as a whole. Based upon empirical data and feedback from the parties as well at City stakeholders, *e.g.*, Baltimore residents and community organizations, the monitoring team anticipates that it may make recommendations to modify particular existing provisions of the Consent Decree or to add provisions related to additional training or technical support that the team deems necessary.

17.	**Assignments.** The team believes that the best way to help BPD and the City's residents achieve and experience the goals of the Consent Decree is by being transparent in the monitoring process. As soon as practicable, the monitoring team shall provide to BPD and the public objective standards by which compliance with the Consent Decree will be determined. The team anticipates using tools to evaluate BPD's organizational strengths and developmental needs related to an inclusive and multicultural workforce and impartial policing. The team will review quantitatively measurable data and qualitative information to determine the effectiveness of BPD's efforts to improve its practices and comply with the Consent Decree. The Monitor and Deputy Monitor have overarching responsibility for monitoring BPD's compliance with the Consent Decree. Baxter, Baker will coordinate with all team members and serve as the day-to-day point of contact for the parties to the Consent Decree and the public. BNIA-JFI will support the efforts of the BPD monitoring team regarding the Data Compliance aspects of the Consent Decree. The Consent Decree sets forth several key areas, *e.g.*, Community Policing and Engagement and Stops, Searches, Arrests, and Voluntary Police-Community Interactions. Although the Monitor and Deputy Monitor will ultimately supervise the team on each area, they are included below in areas in which they have extensive personal professional experience.

ANTICIPATED ASSIGNMENTS

	Monitor/Deputy Monitor	Baxter, Baker	Diversity MBA / Planet Perspective	SDS	BNIA-JFI / MVLS
Community Oversight Task Force	Chief F. Sanchez Chief Quijas	A. Ashton, Esq.			
Community Policing and Engagement	Chief F. Sanchez Chief Quijas		Dr. D. Ashton		
Stops, Searches, Arrests, and Voluntary Police-Community Interactions	Chief F. Sanchez Chief Quijas	Prof. Gray (UM Law School)			Dr. Iyer M. Stubenberg
Impartial Policing	Chief F. Sanchez		Captain Lyles Dr. D. Ashton		Dr. Iyer M. Stubenberg
Responding to and Interaction with People with Behavioral Health Disabilities or in Crisis	Chief F. Sanchez		Chief C. Sanchez Dr. D. Ashton	Captain Morris	
Use of Force	Chief F. Sanchez Chief Quijas	A. Ashton, Esq.	Captain Lyles		
Interactions with Youths	Chief F. Sanchez	A. Ashton, Esq.	D. Blackwell		
Transportation of Persons in Custody	Chief F. Sanchez			Captain Morris	
First Amendment Protected Activities	Chief F. Sanchez	A. Ashton, Esq.	Captain Lyles		
Handling of Reports of Sexual Assault	Chief F. Sanchez		Dr. D. Ashton Captain Lyles	Dr. Stephany Powell	
Technology	Chief Quijas			Sgt. B. Fitchpatrick	Dr. Iyer M. Stubenberg
Supervision	Chief F. Sanchez Chief Quijas		Dr. D. Ashton		
Misconduct Investigation and Discipline	Chief F. Sanchez Chief Quijas	G. Jones, Esq.			
Coordination with Baltimore City School Police Force	Chief F. Sanchez	A. Ashton, Esq.	D. Blackwell		
Recruitment, Hiring and Retention	Chief F. Sanchez		Dr. D. Ashton	Captain L. Fitchpatrick	
Staffing, Performance, Evaluations, and Promotions	Chief F. Sanchez	G. Jones, Esq.	Dr. D. Ashton	Dr. Davis Captain L. Fitchpatrick	
Officer Assistance and Support	Chief Quijas		Dr. D. Ashton	Dr. Stephany Powell	

18.   **Community Oversight Task Force ("COTF").** Our team recognizes the importance of developing and maintaining a working relationship with the COTF, listening to their concerns, and offering advice when needed. Chief Fred Sanchez and Chief Quijas, and Anthony Ashton will take responsibility for these efforts. Both Chief Sanchez and Chief Quijas, in their capacities as top commanders of their police departments have worked with community organizations who were stakeholders in their jurisdictions. As former commanding officer of the Oakland Police Department Internal Affairs Division, Chief Sanchez took personal responsibility for ensuring that officers were accountable, not only to the department in which they worked, but to the communities that they served. As recipient of the Community Leadership Award from the Federal Executive Board of Greater Kansas City, Chief Quijas has documented experience working with the community. Chief Sanchez and Chief Quijas have several years of practical, real life experience building multi-ethnic, multicultural coalitions, and working with citizens groups for the betterment of law enforcement agencies and ensuring that officers adhere to expected standards of conduct. Anthony Ashton has worked with the diverse communities within Baltimore throughout his career and has personal knowledge of the conditions sought to be remedied by the Consent Decree.

19.   **Community Policing and Engagement.** The team believes that, at its core, any effective police department must be a part of, and endorsed by, the community that it serves. The team recognizes the importance of BPD partnering and working with educational, religious, special interest, and other community organizations to promote crime prevention, enhance the investigation of crimes once committed, and improve BPD's image and impact positive change. Existing community-oriented programs that may be enhanced include: Citizens on Patrol, which among other things deters crimes of opportunity by reporting items that criminals consider attractive; Neighborhood Watch, which has been proven to prevent crime and improve the quality of the community; and Safe Streets, which delivers the unequivocal message that violence in Baltimore will not be tolerated. Revamping programs such as "Officer Friendly" can improve community-police relations, and in time aid with recruitment of young officers. During their careers, Chief Fred Sanchez and Chief Quijas worked tirelessly with community organizations so as to ensure the safety and well-being of all members of the community regardless of the race, age, religion, ethnicity, gender identification, sexual orientation, housing situation, or mental disability. Dr. Ashton participated in ride-alongs with the Winston-Salem Police Department as part of her activities with Leadership Winston-Salem. In addition, as the Chief Diversity Officer for Novant Health, she was responsible for increasing community outreach and engagement to a broader diverse community. The team hopes to foster relationships between BPD and community groups, and use qualitative and quantitative measures to assure compliance with the Consent Decree.

20.   **Stops, Searches, Arrests, and Voluntary Police-Community Interactions.** The team recognizes that the brief detention and search of persons a/k/a "Stop and Frisk" is a hot button issue, and that the conducting such searches has constitutional implications. Even the

perception of targeting individuals for such searches based upon impermissible reasons can have the effect of delegitimizing police interaction with, and compromising the ability to protect and serve, the community. The most invasive of searches, *e.g.*, Strip Searches and Body Cavity Searches, should be conducted rarely and only by well-trained officers under strict adherence to protocol. Moreover, arrests for certain charges – Obstructing, Hindering, or Resisting an Officer; Disorderly Conduct; Failure to Obey an Officer; Gambling; Making a False Statement to an Officer; and Misdemeanor Trespassing Offenses – have been shown to have a racially disparate impact and are widely seen by the public as pretextual. Professor Gray is tenured at the University of Maryland Francis King Carey School of Law, where he teaches Criminal Law, Criminal Procedure, Evidence, International Criminal Law, and Jurisprudence. He is an expert on Fourth Amendment issues, including stops, searches, and arrests. The monitoring team will work collaboratively with BPD to ensure that officers are receiving the necessary training and engaging in constitutional policing in compliance with the Consent Decree. Chief Sanchez and Chief Quijas, former commanding officers who had ultimate responsibility for ensuring constitutionally permissible law enforcement tactics, will work with other team members to review current practices related to involuntary encounters between citizens and law enforcement. Moreover, as stated in the Consent Decree section on Community Policing and Engagement, the team recognizes that voluntary interaction between law enforcement officers and the community is necessary to promote crime prevention and enhance the investigation of crimes once committed. Chief Sanchez and Chief Quijas know from their experience that a community that feels respected by law enforcement and that law enforcement officers are a part of their neighborhoods are more likely to cooperate with investigations. Chief Sanchez, Chief Quijas, and Professor Gray will review data related to encounters between the community and BPD to ensure that BPD is complying with the Consent Decree, including Supervising Officers review reports related to such encounters. BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree.

21. **Impartial Policing.** Equal protection under the law must be a cornerstone of law enforcement in Baltimore. Even the perception of biased policing can undermine legitimate police actions. The team recognizes that BPD has developed policies and training to prevent biased policing. Chief Fred Sanchez commanded the Pomona Police Department, Los Angeles County, California. The City of Pomona is a multi-ethnic, multi-cultural community. Dr.

Deborah Ashton is a licensed psychologist, specializing in organizational and clinical psychology, developing an inclusive workplace, and mitigating implicit bias. Captain Lyles is a retired 30-year command level law enforcement officer for the cities of Berkeley and Novato, California. He was part of the Consent Decree Monitoring Team in Providence, Rhode Island. Bay Area Rapid Transit Trustee Board hired him in 2009 as its consultant, during the Oscar Grant police involved shooting investigation and response. He was tasked to review the culture of the BART Police Agency, review BART's General Orders and make recommendations, arrange community meetings and recommend policy ameliorations. They rewrote BART's General Orders, recommended establishing an Ombudsman-style Citizen's Review Board, held over twenty community meeting in the cities of San Francisco, Oakland, Berkeley, and Alameda. Recommended the hiring of Myers-Nave Law Firm, Los Angeles, to handle the Internal Affairs Investigation and that National Organization of Black Law Enforcement Executives ("NOBLE") complete a second examination of the Culture of BART Police Department. He teaches, trains and advises churches and community groups on law enforcement, governmental, and non-governmental organizations locally and across the country on public safety and civil and human rights. The team will work with BPD to ensure that policies recently enacted comply with the Consent Decree and will advise BPD on the possible need for, and the content of, additional training needed to comply with the Impartial Policing requirement of the Consent Decree. BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree.

22.   **Responding to and Interaction with People with Behavioral Health Disabilities or in Crisis.** Dr. Deborah Ashton is a Harvard-trained licensed psychologist with experience treating individuals in crisis or with behavioral health disabilities. She served on the Board of Directors for the Minnesota Mental Health Association. As a clinical psychologist, she has worked with survivors of sexual assault and she has testified as an expert witness for Alameda County Courts on whether defendants were competent to stand trial and able to assist in their defense. While heading the San Rafael Police Department, Chief Cam Sanchez established a citywide protocol and team to address the homeless and mentally ill issues in collaboration with various social service and non-profit entities, as well as with Chamber of Commerce personnel. His approach to law enforcement responding to, and interacting with, persons with behavioral health disabilities or in crisis was published as "Re-thinking Law Enforcement's Approach to the Mentally Ill" in the San Francisco Medicine/*Journal of the San Francisco*

Medical Society. As a Department supervisor in the Los Angeles Police Department, Captain Morris was tasked with ensuring that the LAPD/DOJ Consent Decree-related orders were adhered to and that training was provided by specifically articulating new operational policies and procedures in the nine areas of concern, including Program development for response to persons with mental illness. The team, including Chief Fred Sanchez, who will oversee the entire monitoring process, will work with BPD to ensure that the Crisis Intervention Plan and policies and training related to crisis intervention and interacting with behavioral health disabilities comply with the Consent Decree, and will advise BPD on the possible need for, and the content of, additional training needed to comply with this area's requirements under the Consent Decree. BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree.

23. **Use of Force.** Even prior to Chief Fred Sanchez becoming the top commander of the Pomona Police Department, as Deputy Chief for the Oakland Police Department (in charge of the Bureau of Investigations, which was comprised of the internal affairs division), he was responsible for ensuring that all officers under his command used proper force when interacting with citizens and effecting arrests. The division necessarily investigated allegations of excessive force. As the head of the High Point Police Department, Chief Quijas was responsible for the safety and quality of life for the population of High Point, North Carolina. Responsibility for the population's safety necessarily included ensuring the appropriate use of force by officers under his command. Captain Lyles is a retired 30-year command level law enforcement officer for the cities of Berkeley and Novato, California. He was part of the Consent Decree Monitoring Team in Providence, Rhode Island. Bay Area Rapid Transit Trustee Board hired him in 2009 as its consultant, during the Oscar Grant police involved shooting investigation and response. He was tasked to review the culture of the BART Police Agency, review BART's General Orders and make recommendations, arrange community meetings and recommend policy ameliorations. They rewrote BART's General Orders, recommended establishing an Ombudsman-style Citizen's Review Board, held over twenty community meeting in the cities of San Francisco, Oakland, Berkeley, and Alameda. Recommended the hiring of Myers-Nave Law Firm, Los Angeles, to handle the Internal Affairs Investigation and that National Organization of Black Law Enforcement Executives ("NOBLE") complete a second examination of the Culture of BART Police Department. He teaches, trains and advises churches and community groups on law enforcement, governmental, and non-governmental organizations locally and across the

country on public safety and civil and human rights. Anthony Ashton has represented BPD officers in civil actions concerning allegations of excessive force, and in 2016 taught a course at University of Maryland Francis King Carey School of Law in which the topic was excessive force as a violation of 42 U.S.C. § 1983. The team is aware that BPD has recently implemented improved policies regarding officers' uses of force, and force reporting, investigations, and reviews. The team will work with BPD to ensure that policies recently enacted comply with the Consent Decree and will advise BPD on the possible need for, and the content of, additional training needed to comply with the Use of Force requirement of the Consent Decree. BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree.

24.   **Interactions with Youths.** The Consent Decree provides that "BPD will ensure that officers approach all interactions with Youth in a manner that takes into account the individual characteristics of the Youth, if apparent or known, including age, size, developmental and mental status, disability status, and maturity." In short, when possible, law enforcement officers are to treat children as children. Prior to becoming the head of Pomona Police Department, Chief Fred Sanchez was Oakland Police Department Deputy Chief of Police in charge of the Bureau of Investigations, the division that handled juvenile crimes. Prior to practicing law, Anthony Ashton was a teacher and guidance counselor in public and private secondary schools in Maryland. He has served on the boards of public and parochial schools in Baltimore City, and has performed risk-management and sexual harassment training for organizations that work with school age children. Diane Blackwell is a retired Patrol, Recruit Officer, Background Investigator, and Child-Abuse/Missing Persons Investigator for the City of Oakland, California. She has been an active leader and coach in the Oakland Police Athletic Department for more than 25 years. She volunteers at Lend a Hand Foundation in Oakland which delivers backpacks to Oakland Public Schools, and provides shelter for families in need. The monitoring team will work with BPD concerning efforts to use alternatives to arrest and engage with youth advocates and community organizations regarding interaction with youths. The monitoring team will assist in BPD's efforts to ensure that it provides officers with guidance on developmentally appropriate responses to, and interactions with, Youth, consistent with the Consent Decree, including appropriate officer conduct during voluntary interactions, stops, searches, arrests, uses of force, and custodial detentions and interrogations. BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order

to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree.

25. **Transportation of Persons in Custody.** The team recognizes that BPD is responsible for the safety and well-being of all persons while in police custody, including during transport. BPD has agreed to make modifications to transport equipment and improve its training and policies related to transport as well as implement documentation protocols related to injuries and other incidents that occur during transport. Chief Fred Sanchez, who as head of the Pomona Police Department, was ultimately responsible for policies that safeguard persons in custody and all transport equipment in his jurisdiction. Captain Morris, who as a Department supervisor in the Los Angeles Police Department, was tasked with ensuring that the LAPD/DOJ Consent Decree-related orders were adhered to and that training was provided by specifically articulating new operational policies and procedures in the nine areas of concern, including training. The team will work collaboratively with BPD to ensure compliance with the Consent Decree on issues related to the transportation of persons in custody, including training in, and adherence to, procedures for the safety of all persons being transported. The team will ensure that BPD complies with document creation and document retention policies set forth in Consent Decree, including documenting injuries or vehicle accidents during transport.

26. **First Amendment Protected Activities.** Chief Fred Sanchez is the retired Chief of Police, Pomona Police Department, a multi-ethnic, multi-cultural community. He was responsible for ensuring that all officers under his command respected the civil rights, including First Amendment rights, of the citizens in his jurisdiction. He informed and advised the City Manager, City Council on public safety matters and received advice from the City Attorney on legal matters. While Deputy Chief of Police of the Oakland Police Department, he was in charge of the Bureau of Investigations, which included the internal affairs division. While part of the Berkeley Police Department, Captain Lyles was charged with preserving the peace and protecting the First Amendment rights of citizens during eleven large-scale protests. He also teaches, trains and advises churches and community groups on law enforcement, governmental, and non-governmental organizations locally and across the country on public safety and civil and human rights. Anthony Ashton is a litigation partner with 20 years of experience in the Baltimore legal community, who has extensive experience in complex litigation, and has represented clients in matters concerning constitutional issues, including First Amendment rights. He received the Civil Rights Champion Award from the NAACP for his outstanding

service and commitment to advancing civil rights and social justice. The team will work with BPD to ensure that BPD trains officers regarding the protected rights of citizens, does not interfere with citizens engaged in lawful assembly and/or protest or recording the actions of officers, preserves evidence, review and analysis of complaints alleging misconduct related to First Amendment Protected activity, provides required supervision of First Amendment related arrests and seizures, and otherwise complies with this area of the Consent Decree. BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree.

27. **Handling of Reports of Sexual Assault.** Dr. Powell is a retired Los Angeles Police Department Sergeant II with 30 years of professional and dedicated service to the community. During her tenure with the LAPD, she was responsible for reviewing all reports for compliance with the LAPD/DOJ Consent Decree to ensure all policies and procedures were being followed in the area where she served. Her last assignment was as a Vice Unit Supervisor where her staff focused on sex trafficking and related crimes. She is the Executive Director of the Journey Out Project, a non-profit organization, dedicated to providing intervention, life skills programs, and services to female victims of domestic sex trafficking, including those that are school-aged. Captain Lyles is a retired 30-year command level law enforcement officer for the cities of Berkeley and Novato, California. He was part of the Consent Decree Monitoring Team in Providence, Rhode Island. While serving as a Berkeley Police Officer, he was assigned to Team "B" Investigators, and investigated more than 30 rape cases. Team "B" was assigned to take all of the felony cases between the hours of 1600hrs and 0200hrs. He worked the weekends when reports of sexual assaults occurred in the college town of Berkeley. As a Sergeant and Lieutenant, he supervised the handling of these cases. Fred Sanchez is the retired Chief of Police of the Pomona Police Department, where he authored and administered department policies. Dr. Deborah Ashton is a licensed clinical psychologist. She has worked with survivors of sexual assault. The team will work with BPD to ensure compliance with the Consent Decrees mandate's related to the handling of reports of sexual assaults, and when necessary make suggestions regarding best practices for, among other things, training of BPD personnel, interacting with victims, preserving evidence, conducting investigations, and working with community and advocacy groups.

28.   **Technology.** BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. BNIA-JFI staff will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, Behavioral Health Disability or Crisis, and Use of Force Data Collection. BNIA-JFI will review and comment on plans to ensure the technical and data architecture issues are in place to collect any addition information that is required by the Consent Decree. MVLS will work closely with BNIA-JFI on these areas. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree. Chief Quijas headed the High Point Police Department and was Assistant Secretary for the Office for State and Local Law Enforcement (OSLLE) for the Department of Homeland Security –DHS's principal liaison to the state and local law enforcement community. He was an Assistant Director in the FBI, where he was the Head of the Office of Law Enforcement Coordination, which was created to enhance the coordination and communication between the FBI and state, municipal, county and tribal law enforcement on a national level. Captain Bernard Fitchpatrick is a retired Los Angeles Police Department sergeant who was responsible for ensuring the requirements of the LAPD/DOJ Consent Decree was followed, and all policies, procedures, and regulations were strictly adhered to at all levels of the Division for which he was responsible. The team will work with BPD and make suggestions concerning best practices regarding facets, including training and data collection, to ensure compliance with the Consent Decrees mandate's related to technology, including working with DOJ and BPD to ensure that BPD's policy on body-worn cameras addresses the use of cameras, retention of videos, access and privacy issues, the use of recordings as evidence in force and complaint reviews, and the use of recordings for other criminal justice purposes (such as evidence in prosecutions or evidence required to be turned over to defense attorneys).

29.   **Supervision.** The team will work with the parties to assure that BPD complies with all aspects of the Consent Decree related to Supervision. While the head of the Pomona Police Department, Chief Fred Sanchez authored and administered department policies, made promotions, assignments and took disciplinary action when necessary. He was Oakland Police Department Deputy Chief of Police in charge of the Bureau of Investigations, which was comprised of the internal affairs division, intelligence unit, criminal investigations division, juvenile crimes and the crime lab. In addition to having been leader of the High Point Police Department, Chief Quijas was Assistant Secretary for the Office for State and Local Law Enforcement (OSLLE) for the Department of Homeland Security –DHS's principal liaison to the

state and local law enforcement community. He was an Assistant Director in the FBI, where he was the Head of the Office of Law Enforcement Coordination, which was created to enhance the coordination and communication between the FBI and state, municipal, county and tribal law enforcement on a national level. He was the Assistant Secretary for the Office of State and Local Law enforcement. He served as the FBI's point of contact for the national leadership of the International Association of Chiefs of Police, the National Sheriffs' Association, the Major Cities Chiefs' Association, the Major County Sheriff's Association, the Police Executive Research Forum, and the Fraternal Order of Police. He co-authored the handbook on "Maintaining Integrity in Law Enforcement Organizations," sponsored by the Major Cities Chiefs Association and National Executive Institute.

30.   Among other things, the Consent Decree requires that BPD upgrade its Early Intervention System ("EIS") which has goals, including proactively identifying of potentially problematic behavior among officers. Dr. Deborah Ashton is the former Chief of Test Development and Validation for the Commonwealth of Massachusetts and headed the police and fire section for the City of Oakland Office of Personnel Management. She designed a model psychological screening procedure to reduce vicarious liability for the police departments of the 110 municipalities for which the Commonwealth of Massachusetts provided selection services, including Boston. This process leveraged psychological screenings with background checks to eliminate police candidates whom the Commonwealth or municipality knew or should have known had a propensity towards violence. Among other things related to Supervision, the monitoring team will work with BPD to help design, refine, and implement testing and programs that prevent problematic behavior before it happens and effectively remedy such behavior once manifested. The team will work collaboratively with the BPD and DOJ on the creation of, or revisions to, policies relating to the Material Requirements of the Consent Decree, and will make suggestions of best practices. Thereafter, the team will review implementation of all such policies and revisions to determine their effectiveness in relation to the general and specific goals of the Consent Decree. Immediately upon being appointed, the team shall work with DOJ and BPD to determine a reasonable period of collaboration ("Collaboration Period"), and shall specifically set forth the Collaboration Period in the Monitoring Plan. The team will work with the parties on the revision, implementation and evaluation of the Field Training Officer ("FTO") program, including assuring that instructors, themselves, have been properly trained and are qualified. Again the team will make suggestions of best practices. Similarly, the team will work collaboratively with BPD and make suggestions of best practices to ensure that BPD has programs and procedures that ensure that supervisors are of the proper character, have been appropriately trained in constitutional law enforcement, and understand and effectively implement their supervisory obligations.

31.   The team with consult with the parties regarding BPD's creation of a plan for renovating and updating training facilities, including the provision of information technology resources, to accomplish the training requirements of the Consent Decree, in a cost-effective and

reasonable manner. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. BNIA-JFI staff will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, Behavioral Health Disability or Crisis, and Use of Force Data Collection. BNIA-JFI will review and comment on plans to ensure the technical and data architecture issues are in place to collect any addition information that is required by the Consent Decree. MVLS will work closely with BNIA-JFI on these areas. Led by Dr. Iyer, BNIA-JFI staff and Mr. Stubenberg of MVLS will review existing data inventory with BPD and data collection plans for additional/more information on Stop, Search, and Arrest, and will review and comment on plans to ensure that technical and data architecture issues are in place to collect any additional information that is required by the Consent Decree.

32. **Misconduct Investigation and Discipline.** The team understands that the legitimacy of BPD in the eyes of the community can be jeopardized by the misconduct of even a single officer or the perception of indifference to such misconduct by BPD. Prior to becoming the head of the Pomona Police Department, Chief Fred Sanchez was the Oakland Police Department Deputy Chief of Police in charge of the Bureau of Investigations, which included the internal affairs division. As head of the Pomona Police Department, he authored and administered department policies, made promotions, assignments and took disciplinary action when necessary. Chief Quijas was the head of High Point Police Department. He was Assistant Secretary for the Office for State and Local Law Enforcement (OSLLE) for the Department of Homeland Security –DHS's principal liaison to the state and local law enforcement community. He was an Assistant Director in the FBI, where he was the Head of the Office of Law Enforcement Coordination, which was created to enhance the coordination and communication between the FBI and state, municipal, county and tribal law enforcement on a national level. He was the Assistant Secretary for the Office of State and Local Law enforcement. He served as the FBI's point of contact for the national leadership of the International Association of Chiefs of Police, the National Sheriffs' Association, the Major Cities Chiefs' Association, the Major County Sheriff's Association, the Police Executive Research Forum, the Fraternal Order of Police. He co-authored the handbook on "Maintaining Integrity in Law Enforcement Organizations," sponsored by the Major Cities Chiefs Association and National Executive Institute. Gary Jones has practiced law in Baltimore for more than 20 years and has represented the Fraternal Order of Police. The team will work with BPD to assure compliance with all aspects the Misconduct Investigation and Discipline section of the Consent Decree. Among other things, the team will work with BPD to ensure that, while protecting the due process rights of accused officers, BPD timely responds to complaints of officer misconduct, conducts effective investigations, and fairly and consistently disciplines officers found to have engaged in such misconduct. The team will, among other things: review the intake process for complaints; look at indicators of whether the Office of Professional Responsibility ("OPR") maintains appropriate distance and separation from BPD so as to avoid even the perception of bias; monitor the interaction between OPR and the Civilian Review Board ("CRB"); review training of OPR and

CRB personnel; review data to ensure there are timely and appropriate communications with complainants; ensure timely resolution of complaints following investigations using appropriate techniques; and monitor adherence to mandated document retention policies. The team will make suggestions of best practices.

33. **Coordination with Baltimore City School Police Force.** Our team understands that the Consent Decree, not only affects the way in which BPD provides services to the public, but it also affects its relationships with other law enforcement entities with which BPD interacts and the manner in which those entities provide or receive services. For example, the Consent Decree provides that "BPD will ensure that officers approach all interactions with Youth in a manner that takes into account the individual characteristics of the Youth, if apparent or known, including age, size, developmental and mental status, disability status, and maturity." BPD authorizes the Baltimore City School Police Force ("BSP") to exercise law enforcement powers throughout the City. Unless advised otherwise by the City Solicitor or DOJ, the monitoring team assumes that the Consent Decree requirement regarding interaction with Youth applies to members of BSP, who presumably have equal or greater interaction with Youth than the average BPD officer. Accordingly, members of the community likely expect consistent treatment of Youth by BPD and BSP officers. Furthermore, BSP officers may be the first law enforcement personnel to encounter victims of child abuse, child neglect, or sexual assault, whether committed by adults or other youths. Chief Fred Sanchez headed the Pomona Police Department in city that was comprised of a multi-ethnic, multi-cultural community of all ages. As Chief, he interacted with local, state and federal agencies, and is, therefore, familiar with cross-departmental relations. Previously, he was Oakland Police Department Deputy Chief of Police in charge of the Bureau of Investigations, which included the juvenile crimes division. Officer /Investigator Diane Blackwell has been a leader and coach for the Oakland Police Athletic Department for more than 25 years. She investigated child abuse and missing persons. She worked closely with the Oakland school system. Prior to practicing law, Anthony Ashton was a teacher and guidance counselor in public and private secondary schools in Maryland. He has served on the boards of public and parochial schools in Baltimore City, and has performed risk-management and sexual harassment training for organizations that work with school age children. The team will work collaboratively with BPD in its assessment of BSP's exercise of law enforcement powers to help ensure that such power is being exercised appropriately and consistently with BPD's obligations under the consent Decree, and, if deemed necessary, suggest modifications of the Memorandum of Agreement between the Baltimore City Schools Board of School Commissioners and BPD.

34. **Recruitment, Hiring and Retention.** Chief Fred Sanchez was the top commander the Pomona Police Department, in Pomona, California, a multi-ethnic, multi-cultural community. He authored and administered department policies, made promotions, assignments and took disciplinary action when necessary. After retiring, through the Burbank City Attorney's Office, he investigated several internal racial discrimination allegations within the

Burbank Police Department. Dr. Deborah Ashton is the former Chief of Test Development and Validation for the Commonwealth of Massachusetts and headed the police and fire section for the City of Oakland Office of Personnel Management. At the Commonwealth of Massachusetts and the City of Oakland, she was responsible for police entry-level and promotional selection/examinations. She designed a model psychological screening procedure to reduce vicarious liability for the police departments of the 110 municipalities for which the Commonwealth of Massachusetts provided selection services, including Boston. This process leveraged psychological screenings with background checks to eliminate police candidates whom the Commonwealth or municipality knew or should have known had a propensity towards violence. To address a Consent Decree, she developed a valid entry-level police officer examination with a cut-score of 70% that reduced adverse impact by 100%. The pass rate of minorities to white candidate increased from 39% to 79%, a 40-point increase. *Psychological Documents* published two of her articles on the development and validation of entry-level police services examinations for the Commonwealth of Massachusetts. In 2016, as a Governor of Illinois Appointee, she chaired the Private Employment Retention Subcommittee of the Illinois Department of Human Rights Best Practices to Prevent Discrimination and Promote Diversity and Inclusion Study. She has more than 25 years of cross-industry experience in human resources, including global Fortune 500 experience, including serving as the former Vice President, Chief Diversity Officer for Novant Health and heading Diversity & Inclusion at Medtronic, Harley-Davidson, Darden Restaurants, and Argonne National Laboratory. Captain LaPonda Fitchpatrick was responsible for ensuring the safety, security, and regulatory compliance of the global gateway known as LAX and its satellite airports for more than 30 years, retiring as a commanding officer within the Los Angeles Airport Police Department (LAXPD). She was the Commanding Officer of the Professional Standard's Section responsible for all hiring, training, management policy and procedure development, and employee conduct for more than 1100 sworn and civilian employees.

35.   The team assist will work collaboratively with BPD to ensure compliance with all Recruitment, Hiring and Retention aspects of the Consent Decree. The team will review current BPD recruitment and hiring practices, including testing, to determine what modifications may be necessary to facilitate a diverse and effective BPD workforce. The team will review and offer suggestions regarding the Recruitment Plan to be submitted by BPD. The team will ensure that the Recruitment Plan complies with best practices, and is tailored to BPD, taking into account the demographics of Baltimore and efforts by competing surrounding counties to attract high-quality recruits. Suggestions may include tuition assistance programs for BPD officers, partnering with public or private universities within Baltimore to provide continuing education or college credits to officers at free or reduced tuition levels, and partnering with housing providers to encourage recruits to move to Baltimore. The team will also assist BPD in creating a Retention Plan in efforts to retain personnel who have proven themselves to be of high quality.

36.   **Staffing, Performance, Evaluations, and Promotions.** Chief Fred Sanchez was the top commander the Pomona Police Department, in Pomona, California, a multi-ethnic, multi-cultural community. He authored and administered department policies, made promotions, assignments and took disciplinary action when necessary. After retiring, through the Burbank City Attorney's Office, he investigated several internal racial discrimination allegations within the Burbank Police Department. Dr. Davis is an accomplished corporate executive, global workforce and talent management expert, an international speaker, a master certified trainer, leadership strategist, executive coach, and author. She has more than 30 years of business and human resources experience and has worked at several Fortune 100 and 500 companies in various senior and executive leadership roles in sales, operations, banking, retail, manufacturing, utilities, and financial services. These positions include: Head of Diversity at Constellation Energy Group (an Exelon Company); Senior Manager for Global Diversity and HR Initiatives at Capital One Services, Inc.; and Corporate Training Coordinator and Community Reinvestment Act Representative with Bank IV Oklahoma (now Bank of America). She was the Global Vice President Diversity & Inclusion and Workplace Strategies for the world's largest HR association, the Society for Human Resources Management. Captain LaPonda Fitchpatrick was responsible for ensuring the safety, security, and regulatory compliance of the global gateway known as LAX and its satellite airports for more than 30 years, retiring as a commanding officer within the Los Angeles Airport Police Department (LAXPD). She was the Commanding Officer of the Professional Standard's Section responsible for all hiring, training, management policy and procedure development, and employee conduct for more than 1100 sworn and civilian employees. Dr. Deborah Ashton is the former Chief of Test Development and Validation for the Commonwealth of Massachusetts and headed the police and fire section for the City of Oakland Office of Personnel Management. At the Commonwealth of Massachusetts and the City of Oakland, she was responsible for police entry-level and promotional selection/examinations. As the head of diversity and inclusion for Fortune 500 companies, she has provided guidance on performance and evaluation issues that may influence talent management and promotions. In 2016, as a Governor of Illinois Appointee, she chaired the Private Employment Retention Subcommittee of the Illinois Department of Human Rights Best Practices to Prevent Discrimination and Promote Diversity and Inclusion Study. She has more than 25 years of cross-industry experience in human resources, including global Fortune 500 experience, including serving as the former Vice President, Chief Diversity Officer for Novant Health and heading Diversity & Inclusion at Medtronic, Harley-Davidson, Darden Restaurants, and Argonne National Laboratory. Gary Jones has practiced law in Baltimore for more than 20 years and has represented the Fraternal Order of Police. The team will review the Staffing Plan to be developed by BPD to ensure that it complies with goals of the Consent Decree and, in particular, the section addressing Staffing, Performance, Evaluations, and Promotions. The team will ensure that BPD is using a performance evaluation system designed to measure characteristics set forth in the Staffing, Performance, Evaluations, and Promotions section of the Consent

Decree. Furthermore, the team will monitor compliance with the document retention policy mandated by this section of the Consent Decree.

37. **Officer Assistance and Support.** The mental health and well-being of BPD officers affects their judgment and reaction time in stress-filled situations in which split-second decisions are necessary. For the safety of officers and the communities that they serve, it is imperative that there be an effective Employee Assistance Program ("EAP") that provides as needed counseling and other services. Moreover, it is vital that BPD promote these services to its officers, and create and maintain a culture that encourages officers to take advantage of such services without fear of being stigmatized. Dr. Deborah Ashton is a clinical psychologist who helped design the EAP for the City of Oakland. Dr. Powell wrote her dissertation The Effects of Work Related Emotional Dissonance on African American Female Officers When Cultural Identity Is Threatened. Louis Quijas is the retired Chief of Police for the High Point Police Department, High Point, North Carolina, where he was responsible for the safety and quality of life for the city's population, which necessarily included police officers. He understands the value and necessity of an effective EAP. The team expects that BPD will offer to all officers a voluntary mental health evaluation before returning an officer to full duty following a traumatic incident. Moreover, the team expects that BPD will be able to show documentary evidence that such support was offered and encouraged. The team will assist BPD in identifying deficiencies and opportunities for improvement in BPD's officer assistance and support programs, will work collaboratively with BPD in BPD's implementation appropriate corrective action and improvement measures, and will collaborate with BPD regarding the proper documentation of such implanted measures.

Personnel

38. Team members have the following time commitments to other work and projects:

Team member	Other time commitments per month
Chief Fred Sanchez	0 hours
Chief Louis Quijas	32 hours for consulting various clients
Anthony P. Ashton	80 hours for various private clients of Baxter, Baker
Gary R. Jones	140 hours for various private clients of Baxter, Baker
Deborah Ashton, Ph.D.	80 hours for Diversity MBA and various clients
Chief Cam Sanchez	96 hours consulting for various clients
Captain Reginald W. Lyles	40 hours consulting for various clients
Officer/Investigator Diane Blackwell	112 hours for OPAL, Lend a Hand , Bookkeeping, and Family Home Child Care
Seema D. Iyer Ph.D.	120 hours for university teaching, administration and other research activities

	Dr. Iyer is a 2017 Fulbright Scholar and will be stationed in India from July 17-Nov 17, 2017. During that time, she is available as needed remotely to assist on oversight of BNIA-JFI's role in the monitoring.
Shirley A. Davis, Ph.D., SPHR, SHRM-SCP, CSP	152 hours consulting for various clients and speaking engagements
Captain LaPonda J. Fitchpatrick	120 hours consulting for various clients
Sergeant Bernard C. Fitchpatrick	0 hours
Captain Tia Morris	40 hours consulting for various clients
Stephany Powell, Ed.D.	128 hours (120 at Journey Out and 8 for teaching)
David Gray, Ph.D.	80 hours for teaching obligations at the University of Maryland Francis King Carey School of Law
Matthew Stubenberg	144 hours for other projects at MVLS
2 Project Assistants from Civic Works	80 hours each for job training, education, and community service

39. References for Chief Fred Sanchez concerning paragraphs 18-37 of this Application:

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40. References for Chief Louis Quijas concerning paragraphs 18-20, 23, 28-29, 32, and 37 of this Application:

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41.   References for Anthony P. Ashton concerning paragraphs 18, 23, 26, and 33 of this Application:

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42.   References for Gary R. Jones concerning paragraphs 32 and 36 of this Application:

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43.   References for Deborah Ashton, Ph.D. concerning paragraphs 21, 22, 27, 30, 34, 36 and 37, of this Application:

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Dan Lyons
SVP, Human Resources (retired)
Darden Restaurants, Inc.
(407) 341-0123
danlyons3043@gmail.com

44.   Reference for Chief Camerino "Cam" Sanchez concerning paragraph 22 of this Application:

James Broderick, Ph.D. (Former Mental Health Director for Santa Barbara & Shasta, CA)
Professor
Pacifica Graduate Institute
805-679-6145 direct dial
805-969-3626 ext.145
JBroderick@pacifica.edu

45.   References for Captain Reginald W. Lyles concerning paragraphs 23, and 26-28, of this Application:

Waymon Jenkins, Captain, Ret.
Berkeley Police Department
510-307-6955

Dr. Carol Ward Allen, Former Trustee
Bay Area Rapid Transit Trustee Board
510-504-7894

Brian Brady, Chief of Police Novato, CA, Ret.
818-822-5331

46.   References for Seema D. Iyer Ph.D concerning paragraphs 20-24, 26, 28, and 31 of this Application:

Alice Kennedy
Deputy Commissioner
Division of Green, Healthy and Sustainable Homes
Department of Housing and Community Development
410-396-3474
alice.kennedy@baltimorecity.gov
alice.kennedy@habc.org

Hans Froelicher, IV
Assistant Attorney General
Office of the Attorney General
Department of Housing and Community Development
410-514-7817
Froelicher@dhcd.state.md.us

Evette Munro
Acting, Chief Information Officer
MAYOR CATHERINE PUGH
Mayor's Office of Information Technology, City of Baltimore
410-834-2845
evette.munro@baltimorecity.gov

Ruth Ann Norton
Executive Director
Green & Healthy Homes Initiative
410-534-6477
ranorton@ghhi.org

47.   References for Shirley A. Davis, Ph.D., SPHR, SHRM-SCP, CSP concerning paragraph 36 of this Application:

Monica Diaz, Vice President of Diversity, Inclusion and Wellness
ESPN
860-766-2368
monica.diaz@espn.com

Jackson L. Davis Director Diversity and Inclusion
ESPN
860-766-2000
Jackson.l.davis@espn.com

48.   References for Captain LaPonda J. Fitchpatrick concerning paragraphs 34 and 36 of this Application:

Chief Bernard J. Wilson (Ret.), FCMI, DABCHS, CHS-V, CASP
Crisis Strategies Network, CEO and Primary Consultant
818-645-0733
bw@cristrat.net

49.   References for Sergeant Bernard C. Fitchpatrick concerning paragraph 28 of this Application:

Commander Todd Chamberlin
Assistant Commanding Officer, Central Bureau
Los Angeles Police Department
213-949-8497
todd.chamberlain@lapd.lacity.org

50.   References for Captain Tia Morris concerning paragraphs 22 and 25 of this Application:

Kyle Jackson, Ph.D., Retired Commander
Los Angeles Police Department
213-399-5509
afatherof4@sbcglobal.net

51.   References for Stephany Powell, Ed.D. concerning paragraphs 27 and 37 of this Application:

Jackie Lacey
Los Angeles County District Attorney
213-974-3512 ext. 211
Info@lacounty.gov

52.   References for David Gray, Ph.D. concerning paragraph 20 of this Application:

Christopher Slobogin
Milton R. Underwood Chair in Law
Professor of Psychiatry
Director, Criminal Justice Program
Vanderbilt University School of Law
615-343-2059
christopher.slobogin@vanderbilt.edu

Travis LeBlanc
Boies, Schiller, Flexner LLP
202-895-5242
tleblanc@bsfllp.com

The Hon. Stephen Wm. Smith
United States District Court
Southern District of Texas
713-250-5100
Stephen_Smith@txs.uscourts.gov

Susan Freiwald
Associate Dean and Professor
University of San Francisco School of Law
415-422-6467
freiwald@usfca.edu

Richard E. Myers
Henry Brandis Distinguished Professor of Law
University of North Carolina School of Law
919-962-8115
RMyers@email.unc.edu

53.   References for Matthew Stubenberg concerning paragraphs 20-24, 26, 28, and 31 of this Application:

Melissa Rothstein
Director of Policy and Development
Office of the Public Defender
410-767-9853
mrothstein@opd.state.md.us

Joseph S. Mack
Executive Director
Civil Justice, Inc.
410-706-7985
jmack@civiljusticenetwork.org

Team Composition

54.   Baxter, Baker is a local law firm located in Baltimore.

55.   Planet Perspective is minority-owned and woman owned. Diversity MBA is an MBE and WBE certified by the Chicago Minority Business Development Council (National MBE Certification).

56.   SDS Global Enterprises, Inc., a Maryland corporation, is an MBE and WBE Small Business certified by the Maryland Department of Transportation.

57.   Baltimore Neighborhood Indicators Alliance – Jacob France Institute is a part of the University of Baltimore located in Baltimore.

58.   Maryland Volunteer Lawyers Service is a Maryland nonprofit organization whose office is located in Baltimore.

59.   Civic Works is a Maryland nonprofit organization located in Baltimore.

60.   More than 80% of the identified individual members of the team, including the proposed Monitor and Deputy Monitor are African-American, Latino, or Asian-American. Approximately 56% of the identified individual members of the team are men, and

approximately 44% of the identified individual members of the team are women. Individual biographies are provided later in this Application.

Budget

61.   Because of their dedication to the City, the goals of the Consent Decree, and constitutional policing, all members of the team have agreed to work on a flat-fee basis to avoid the possibility of cost overruns and give budgetary predictability to the parties. Consequently, the team proposes the total contact price of $1,245,000 for each year.

Potential Conflicts of Interest

62.   Although the team does not believe any conflicts of interest exist, BNIA-JFI has been coordinating the data acquisition from several City agencies, including BPD, since 2000 in order to warehouse, analyze and disseminate actionable indicators to a diverse group of citywide nonprofit organizations, city and state government agencies, neighborhoods, foundations, businesses and universities to help leaders throughout Baltimore City, the region, and the State make data-driven decisions. BNIA-JFI has routinely worked with the BPD Research and/or IT directors as personnel changes have occurred over the years. Crime and Safety, Spring 2017, Vital Signs 15, an example of BNIA-JFI's work is attached as Exhibit 1 to this Application.

Monitor and Deputy Monitor

Chief Fred Sanchez

A.A., Administration of Justice, Chabot Community College, Hayward, CA

B.A., Criminal Justice, California State University, Hayward, CA

Graduate: F.B.I. National Academy, Quantico, VA

P.O.S.T. Basic, Intermediate and Management Certificates

Bilingual: English/Spanish

Fred Sanchez is the retired Chief of Police, Pomona Police Department, Los Angeles County, California. The City of Pomona is a multi-ethnic, multi-cultural community. He authored and administered department policies, made promotions, assignments and took disciplinary action when necessary. He informed and advised the City Manager, City Council on public safety matters and received advice from the City Attorney on legal matters. As Chief, he also interacted with local, state and federal agencies.

After retiring, through the Burbank City Attorney's Office, he investigated several internal racial discrimination allegations within the Burbank Police Department. Previously, he was Oakland Police Department Deputy Chief of Police in charge of the Bureau of Investigations, which was comprised of the internal affairs division, intelligence unit, criminal investigations division, juvenile crimes and the crime lab. He interacted with citizens and special interest groups and maintained relationships with local, state and federal law enforcement agencies. During his tenure, he also worked patrol, personnel, recruitment, and background investigations. He is a veteran of the United States Air Force - Intelligence Services. He was assigned to Great Britain and Travis Air Force Base, Fairfield, CA.

Chief Louis F. Quijas

B.S., Criminal Justice Administration, Park College, Parkville, MO

Master of Public Affairs, Park College, Parkville, MO

Graduate of the Senior Executives in State and Local Government Program, John F. Kennedy School of Government, Harvard University, Cambridge, MA

Graduate of the F.B.I.'s National Academy and the Police Executive Research Forum's Senior Management Institute for Police, Quantico, VA

Louis Quijas is the retired Chief of Police for the High Point Police Department, High Point, North Carolina, where he was responsible for the safety and quality of life for the city's population. He started his law enforcement career with the Kansas City, Missouri Police Department, where he received progressive promotions to the rank of Major. He received the Kansas City Police Department's Distinguished Service Award; and the Community Leadership Award from the Federal Executive Board of Greater Kansas City.

He was Assistant Secretary for the Office for State and Local Law Enforcement (OSLLE) for the Department of Homeland Security –DHS's principal liaison to the state and local law enforcement community. He was an Assistant Director in the FBI, where he was the Head of the Office of Law Enforcement Coordination, which was created to enhance the coordination and communication between the FBI and state, municipal, county and tribal law enforcement on a national level. He was the Assistant Secretary for the Office of State and Local Law enforcement. He served as the FBI's point of contact for the national leadership of the International Association of Chiefs of Police, the National Sheriffs' Association, the Major Cities Chiefs' Association, the Major County Sheriff's Association, the Police Executive Research Forum, the Fraternal Order of Police. He co-authored the handbook on "Maintaining Integrity in Law Enforcement Organizations," sponsored by the Major Cities Chiefs Association and National Executive Institute. He is a past president of the Latino Peace Officers Association and was a member of the National Executive Committee of the International Association of Chiefs of Police.

Baker, Sidle, Conn & Jones P.A.

Anthony P. Ashton, Esq.

B.A., Political Science major, Special Education minor,
Howard University, Washington, DC

M.A., Counseling, University of the District of Columbia, Washington, DC

J.D., University of Maryland School of Law, Baltimore, MD

Anthony P. Ashton, a partner at Baxter, Baker, Sidle, Conn & Jones P.A., is a litigation partner with 20 years of experience in the Baltimore legal community. He has extensive experience in complex litigation, and has represented clients in matters concerning constitutional issues, including First Amendment rights and represented Baltimore City police officers. He has drafted amicus briefs filed in the United States Supreme Court in *Fisher v. University of Texas at Austin* and *Fisher II*, cases involving diversity in higher education.

He received the Civil Rights Champion Award from the NAACP for his outstanding service and commitment to advancing civil rights and social justice. He served as the Chair of the national African American/Black Affinity Group while he was a partner at DLA Piper, the world's largest law firm, and was Chair of Diversity and Inclusion Committee for that firm's Baltimore offices. He is an adjunct professor at the University of Maryland School of Law, and has taught law internationally. He is on the Board of Trustees of Maryland Volunteer Lawyers Service. He serves as counsel for Saint Frances Academy in Baltimore, the oldest Catholic school in the nation dedicated to the education of African Americans. He is a member of the Character Committee of the Court of Appeals of Maryland, Sixth Circuit. He is a member of the Federal Bar Association, Maryland Chapter's Board of Governors. In 2016, Community Law in Action recognized him with its Inspiring Voice Award for his dedication to creating positive change in Baltimore. Prior to practicing law, he was a teacher and guidance counselor in public and private secondary schools in Maryland. He has served on the boards of public and parochial schools in Baltimore City, and has performed risk-management and sexual harassment training for organizations that work with school age children.

Gary R. Jones, Esq.

B.S., Biology, Mount St. Mary's College, Emmitsburg, MD

J.D., University of North Carolina School of Law, Chapel Hill, NC

Gary R. Jones, a partner at Baxter, Baker, Sidle, Conn & Jones P.A., is a litigator and administrative lawyer who focuses on a broad range of legislative and regulatory law as well as complex business litigation.

Mr. Jones has also represented the Fraternal Order of Police as well as clients in both federal and state courts in Maryland, the District of Columbia, and Virginia. Mr. Jones has appeared before regulatory bodies, including administrative hearings at both the local and state level including matters before administrative Boards of Appeals and numerous hearings before the Maryland General Assembly.

Planet Perspective / Diversity MBA

Deborah Ashton, Ph.D.

B.A., Psychology, Clarke College, Dubuque, IA

Ph.D., Clinical Psychology and Public Practice, Harvard University, Cambridge, MA

Postdoctoral Internship, Harvard Medical School, Cambridge, MA

Certificate in Diversity Management, Georgetown University & the Institute for Diversity, Washington, DC

Dr. Deborah Ashton, founder of Planet Perspective and Chief Psychologist for Diversity MBA – a certified MBE, is the former Chief of Test Development and Validation for the Commonwealth of Massachusetts and headed the police and fire section for the City of Oakland Office of Personnel Management.

To address a Consent Decree, she developed a valid entry-level police officer examination with a cut-score of 70% that reduced adverse impact by 100%. The pass rate of minorities to white candidate increased from 39% to 79%, a 40-point increase. *Psychological Documents* published two of her articles on the development and validation of entry-level police services examinations for the Commonwealth of Massachusetts. She has more than 25 years of cross-industry experience in human resources, including global Fortune 500 experience, including serving as the former Vice President, Chief Diversity Officer for Novant Health and heading Diversity & Inclusion at Medtronic, Harley-Davidson, Darden Restaurants, and Argonne National Laboratory. She designed a model psychological screening procedure to reduce vicarious liability for the police departments of the 110 municipalities for which the Commonwealth of Massachusetts provided selection services, including Boston. This process leveraged psychological screenings with background checks to eliminate police candidates whom the Commonwealth or municipality knew or should have known had a propensity towards violence. The *Harvard Business Review*, the *Financial Times*, International Labour Organization, various media and professional organizations, have recognized her as a human resources thought leader. *Savoy Magazine* named her as one of 2014 Top Influential Women in Corporate America. In 2016, as a Governor of Illinois Appointee, she chaired the Private Employment Retention Subcommittee of the Illinois Department of Human Rights Best Practices to Prevent Discrimination and Promote Diversity and Inclusion Study. She is a licensed psychologist in three states, specializing in organizational and clinical psychology, developing an inclusive workplace, and mitigating implicit bias. She served on the Board of Directors for the Minnesota Mental Health Association. As a clinical psychologist, she has worked with survivors of sexual assault and she testified as an expert witness for Alameda County Courts on whether defendants were competent to stand trial and able to assist in their defense.

Chief Cam Sanchez

A.A., Supervision, Rio Hondo College, Whittier, CA

B.A., Public Service Management, University of Redlands, Redlands, CA

M.A., Human Resources/Organization Development, University of San Francisco, San Francisco, CA

Camerino "Cam" Sanchez is the retired Chief of Police of Santa Barbara, California. Previously, he was the Chief of Police of the City of San Rafael, California and the City of Hollister, California. While heading the Santa Barbra Police Department, he established Citizens' Advisory Committee for Community Policing protocols. He also developed employee enhancement programs – Mentorship Program, Diversity Program and Leadership Development.

He successfully established team development at all levels of police organization through employee accountability and input group dynamic processes. He established programs designed to address youth issues. He established solid and effective partnerships with school districts, business community and non-profit organizations through a variety of partnership. While heading the San Rafael Police Department, Chief Sanchez established a citywide protocol and team to address the homeless and mentally ill issues in collaboration with various social service and non-profit entities, as well as with Chamber of Commerce personnel. He also pioneered Community Policing philosophy under the name of Community Oriented Public Service ("COPS").

B.A., Sociology, San Francisco State University, San Francisco, CA

Master of Community and Leadership, American Baptist Seminary of the West, Berkeley, CA

Captain
Reginald W. Lyles

Reginald W. Lyles is a retired 30-year command level law enforcement officer for the cities of Berkeley and Novato California. He was the Examination Supervisor for the Consent Decree Monitor in Providence, Rhode Island. He was the Senior Advisor for Public Safety to Mayor of Oakland, California. He served as Hate Crimes Investigation Instructor for the Department of Justice.

While part of the Berkeley Police Department, he has been charged with preserving the peace and protecting the First Amendment rights of citizens during eleven large-scale protests. He was part of the Consent Decree Monitoring Team in Providence, Rhode Island. While serving as a Berkeley Police Officer, he was assigned to Team "B" Investigators, and investigated more than 30 rape cases. Team "B" was assigned to take all of the felony cases between the hours of 1600hrs and 0200hrs. He worked the weekends when reports of sexual assaults occurred in the college town of Berkeley. As a Sergeant and Lieutenant, he supervised the handling of these cases. Bay Area Rapid Transit Trustee Board hired him in 2009, as their consultant, during the Oscar Grant police involved shooting investigation and response. He was tasked to review the culture of the BART Police Agency, review BART's General Orders and make recommendations, arrange community meetings and recommend policy ameliorations. They rewrote BART's General Orders, recommended establishing an Ombudsman-style Citizen's Review Board, held over twenty community meeting in the cities of San Francisco, Oakland, Berkeley, and Alameda. Recommended the hiring of Myers-Nave Law Firm, Los Angeles, to handle the Internal Affairs Investigation and that National Organization of Black Law Enforcement Executives ("NOBLE") complete a second examination of the Culture of BART Police Department. He teaches, trains and advises churches and community groups on law enforcement, governmental, and non-governmental organizations locally and across the country on public safety and civil and human rights.

A.A., Administration of Justice Corrections, A.A., Administration of Justice Police Science, Merritt College, Oakland, CA

AA Early Childhood Development (with Honors), Chabot College, Hayward, CA

BS, Management (with honors), University Of Phoenix, Phoenix, AZ

P.O.S.T. Basic, Intermediate and Advanced Certificates

Certifications: Early Childhood Development Basic Teacher, and Coaching, Chabot College Hayward, CA

Officer/Investigator
Diane Blackwell

Diane Blackwell is a retired Patrol, Recruit Officer, Background Investigator, and Child-Abuse/Missing Persons Investigator for the City of Oakland, California. She acted as facilitator for the Museum of Tolerance for Police Officers in Los Angeles. She engaged in community policing and focused in reducing stress for citizenry in stressful situations. She has been an active leader and coach in the Oakland Police Athletic Department for more than 25 years. She volunteers at Lend a Hand Foundation in Oakland that delivers backpacks to Oakland Public Schools, and provides shelter for families in need.

Baltimore Neighborhood Indicators Alliance - Jacob France Institute

Seema D. Iyer Ph.D.

B.A., Mathematics & Russian Studies, University of Pennsylvania, Philadelphia, PA

M.A., Regional Science, University of Pennsylvania, Philadelphia, PA

Ph.D., Urban and Regional Planning, specializing in Comprehensive and Strategic Planning for Community Development, University of Michigan, Ann Arbor, MI

Graduate Certificate in Russian & East European Studies, University of Michigan, Ann Arbor, MI

Seema D. Iyer Ph.D. is Associate Director and Research Assistant Professor for the Jacob France Institute in the University of Baltimore's Merrick School of Business and has overseen the Baltimore Neighborhood Indicators Alliance since 2011. Dr. Iyer served as Chief of Research & Strategic Planning for Baltimore City's Planning Department and was responsible for data and policy analysis, geographic information systems services and population forecasting.

She is a recognized expert on data issues and strategic planning for communities, having most recently worked on the McElderry Park Byrne Criminal Justice planning grant, Community Needs Assessment for the Family League of Baltimore, and Baltimore City Head Start. In 2010, the *Daily Record* recognized her as one of Maryland's Leading Women by. She spearheaded part of the Baltimore City's critical planning efforts as Director of the 2010 Census Complete Count Campaign and Co-Chair of its 2009 Food Policy Task Force. In 2008, she managed the City's planning grant to develop the Comprehensive Economic Development Strategy. She serves on several community-oriented boards including Baltimore City Head Start and the Baltimore Community Foundation Neighborhoods Committee. She is co-chair and teaches in the University of Baltimore's Real Estate & Economic Development program.

SDS Global Enterprises, Inc.

Shirley A. Davis, Ph.D., SPHR, SHRM-SCP, CSP

B.A., Pre-Law major, Communications minor,
University of Maryland, College Park, College Park, MD

M.S., Human Resources Management, Central Michigan University, Mount Pleasant, MI

Ph.D., Business & Organization Management,
Capella University, Minneapolis, MN

Certified as a Senior HR Professional, Human Resources Certification Institute and The Society for Human Resource Management

Dr. Shirley Davis, Principal SDS Global – woman and minority-owned C-Corporation, is an accomplished corporate executive, global workforce and talent management expert, an international speaker, a master certified trainer, leadership strategist, executive coach, and author. She has over 30 years of business and human resources experience and has worked at several Fortune 100 and 500 companies in various senior and executive leadership roles in sales, operations, banking, retail, manufacturing, utilities, and financial services.

These positions include: Head of Diversity at Constellation Energy Group (an Exelon Company); Senior Manager for Global Diversity and HR Initiatives at Capital One Services, Inc.; and Corporate Training Coordinator and Community Reinvestment Act Representative with Bank IV Oklahoma (now Bank of America). She was the Global Vice President Diversity & Inclusion and Workplace Strategies for the world's largest HR association, the Society for Human Resources Management. Dr. Davis was named one of the Top 100 Corporate Executives in America by *Uptown Professional Magazine* four consecutive years. She was named as a "Woman Worth Watching" by *Profiles in Diversity Journal* and she received the "Strategic Star" Award by *Diversity Woman Magazine*. She has been an expert and quoted on NBC's The Today Show, the Wall Street Journal, NPR, USA Today, and CNN.com

**Captain
LaPonda J. Fitchpatrick**

B.A., Sociology, University of California Los Angeles (UCLA), Los Angeles, CA

Certified Senior Professional, The Society for Human Resource Management (SHRM-SCP)

LaPonda J. Fitchpatrick is a retired captain who was responsible for ensuring the safety, security, and regulatory compliance of the global gateway known as LAX and its satellite airports for over 30 years, retiring as a commanding officer within the Los Angeles Airport Police Department (LAXPD). She was the Commanding Officer of the Professional Standard's Section responsible for all hiring, training, management policy and procedure development, and employee conduct for more than 1100 sworn and civilian employees.

Captain Fitchpatrick was also on the City of Los Angeles city-wide labor/management committee and was the President of three labor associations representing different levels of employees from officer through executive. She modernized and wrote the State of California mandated Aviation Security for Law Enforcement Officers training course as a consultant to the California Peace Officers' Standards and Training Commission (POST) that certifies law enforcement officers. She created a training curriculum that addressed the multi-cultural and dynamic venue that a global system such as aviation presents with a concentration on terrorism and its global effect on aviation security. Post-9/11, taking this training curriculum nationwide, she has trained more than 3500 police officers, TSA and other aviation security personnel, which included the entire law enforcement components for Atlanta-Hartsfield, Phoenix-Sky Harbor, Shreveport, and Jackson Evers Airport Police Departments. She also created a Diversity and Inclusion Training Program for The American Association of Airport Executives.

**Sergeant
Bernard C. Fitchpatrick**

B.S., Criminal Justice, California State University at Long Beach, Long Beach, CA

Masters in Public Administration, University of Southern California, Los Angeles, CA

Bernard C. Fitchpatrick is a retired Los Angeles Police Department sergeant who was responsible for ensuring the requirements of the LAPD/DOJ Consent Decree was followed, and all policies, procedures, and regulations were strictly adhered to at all levels of the Division for which he was responsible. He was in charge of ensuring that calls for police services were handled effectively and efficiently within the realm of constitutional policing, while safeguarding that order was maintained and the needs of the diverse community were met.

He has conducted training for local and state law enforcement agencies nationwide and the United States Military internationally. Sergeant Fitchpatrick has worked closely with the community, school districts, and the youth to share his knowledge and experience.

Captain Tia Morris

B.S., Criminal Justice major, English minor, California State University Los Angeles, Los Angeles, CA

Tia Morris is a retired Los Angeles Police Department captain. Upon entry of the LAPD/DOJ Consent Decree, she, as a Department supervisor ,was tasked with ensuring that the LAPD/DOJ Consent Decree-related orders were adhered to and that training was provided by specifically articulating new operational policies and procedures in the following nine areas of concern, which was where the primary emphasis of the Consent Decree.

The areas were: Management and supervisory measures to promote Civil Rights Integrity; Critical incident procedures, documentation, investigation and review; Management of Gang Units; Management of Confidential Informants; Program development for response to persons with mental illness; Training; Integrity Audits; Operations of the Police Commission and Inspector General; and Community outreach and public information. While commanding the Southwest Patrol Division in South Los Angeles, where adhering to the LAPD/DOJ Consent Decree mandates was critical in race relations, she effectively addressed gang violence. There, she also and while. She also commanded the Van Nuys Patrol division where she was instrumental in carrying forward the Department's ongoing mission in furtherance of standards that were set forth by the LAPD/DOJ Consent Decree. All told, more than 20 of her 32 years in law enforcement were spent in a supervisory capacity providing oversight, training and direction to officers and supervisors in the field, as well as in critical Detective/Investigative assignments. Captain Morris was a State of California Advocate for Victims of Domestic Violence. She is also the award winning author "Mama's Curse: A Memoir," which tells the story of her life as law enforcement office and her fight with breast cancer.

Stephany Powell, Ed.D.

B.A., San Jose State University, San Jose California

M.A., Behavioral Science, California State University, Dominguez Hills, Carson, California

Ed.D., University of La Verne, La Verne, California – Dissertation Topic: The Effects of Work Related Emotional Dissonance on African American Female Officers When Cultural Identity Is Threatened

Stephany Powell is a retired Los Angeles Police Department Sergeant II with 30 years of professional and dedicated service to the community. During her tenure with the LAPD, she was responsible for reviewing all reports for compliance with the LAPD/DOJ Consent Decree to ensure all policies and procedures were being followed in the area where she served. Her last assignment was as a Vice Unit Supervisor where here staff focused on sex trafficking and related crimes.

Dr. Powell's most notable and rewarding assignments as a law enforcement officer were as a Senior Lead Officer in Foothill Area, where she was a community liaison officer, assigned to the Pacoima and Lake View Terrace Area shortly after the Rodney King incident. She was selected as the "Woman of Year" for the California Assembly, 39th District. She was the Assistant Officer In-Charge of the Media Relations Section and designated as the Department Spokesperson for the Office of the Chief of Police. During that assignment, she served directly under Police Chiefs Willie William and Bernard C. Parks. Dr. Powell received the Los Angeles County Board of Supervisors Commission for Women, Woman of the Year Award, and the Los Angeles District Attorney Jackie Lacey Award for the Victim Witness Assistance Program. She is the Executive Director of the Journey Out Project, a non-profit organization, dedicated to providing intervention, life skills programs, and services to female victims of domestic sex trafficking including those that are school-aged.

Team Member Professor David Gray, Ph. D.

B.A., Anthropology and Philosophy, University of Virginia, Charlottesville, VA

M.A., Philosophy Northwestern University, Evanston, IL

Ph.D., Philosophy, Northwestern University, Evanston, IL

J.D., New York University School of Law, New York, NY

David Gray, Ph. D.

Professor David Gray, Ph. D. is tenured at the University of Maryland Francis King Carey School of Law, Baltimore, Maryland, where he teaches Criminal Law, Criminal Procedure, Evidence, International Criminal Law, and Jurisprudence. Professor Gray also has taught Law in a Just Society at the University of Maryland, College Park, Maryland, Criminal Law at Duke University School of Law, Durham, North Carolina, and Gender Issues in the Law at Northwestern University, Evanston, Illinois.

He is a Baltimore City resident and nationally-recognized expert and author on criminal law and Fourth Amendment rights. His 2017 book The Fourth Amendment in an Age of Surveillance discusses police search and seizure methods including "stop-and-frisk" and new and evolving surveillance technologies. Professor Gray frequently provides expert commentary for local and national media outlets. He was quoted in the Detroit Legal News article "Baltimore prosecutors can guide police behavior under consent decree." He also serves on the Law and Philosophy Committee of the American Philosophical Society. Prior to joining the University of Maryland School of Law faculty, Professor Gray practiced law at Williams & Connolly LLP.

Maryland Volunteer Lawyers Service

B.A., Political Science and Government, University of Maryland Baltimore County, Baltimore , MD

J.D., University of Maryland Francis King Carey School, Baltimore, MD

Matthew Stubenberg

Matthew Stubenberg is the IT Director at the Maryland Volunteer Lawyers Service ("MVLS"). MVLS is a private, non-profit legal services provider established in 1981 to help meet the need for legal services in Maryland. MVLS provide quality legal assistance to Marylanders with limited income at low or no cost. Mr. Stubenberg is a data expert who focuses on building web scrapers and developing algorithms.

He has received accolades for developing Client Legal Utility Engine (CLUE) which scrapes case data out of our Maryland's Judiciary website and enters it into a database that can be easily accessed and automatically searches different public facing websites for additional legal issues. He develops technology programs to expand MVLS's pro bono services throughout Maryland. In his staff attorney role, Mr. Stubenberg will lead MVLS' expungement programs and clinics, which are designed to help low-income Marylanders expunge their criminal records and pave the way for these individuals to secure jobs, housing and education. Prior to joining MVLS, he was a senior application specialist at Legal Aid Bureau in Baltimore where he developed and implemented software to increase the quality of the organization's civil legal representation. His MDExpungement website (www.mdexpungement.com) allows users to expunge their criminal records.

EXHIBIT 1

Census Demographics

Housing and Community Development

Children and Family Health

Crime and Safety

Workforce and Economic Development

Education and Youth

Arts and Culture

Sustainability
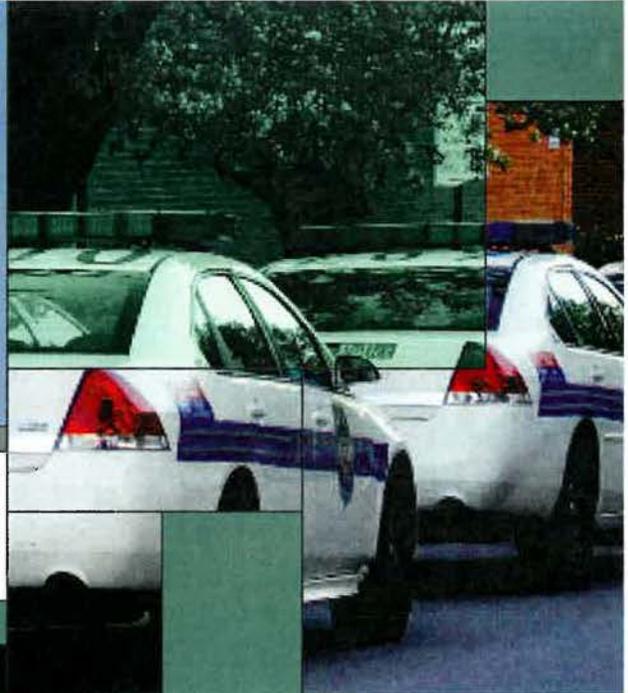
SPRING 2017
VITAL SIGNS 15

Measuring Progress Toward a Better Quality of Life in Every Neighborhood

BNIA
BALTIMORE NEIGHBORHOOD INDICATORS ALLIANCE
Jacob France Institute

ub UNIVERSITY OF BALTIMORE

BNIA
BALTIMORE NEIGHBORHOOD INDICATORS ALLIANCE
Jacob France Institute
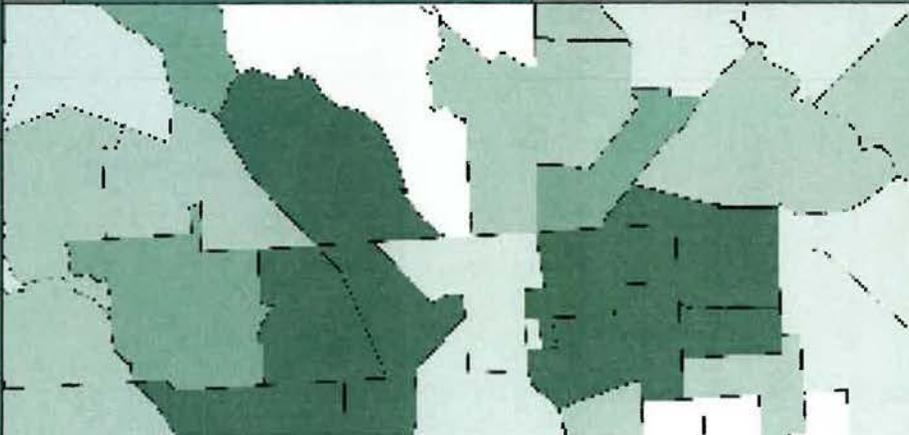
ub UNIVERSITY OF BALTIMORE

VITAL SIGNS 15 IS MADE POSSIBLE BY THE GENEROUS SUPPORT OF:

THE ANNIE E. CASEY
FOUNDATION

VITAL SIGNS 15 IS ALSO SUPPORTED BY:

PNC BANK   T. Rowe Price   T. ROWE PRICE FOUNDATION, INC.

I n April 2015, the nation watched as Baltimore was enveloped in civil and racial unrest following the death of Freddie Gray, who sustained fatal injuries while in police custody. In many of the City's communities, the summer of 2015 was marked with a homicide and violent crime, the severity of which hadn't been experienced in years. While crime rates soared, adult and juvenile arrests declined.

During this time period, the Baltimore Police Department (BPD) underwent a change in leadership, with Kevin Davis replacing Anthony Batts who had overseen the department since 2012. In August 2016, a U.S. Department of Justice investigation concluded that the city had violated federal anti-discrimination laws as well as the First, Fourth, and Fourteenth Amendments of the Constitution with unlawful searches, arrests, unreasonable force, and racial targeting.[1] In response, Attorney General Loretta Lynch issued a consent decree for Baltimore City, laying out reforms for the department, ending "zero tolerance" policing strategies in favor of a more community-oriented strategy with greater accountability and oversight.[2]

Now more than ever, having access to reliable, consistent data is crucial for accountability and measuring progress towards a city that is safe and just. The indicators presented in *Vital Signs 15* are a glimpse at the overall safety trends within the city across its communities. It is important to recognize the context for many of the statistics presented in this chapter; the individual narratives of Baltimore's communities vary and each area faces its own unique challenges or successes.

Data

The 2015 incident crime data for *Vital Signs* are provided by the Baltimore City Police Department (BCPD) with as part of the national Uniform Crime Report (UCR) cooperative statistical reporting. Additional indicators derived from the BCPD are adult arrests, which comprises of individuals processed through the Central Booking facility, and juvenile arrests of youth under the age of 18.

For *Vital Signs 15* several indicators are used to track general crime and safety in Baltimore City for 2015. These indicators are derived from the Part I Victim- Based Offenses, 911 Calls for Service, and Arrests datasets published online by the BCPD on the Open Baltimore data portal. Indicators are created by normalizing this data by population to establish crime rates. Normalizing data allows for the rates to reflect the concentration of the crime relative to the residential population, and allows for comparison across neighborhoods and over time. Incident and arrest rates are high in areas such as the Downtown/ Seton Hill CSA where there are high daytime populations but low rates of residence.

1   "Investigation of the Baltimore City Police Department" Report from the U.S. Department of Justice Civil Rights Division, issued August 10, 2016. Accessible online at https://www.justice.gov/opa/file/883366/download.
2   Department of Justice Press Release, January 12, 2017.
     Accessible online at https://www.justice.gov/opa/pr/justice-department-reaches-agreement-city-baltimore-reform-police-department-o/.

General Crime & Safety

Four indicators are tracked in *Vital Signs 15* reflecting general crime and safety measures: *Part I crime rate; violent crime rate; gun-related homicides;* and *property crime rate.* Incidents of crime reported in Part I of the UCP are considered the more serious criminal offenses. These offenses are categorized as either violent crimes (homicide, rape, aggravated assault, and robbery) or property crimes (burglary, larceny, and auto theft). The violent and property crime rates are derived from these two categories. The indicator for homicides that were committed with a firearm looks at one specific offense within the Part I dataset.

- From 2014 to 2015, the Part I crime rate in Baltimore City increased from 60.5 offenses per 1,000 residents in 2014 to 65.1 offenses per 1,000 residents. The subset of Part I crimes that makeup the violent crime rate increased as well, from 13.7 violent offenses per 1,000 residents in 2014 to 16.1 per 1,000 persons in 2015. The property crime rate citywide also saw an increase, from 45.9 to 48.2 incidents per 1,000.

- From 2014 to 2015, 45 of the 55 CSAs experienced an increase in the Part I crime rate and only ten communities experienced a decrease. The greatest increases occurred in Orangeville/East Highlandtown, Downtown/Seton Hill, and Upton/Druid Heights. These three communities had increases greater

than 20 points. The most notable decrease in the Part I crime rate was Inner Harbor/Federal Hill, with a 13.4 point decline.

- In 2015, Downtown/Seton Hill (79.4 incidents per 1,000), Upton/Druid Heights (30.3), Oldtown/Middle East (29.9), and Washington Village/Pigtown (29.8) had the highest rates of violent crime. In previous years, the communities with the lowest rates of violent crime were concentrated in the northern and northwestern portions of the city. In 2015, areas around the water, such as Canton and South Baltimore, which includes the Locust Point neighborhood, were the safest.

- Baltimore City experienced 344 homicides in 2015, a significant increase from the 211 homicides in 2014. In 2015, nearly 88% of the deaths were a result of a shooting. Communities in West Baltimore experienced the highest rates of gun homicide: Poppleton/The Terraces/Hollins Market (2.2 incidents per 1,000 residents), Southwest Baltimore (1.3), Sandtown-Winchester/Harlem Park (1.2), and Pimlico/Arlington/Hilltop (1.2).

- In 2015 the property crime rate in Baltimore was 48.2 incidents per 1,000 residents. The CSAs with the highest rates of property crime were Downtown/Seton Hill (185.7 incidents per 1,000 residents), Harbor East/Little Italy (126.9), and Washington Village/Pigtown (120.1). Several CSAs experienced a notable increase in the rate of crimes being

committed, particularly in the southeastern portion of the city, in Patterson Park North & East, Orangeville/East Highlandtown, Southeastern, and Highlandtown.

Arrests

The relationship between incidents of crime and arrests in a neighborhood is often complicated—not all crime incidents lead to a direct and immediate arrest; one person may be arrested for more than one crime; and, not all arrests lead to charges being led by the State's Attorney. Furthermore, arrest data only reflects the locations of arrests, not necessarily the location of the crime.

Introduced last year in *Vital Signs 14*, the number of adults arrested per 1,000 adult residents aged 18 and above provides information of where police action is occurring. This data from the Baltimore City Police Department reflects all adults who were arrested and processed through the Central Booking and Intake facility.

The year 2015 saw marked decreases in arrest rates for most of the Community Statistical Areas in Baltimore. According to data published by the FBI through their Uniform Crime Reporting Statistics, the national adult arrest rate decreased by 3.0% from 2014 but the decrease in Baltimore was considerably lower. According to research by Stephen L. Morgan and

Joel Pally, considerable declines in the Baltimore City arrest rate occurred following the civil unrest in late spring through summer 2015 for both violent and property crime offenses as well as for offenses such as disorderly conduct.

- The arrest rate for adults was dramatically lower in 2015 than in the previous year. The Baltimore City arrest rate was 30.9 arrests per 1,000 residents. The CSAs with the highest arrest rates were Downtown/Seton Hill (127.8 arrests per 1,000), Washington Village/Pigtown (107.0), and Southwest Baltimore (106.1). Comparatively, in 2014, the arrest rate for Baltimore City was 48.7 arrests of adults per 1,000 residents aged 18 and above. The communities with the highest rates of adult arrests were Downtown/Seton Hill (241.5 arrests per 1,000), Madison/East End (154.6), and Southwest Baltimore (147.3).

- Only five CSAs had a slight increase in their arrest rate from 2014 to 2015: Hamilton, Greater Roland Park/Poplar Hill, Chinquapin Park/Belvedere, North Baltimore/Guilford/Homeland, and Lauraville. The greatest increase in the arrest rate was in Hamilton, where the rate increased by 2.4 points.

- Conversely, fifty of the fifty-five CSAs had great decreases in their arrest rate from 2014 to 2015. The most significant decreases were seen downtown and in other CSAs typically associated with high rates of crime.

- The CSAs with the lowest arrest rates in 2015

HOMICIDES BY CAUSE OF DEATH, 2014-2015
SOURCE: Baltimore City Police Department
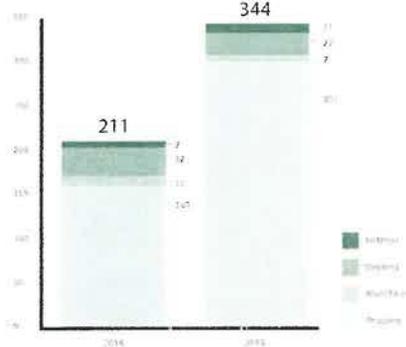
were Cross-Country/Cheswolde (0.4 arrests per 1,000 residents, Mount Washington/Coldspring (3.6), and Greater Roland Park/Poplar Hill (4.5).

Juvenile Arrests

The adult arrest rate in Baltimore City decreased citywide from 2014 to 2015 and in many CSAs this trend was carried though with arrest rates for juveniles as well. *Vital Signs 15* includes three indicators related to juvenile crime: juvenile arrest rate, juvenile arrest rate for violent offenses, and juvenile arrest rate for drug-related offenses. Each of these indicators is nor-

malized by the number of persons living in the community between the ages of 10 and 17.

Arrests are analyzed for the purposes of this report, rather than crimes committed, because not all juveniles arrested are charged with committing a crime; these indicators also exclude offenders who are later charged as adults. Furthermore, the indicators are calculated by the place of arrest, not by where the crime had been committed. As the rates show, many CSAs near the city center, such as Downtown/Seton Hill, Midtown, Inner Harbor/Federal Hill, and Fells Point have low residential juvenile populations, suggesting that rates may be skewed by youth arrests at various points of interest where juveniles may congregate, such as businesses, parks, transit hubs, and so on. Juvenile arrests for drugs are the exception; the highest rates for this indicator in 2015 are away from the city center.

Juvenile violent offenses include arrests for murder, rape, attempted rape, aggravated assault, and robbery. Drug-related offenses include arrests for possession, sale, manufacture, or abuse of illegal drugs. Alcohol is also included for this indicator since it is illegal for juveniles to possess or consume alcohol.

- In 2015, the overall juvenile arrest rate in Baltimore City was 32.7 arrests per 1,000 juveniles. The CSAs with the highest rates include Downtown/Seton Hill (450 arrests

4   Stephen L. Morgan, Joel Pally (2016). Ferguson, Gray, and Davis: An Analysis of Recorded Crime Incidents and Arrests in Baltimore City, March 2010 through December 2015. A Report Prepared for the 21st Century Cities Initiative at Johns Hopkins University. Accessed at http://soc.web.soc.jhu.edu/faculty/morgan/papers/MorganPally2016.pdf.

per 1,000), Inner Harbor/Federal Hill (186.0), Midtown (117.5), and Highlandtown (91.7).

- In regards to arrests for violent offenses, the city rate was 8.5 arrests per 1,000 youth for Baltimore City. The CSAs with the highest arrest rates include Downtown/Seton Hill (122.2 arrests per 1,000 juveniles), Midtown (60.4), Fells Point (54.9), and Inner Harbor/Federal Hill (28.9). Three CSAs in 2015 did not have any juvenile arrests for violent offenses: Canton, Cross-Country/Cheswolde, and Dickeyville/Franklintown.

- For drug-related arrests, Baltimore City had an arrest rate of 4.7 per 1,000 youth. A total of thirteen CSAs did not have any juvenile arrest for drugs in 2015. The communities that did have the highest rates include Highlandtown (30.6 arrests per 1,000 juveniles), Southwest Baltimore (29.7), Washington Village/Pigtown (17.9), and Pimlico/Arlington/Hilltop (17.0). The latter three communities do show up as the CSAs with the highest rates of calls for service to 911 for narcotics in 2015.

Specific Crime Incidents and Accidents

In order to address residents' concerns about safety and quality of life, Vital Signs 15 includes four indicators developed using calls for service from the Baltimore City Police Department. Calls for service are both calls from persons using 911 and calls initiated by police officers who are on duty. These indicators include reported shootings, common assaults, reports of narcotics, and automotive accidents. Each of these indicators is presented per 1,000 residents allowing for comparison across each of the CSAs.

The following indicators generated from the calls for service data for 2015 were calculated using a spatial methodology different than what was used in prior reporting years. Consequently, the 2015 data cannot be compared to data representative for 2011 or 2012. The data presented here can be used as a "snapshot" to illustrate variations across CSAs, rather than across time. For more information, please see the Changes and Explanations section of this report.

- In 2015, there were 2,110 calls for shootings in Baltimore City for a rate of 3.2 per 1,000 residents. The CSAs with the highest rates of shootings were Downtown/Seton Hill (12.7 per 1,000 residents), Sandtown-Winchester/Harlem Park (9.7), Southwest Baltimore (9.1), Oldtown/Middle East (9.0), and Poppleton/The Terraces/Hollins Market (9.0). Greater Roland Park/Poplar Hill was the only CSA without any calls to 911 for shootings.

- The Baltimore City rate of 911 calls for common assaults in 2015 was 71.9 per 1,000 residents. The Downtown/Seton Hill CSA had the highest rate of common assault calls for service at 404.1 per 1,000 residents. The CSAs with the lowest rates were concentrated in

Rate of 911 Calls for Service for Narcotics per 1,000 Residents, 2015

Rate per 1,000:
- 0.9 - 20.6
- 20.7 - 45.8
- 45.9 - 83.3
- 83.4 - 175.4
- 175.5 - 286.4
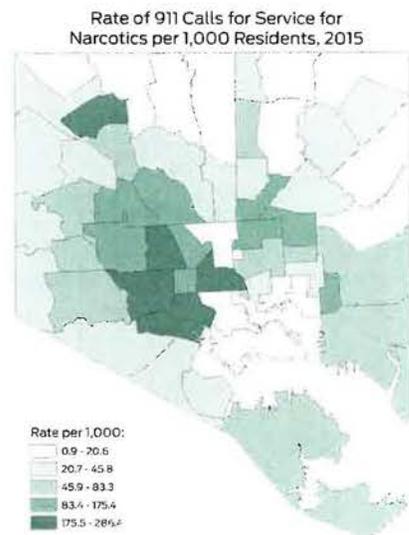
Indicator Research and Development: Reports of Street Light Outages

For over three years, the Baltimore Neighborhood Indicators Alliance-Jacob France Institute (BNIA-JFI) served as the data evaluation team for the Byrne Criminal Justice Innovation Grant (BCJI) in the McElderry Park neighborhood in East Baltimore. The BCJI grant focused on evidence-based crime reduction strategies to improve community safety and well-being.

Early on in the project, a literature review was conducted by the University of Baltimore to identify successful crime reduction strategies that could be implemented in McElderry Park. Research has shown that interventions resulting in better-lit areas have reduced both victimization and perceptions of risk. Areas with persistent street light outages may experience increased levels of crime incidents, as darkness can provide cover for a variety of both property and violent offenses.

BNIA-JFI obtained 2016 data for reported street light outages from the Open Baltimore data portal and performed a density analysis of their locations, as shown in the map "Density of 311 Calls for Service for Street Light Outages, 2016". The most notable hotspots, at the city scale, appeared in the Patterson Park North & East, Southwest Baltimore, Washington Village/Pigtown, and Inner Harbor/Federal Hill CSAs.

Continued analysis of reported street light outages and detailed research on their relationship at with crime incidents can provide invaluable insight on a new actionable indicator that the community can use to improve safety.

Density of 311 Calls for Service for Street Light Outages, 2016

Density:
High
Low
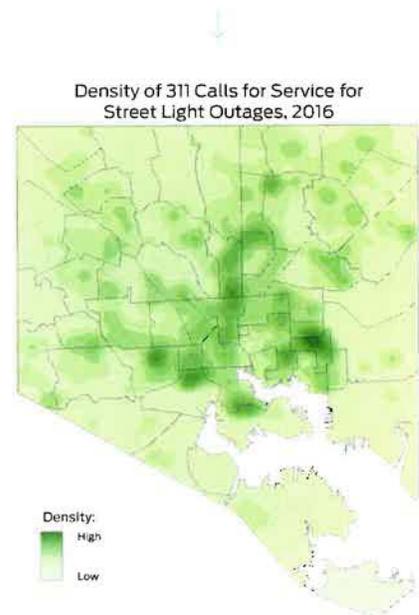
the outer edges of the city, including Greater Roland Park/Poplar Hill, Cross-Country/ Cheswolde, and Mt. Washington/Coldspring.

- In 2015, Baltimore City's rate of 911 calls for narcotics was 64.7 calls per 1,000 residents, or 42,650 total calls. The top five CSAs for narcotics calls all had rates three times higher than the city rate: Pimlico/Arlington/Hilltop (286.4 calls per 1,000 residents), Washington Village/Pigtown (249.5), Southwest Baltimore (237.1), Sandtown-Winchester/Harlem Park (220.8), and Downtown/Seton Hill (220.3).

When looking at the number of motor vehicle accident calls for service per 1,000 residents. not every accident is reported to the Police Department and therefore is not included in the calls for service data. Some communities that contain portions of high speed roads such as highways and interstates often have higher reported numbers of calls.

- In 2015, the rate of automobile accident calls for service was 75.9 per 1,000 residents in Baltimore City. The CSAs with the highest rates include Downtown/Seton Hill 475.5 per 1,000 residents), Washington Village (201.3), Orangeville/East Highlandtown (184.9), and Oldtown/Middle East (165.8). The lowest rates mostly occurred in CSAs that border the Baltimore City and Baltimore County line, with Cross-Country/Cheswolde reporting the lowest rate of automobile accidents: 12.0 per 1,000 residents.

Crime and Safety:
Indicator Definitions and Rankings
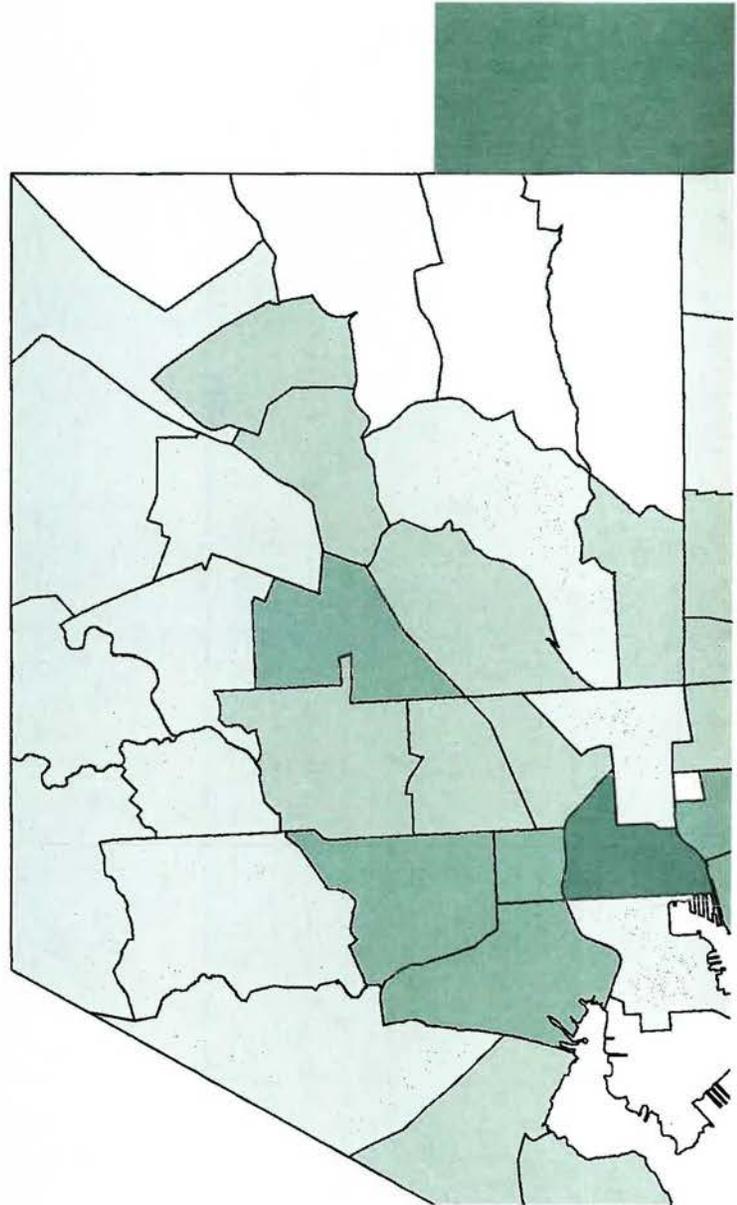
F or each indicator reported in *Vital Signs 15* we provide the data source, the years for which it is reported, and the five CSAs with the highest and lowest values for the indicator; these may not correspond to positive or negative trends.

General Crime & Safety

Part 1 Crime Rate

Measures the overall rate of
Part 1 crimes in an area.

Definition: The part 1 crime rate captures incidents of homicide, rape, aggravated assault, robbery, burglary, larceny, and auto theft that are reported to the Police Department. These incidents are per 1,000 incidents in the neighborhood to allow for comparison across areas.

(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2010, 2011, 2012, 2013, 2014, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Downtown/Seton Hill
2. Harbor East/Little Italy
3. Washington Village/Pigtown
4. Orangeville/East Highlandtown
5. Greater Mondawmin

Five Lowest:

1. Cross-County/Cheswolde
2. Greater Roland Park/Poplar Hill
3. Dickeyville/Franklintown
4. Beechfield/Ten Hills/West Hills
5. North Baltimore/Guilford/Homeland

Violent Crime Rate

Measures the rate of violent crimes, a
subset of all Part I crimes, in an area.

Definition: The violent crime rate measures the number of Part I crimes identified as being violent (homicide, rape, aggravated assault, and robbery) that are reported to the Police Department. These incidents are per 1,000 incidents in the neighborhood to allow for comparison across areas.

(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2010, 2011, 2012, 2013, 2014, 2015; U.S. CENSUS 2010)

Five Highest:

1. Downtown/Seton Hill
2. Upton/Druid Heights
3. Oldtown/Middle East
4. Washington Village/Pigtown
5. Orangeville/East Highlandtown

Five Lowest:

1. Cross-Country/Cheswolde
2. South Baltimore
3. Greater Roland Park/Poplar Hill
4. North Baltimore/Guilford/Homeland
5. Canton

Property Crime Rate

Measures the rate of personal property
crimes, a subset of all Part I crimes, in an area.

Definition: The property crime rate measures the number of Part I crimes identified as being property-based (burglary and auto theft) that are reported to the Police Department. These incidents are per 1,000 residents in the neighborhood to allow for comparison across areas.

(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2011, 2012, 2013, 2014, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Downtown/Seton Hill
2. Harbor East/Little Italy
3. Washington Village/Pigtown
4. Southeastern
5. Highlandtown

Five Lowest:

1. Cross-Country/Cheswolde
2. Greater Roland Park/Poplar Hill
3. Dickeyville/Franklintown
4. Beechfield/Ten Hills/West Hills
5. Loch Raven

Rate of Gun-Related Homicides

Measures the gun-related homicides in an area.

Definition: The number of homicides by firearm as reported in the Part 1 crime data per 1,000 residents in an area.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2011, 2012, 2013, 2014, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Poppleton/The Terraces/Hollins Market
2. Greenmount East
3. Southwest Baltimore
4. Sandtown-Winchester/Harlem Park
5. Pimlico/Arlington/Hilltop

Five Lowest:

Eleven CSAs reported no gun-related homicides.

Arrests

Rate of Adult Arrests

Measures the rate of arrests for adults in an area.

Definition: The number of arrests for adults aged 18+ per 1,000 adult residents in an area. This indicator is calculated by where an individual was arrested and not by where the crime was committed. This indicator includes arrests for all charges processed at Baltimore's Central Booking & Intake Facility.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2014, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Downtown/Seton Hill
2. Washington Village/Pigtown
3. Southwest Baltimore
4. Clifton-Berea
5. Sandtown-Winchester/Harlem Park

Five Lowest:

1. Cross-Country/Cheswolde
2. Mount Washington/Coldspring
3. Greater Roland Park/Poplar Hill
4. Canton
5. North Baltimore/Guilford/Homeland

Specific Crime Incidents Calls for Service

Rate of Domestic Violence Calls

Measure of domestic abuse in an area.

Definition: The number of calls to emergency 911 for domestic violence per 1,000 residents in an area. Calls for service are used rather than actual crime incidents since domestic violence can be classified as one of several types of criminal offenses. It is important to also note that not every case of domestic violence is reported and some claims of abuse may be unfounded.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2010, 2011, 2012; U.S. CENSUS, 2010)

Five Highest:

1. Washington Village/Pigtown
2. Downtown/Seton Hill
3. Cherry Hill
4. Madison/East End
5. Greenmount East

Five Lowest:

1. Cross-County/Cheswolde
2. Midtown
3. North Baltimore/Guilford/Homeland
4. Greater Roland Park/Poplar Hill
5. Medfield/Hampden/Woodberry/ Remington

Rate of Shootings Calls

Measure of non-fatal shootings in an area.

Definition: The number of 911 calls for shootings per 1,000 residents in an area. Since the data comes from 911 calls, it is possible that multiple calls could be made for a single incident.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2011, 2012, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Downtown/Seton Hill
2. Sandtown-Winchester/Harlem Park
3. Southwest Baltimore
4. Oldtown/Middle East
5. Poppleton/The Terraces/Hollins Market

Five Lowest:

1. Greater Roland Park/Poplar Hill
2. South Baltimore
3. North Baltimore/Guilford/Homeland
4. Medfield/Hampden/Woodberry/ Remington
5. Mt. Washington/Coldspring

Rate of Common Assault Calls

Measure of common assault calls for service in an area.

Definition: The number of calls for assaults that do not involve a weapon per 1,000 residents in an area. Since the data comes from 911 calls, it is possible that multiple calls could be made for a single incident.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2011, 2012, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Downtown/Seton Hill
2. Washington Village/Pigtown
3. Oldtown/Middle East
4. Southwest Baltimore
5. Brooklyn/Curtis Bay/Hawkins Point

Five Lowest:

1. Greater Roland Park/Poplar Hill
2. Cross-Country/Cheswolde
3. Mt. Washington/Coldspring
4. North Baltimore/Guilford/Homeland
5. South Baltimore

Rate of Narcotics-Related Calls

Measures drug-related activity in an area.

Definition: The number of calls for narcotics per 1,000 residents in an area. Since the data comes from 911 calls, it is possible that multiple calls could be made for a single incident.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2011, 2012, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Pimlico/Arlington/Hilltop
2. Washington Village/Pigtown
3. Southwest Baltimore
4. Sandtown-Winchester/Harlem Park
5. Downtown/Seton Hill

Five Lowest:

1. Cross-Country/Cheswolde
2. Greater Roland Park/Poplar Hill
3. Canton
4. Mt. Washington/Coldspring
5. Inner Harbor/Federal Hill

Rate of Motor Vehicle Accident Calls

Measure of auto-accidents in an area.

Definition: The number of calls for accidents involving motor vehicles per 1,000 residents in an area. Since the data comes from 911 calls, it is possible that multiple calls could be made for a single incident. Additionally, not every accident involving a motor vehicle is reported to the Police Department.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT, 2011, 2012, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Downtown/Seton Hill
2. Washington Village/Pigtown
3. Orangeville/East Highlandtown
4. Oldtown/Middle East
5. Southeastern

Five Lowest:

1. Cross-Country/Cheswolde
2. Harford/Echodale
3. North Baltimore/Guilford/Homeland
4. Cherry Hill
5. Edmondson Village

Juvenile Crime

Juvenile Arrest Rate

Measures the rate of arrests
for juveniles in an area.

Definition: The number of persons aged 10 to 17
arrested per 1,000 juveniles that live in an area.
The indicator is calculated by where the arrested
juvenile was arrested and not by where the crime
is committed. Arrests are used instead of crimes
committed since not all juveniles that are arrested
are charged with committing a crime.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT,
2010, 2011, 2012, 2013, 2014, 2015; U.S. CENSUS,
2010)

Five Highest:

1. Downtown/Seton Hill
2. Inner Harbor/Federal Hill
3. Midtown
4. Highlandtown
5. Greater Charles Village/Barclay

Five Lowest:

1. Cross-Country/Cheswolde
2. Dickeyville/Franklintown
3. Beechfield/Ten Hills/West Hills
4. Forest Park/Walbrook
5. Edmondson Village

Juvenile Arrest Rate for Drug-Related Offenses

Measures the juvenile arrest rates for
drug-related offences in an area.

Definition: The number of persons aged 10 to
17 for drug-related offenses per 1,000 juveniles
that live in an area. Drug-related offenses include
arrests for possession, sale, manufacture, or
abuse of illegal drugs, including alcohol. This
indicator is calculated by where the arrested
juvenile was arrested and not by where the crime
is committed. Arrests are used instead of crimes
committed since not all juveniles that are arrested
are charged with committing a crime.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT,
2010, 2011, 2012, 2013, 2014, 2015; U.S. CENSUS,
2010)

Five Highest:

1. Highlandtown
2. Southwest Baltimore
3. Washington Village/Pigtown
4. Pimlico/Arlington/Hilltop
5. Downtown/Seton Hill

Five Lowest:

Thirteen CSAs did not have any juvenile arrests
for drug-related offenses.

Juvenile Arrest Rate for Violent Offenses

Measure of juveniles arrests for
violent offences in an area.

Definition: The number of persons aged 10 to 17
arrested for violent offenses per 1,000 juveniles
that live in an area. Violent offenses may include
homicide, rape, assault (with or without a
weapon), and robbery. This indicator is calculated
by where the arrested juvenile was arrested and
not by where the crime is committed. Arrests
are used instead of crimes committed since not
all juveniles that are arrested are charged with
committing a crime.
(SOURCE: BALTIMORE CITY POLICE DEPARTMENT,
2010, 2011, 2012, 2013, 2014, 2015; U.S. CENSUS,
2010)

Five Highest:

1. Downtown/Seton Hill
2. Midtown
3. Fells Point
4. Inner Harbor/Federal Hill
5. Patterson Park North & East

Five Lowest:

1. Canton
1. Cross-Country/Cheswolde
1. Hamilton
2. Beechfield/Ten Hills/West Hills
3. Claremont/Armistead
4. Edmondson Village
5. Loch Raven

Crime and Safety:
Tables
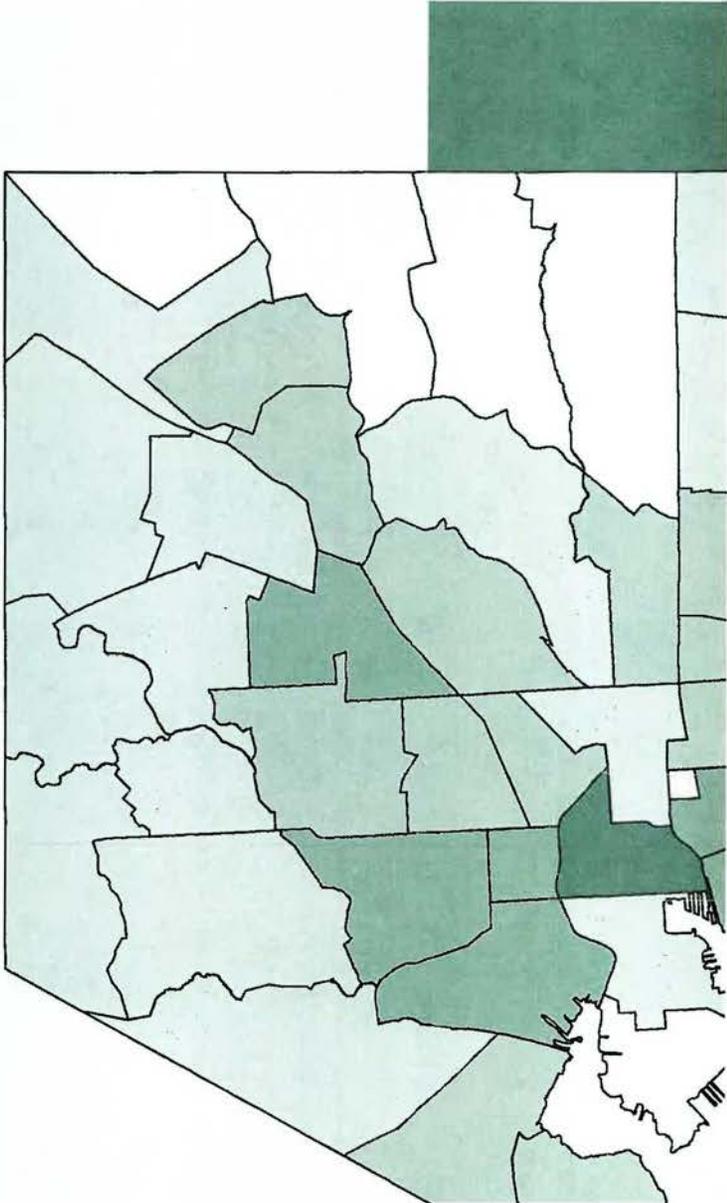
Part 1 Crime Rate per 1,000 Residents

Community Statistical Area (CSA)	2010	2011	2012	2013	2014	2015	Change (14-15)
Allendale/Irvington/S. Hilton	40.6	46.2	45.4	47.3	55.1	59.3	4.2
Beechfield/Ten Hills/West Hills	33.6	36.1	36.6	36.0	46.6	37.3	-9.2
Belair-Edison	50.3	57.1	52.7	57.4	56.6	52.5	-4.1
Brooklyn/Curtis Bay/Hawkins Point	81.7	79.1	62.1	61.3	54.9	61.6	6.7
Canton	61.0	64.8	57.9	56.4	46.5	51.2	4.7
Cedonia/Frankford	43.7	48.4	46.7	52.2	52.3	53.6	1.3
Cherry Hill	60.0	64.7	59.1	50.6	53.5	57.3	3.8
Chinquapin Park/Belvedere	43.6	33.4	44.5	42.8	47.7	52.5	4.8
Claremont/Armistead	52.6	63.2	49.0	50.1	46.3	48.1	1.8
Clifton-Berea	57.9	61.0	56.4	57.1	55.0	66.5	11.5
Cross-Country/Cheswolde	15.4	15.3	14.7	17.5	14.6	23.7	9.1
Dickeyville/Franklintown	49.5	42.2	38.0	38.0	29.3	31.9	2.7
Dorchester/Ashburton	52.4	50.7	48.7	55.1	56.4	50.3	-6.1
Downtown/Seton Hill	424.4	313.7	331.4	292.0	243.3	268.2	25.0
Edmondson Village	28.5	40.5	43.8	36.8	38.9	42.2	3.3
Fells Point	62.3	87.8	91.0	78.2	71.0	80.2	9.2
Forest Park/Walbrook	48.7	45.3	46.8	51.4	50.0	51.7	1.7
Glen-Fallstaff	53.6	51.6	55.0	58.3	51.8	55.0	3.2
Greater Charles Village/Barclay	74.3	67.3	69.2	70.1	68.8	71.1	2.3
Greater Govans	42.2	38.2	44.4	40.0	39.9	49.0	9.1
Greater Mondawmin	112.4	107.1	98.6	93.9	102.9	104.3	1.4
Greater Roland Park/Poplar Hill	32.1	28.6	29.4	30.8	28.2	27.9	-0.3
Greater Rosemont	63.5	66.4	60.0	63.2	63.0	63.2	0.2
Greenmount East	57.4	78.0	87.5	79.7	66.5	76.0	9.5
Hamilton	40.8	45.4	42.1	47.2	50.1	47.5	-2.6
Harbor East/Little Italy	119.3	165.3	139.3	155.5	159.4	157.8	-1.7
Harford/Echodale	41.5	49.3	41.5	45.6	44.2	45.7	1.4
Highlandtown	77.5	71.4	76.1	96.1	88.8	94.9	6.1
Howard Park/West Arlington	50.5	48.2	47.0	57.6	45.3	48.5	3.1
Inner Harbor/Federal Hill	165.2	81.4	97.8	88.3	79.3	65.9	-13.4
Lauraville	39.6	47.2	40.3	43.3	38.9	41.9	3.0
Loch Raven	34.3	37.8	42.5	42.7	43.7	39.4	-4.3
Madison/East End	65.5	73.5	78.5	86.2	71.8	83.0	11.2
Medfield/Hampden/Woodberry/Remington	51.2	46.5	44.8	56.4	51.5	55.8	4.3
Midtown	92.9	99.5	95.8	92.0	84.2	87.5	3.3
Midway/Coldstream	66.4	72.6	72.4	68.4	69.9	79.8	9.9
Morrell Park/Violetville	68.0	62.8	54.3	59.8	58.8	67.0	8.3
Mt. Washington/Coldspring	33.1	28.8	32.9	28.8	30.0	41.0	11.0
North Baltimore/Guilford/Homeland	25.8	27.7	25.4	32.8	29.9	38.3	8.3
Northwood	39.9	46.1	39.2	37.3	41.8	42.3	0.5
Oldtown/Middle East	102.4	97.9	90.9	95.7	82.6	97.8	15.2
Orangeville/East Highlandtown	85.9	91.2	85.6	93.6	81.0	106.5	25.4
Patterson Park North & East	75.7	82.6	79.4	89.6	79.5	93.1	13.6
Penn North/Reservoir Hill	64.2	63.0	71.5	60.8	59.6	64.2	4.7
Pimlico/Arlington/Hilltop	58.1	54.6	57.0	58.2	55.7	61.6	5.9
Poppleton/The Terraces/Hollins Market	80.2	89.9	69.8	84.9	82.0	85.7	3.7
Sandtown-Winchester/Harlem Park	69.5	64.2	63.3	68.7	63.1	72.4	9.3
South Baltimore	35.6	43.6	53.2	47.6	49.8	41.8	-8.0
Southeastern	57.8	67.7	61.8	62.5	83.7	102.7	19.0
Southern Park Heights	59.5	55.0	55.9	58.0	51.6	56.1	4.5
Southwest Baltimore	79.3	82.7	76.0	83.7	80.7	91.3	10.6
The Waverlies	70.6	78.4	80.4	81.6	75.2	85.9	10.7
Upton/Druid Heights	65.2	88.0	87.4	79.1	77.9	98.3	20.4
Washington Village/Pigtown	123.9	111.2	121.4	141.4	139.4	151.6	12.2
Westport/Mt. Winans/Lakeland	78.5	79.8	76.6	73.7	71.2	69.1	-2.1
Baltimore City	**61.4**	**63.6**	**61.8**	**63.3**	**60.5**	**65.1**	**4.7**

For more information on these indicators please visit http://www.bniajfi.org.

Violent Crimes per 1,000 Residents

Community Statistical Area (CSA)	2010	2011	2012	2013	2014	2015	Change (14-15)
Allendale/Irvington/S. Hilton	12.6	12.5	13.9	12.6	10.1	15.0	4.9
Beechfield/Ten Hills/West Hills	8.4	7.2	7.0	6.4	6.9	7.9	1.0
Belair-Edison	13.3	14.1	14.9	12.3	10.2	11.8	1.6
Brooklyn/Curtis Bay/Hawkins Point	25.3	21.3	15.2	16.1	14.1	18.7	4.6
Canton	8.3	7.7	6.7	6.9	6.3	4.6	-1.7
Cedonia/Frankford	12.0	11.3	12.1	11.8	12.8	11.7	-1.1
Cherry Hill	22.6	22.2	19.6	16.2	15.5	19.4	3.9
Chinquapin Park/Belvedere	12.6	7.1	9.0	9.2	9.0	7.6	-1.4
Claremont/Armistead	13.2	12.6	8.9	7.9	9.8	11.5	1.7
Clifton-Berea	23.3	23.5	20.0	15.4	16.8	23.7	6.9
Cross-Country/Cheswolde	1.8	1.2	1.2	1.0	0.5	0.9	0.4
Dickeyville/Franklintown	7.1	6.1	8.5	7.8	7.8	7.1	-0.7
Dorchester/Ashburton	15.4	16.4	13.5	14.5	12.6	12.6	-0.1
Downtown/Seton Hill	97.9	70.7	64.8	67.8	58.8	79.4	20.6
Edmondson Village	8.2	10.1	11.1	8.9	8.6	9.6	1.0
Fells Point	13.5	17.5	17.5	15.4	13.5	16.6	3.1
Forest Park/Walbrook	10.4	11.8	11.8	13.1	11.8	12.0	0.2
Glen-Fallstaff	11.7	11.4	13.3	12.2	11.3	13.5	2.1
Greater Charles Village/Barclay	17.1	15.2	16.2	14.9	16.7	21.4	4.8
Greater Govans	12.1	9.2	11.2	9.8	9.0	11.3	2.3
Greater Mondawmin	24.8	22.0	27.6	25.3	27.4	28.4	1.1
Greater Roland Park/Poplar Hill	2.0	3.7	2.0	2.3	2.2	4.2	2.0
Greater Rosemont	19.5	19.0	16.9	19.5	18.5	15.5	-3.0
Greenmount East	19.7	26.3	26.1	27.0	19.6	22.6	3.1
Hamilton	9.5	7.5	7.2	9.6	9.5	9.5	0.0
Harbor East/Little Italy	28.5	24.0	27.2	32.2	28.1	28.3	0.2
Harford/Echodale	10.7	11.9	7.3	9.6	8.8	10.0	1.2
Highlandtown	20.7	16.6	20.8	21.1	20.8	17.4	-3.4
Howard Park/West Arlington	11.4	12.9	9.7	11.6	7.8	10.9	3.1
Inner Harbor/Federal Hill	18.7	10.7	13.1	11.6	10.4	11.0	0.6
Lauraville	6.3	8.6	7.0	7.6	5.9	8.1	2.2
Loch Raven	8.4	8.0	8.7	11.1	8.4	8.9	0.5
Madison/East End	25.1	20.9	27.0	25.8	24.2	26.5	2.3
Medfield/Hampden/Woodberry/Remington	7.1	8.9	7.5	9.2	9.1	10.7	1.6
Midtown	15.2	13.9	14.4	16.4	12.3	19.6	7.3
Midway/Coldstream	22.0	22.7	20.3	21.0	19.5	23.5	3.9
Morrell Park/Violetville	6.6	11.3	8.9	11.4	11.7	14.1	2.3
Mt. Washington/Coldspring	2.3	2.3	1.9	2.3	3.1	4.6	1.5
North Baltimore/Guilford/Homeland	3.1	3.4	3.4	3.4	3.4	4.5	1.1
Northwood	9.6	11.0	8.3	9.1	6.8	10.5	3.7
Oldtown/Middle East	27.8	23.3	26.4	33.1	26.6	29.9	3.3
Orangeville/East Highlandtown	20.4	16.1	18.7	20.7	18.9	29.0	10.1
Patterson Park North & East	17.5	21.4	18.2	19.2	22.4	18.8	-3.6
Penn North/Reservoir Hill	18.8	18.2	20.7	15.6	17.3	15.8	-1.4
Pimlico/Arlington/Hilltop	23.4	16.7	18.7	14.1	17.4	20.9	3.5
Poppleton/The Terraces/Hollins Market	26.5	30.1	22.8	25.6	22.2	27.5	5.3
Sandtown-Winchester/Harlem Park	27.1	21.5	23.0	22.4	20.5	26.1	5.6
South Baltimore	3.0	5.8	3.4	2.8	2.3	3.3	0.9
Southeastern	10.7	14.5	13.6	12.6	12.5	19.0	6.5
Southern Park Heights	18.7	18.1	18.8	16.9	17.2	17.5	0.4
Southwest Baltimore	28.8	24.9	24.8	23.8	23.9	27.6	3.7
The Waverlies	18.4	18.6	20.6	18.6	17.9	20.6	2.7
Upton/Druid Heights	27.3	26.8	28.7	21.9	20.8	30.3	9.5
Washington Village/Pigtown	25.4	26.3	23.1	22.0	25.1	29.8	4.7
Westport/Mt. Winans/Lakeland	19.5	18.3	17.7	20.6	16.0	22.8	6.7
Baltimore City	**15.6**	**15.1**	**14.7**	**14.8**	**13.7**	**16.1**	**2.4**

For more information on these indicators please visit http://www.bniajfi.org.

Community Statistical Area (CSA)	Gun-Related Homicides per 1,000 Residents						Property Crimes per 1,000 Residents					
	2011	2012	2013	2014	2015	Change (14-15)	2011	2012	2013	2014	2015	Change (14-15)
Allendale/Irvington/S. Hilton	0.2	0.6	0.4	0.4	0.9	0.5	33.7	31.6	33.9	44.5	43.8	-0.7
Beechfield/Ten Hills/West Hills	0.2	0.2	0.0	0.1	0.4	0.3	28.9	29.6	28.7	38.7	28.9	-9.8
Belair-Edison	0.3	0.3	0.5	0.3	0.5	0.2	43.0	37.7	43.3	45.4	39.4	-6.0
Brooklyn/Curtis Bay/Hawkins Point	0.3	0.2	0.1	0.2	0.7	0.5	57.8	46.9	43.7	40.1	42.3	2.2
Canton	0.0	0.0	0.0	0.0	0.0	0.0	57.2	51.2	49.1	39.5	46.5	7.0
Cedonia/Frankford	0.3	0.3	0.0	0.4	0.3	-0.1	37.1	34.6	39.5	38.8	41.5	2.6
Cherry Hill	0.5	0.4	0.4	0.1	0.1	0.0	42.6	39.5	33.2	37.1	36.3	-0.7
Chinquapin Park/Belvedere	0.0	0.4	0.1	0.0	0.0	0.0	26.3	35.5	32.9	37.9	44.7	6.8
Claremont/Armistead	0.1	0.1	0.0	0.0	0.4	0.4	50.5	40.1	41.7	36.0	35.8	-0.1
Clifton-Berea	0.6	0.8	0.6	0.6	0.8	0.2	37.5	36.5	40.2	36.8	41.2	4.5
Cross-Country/Cheswolde	0.0	0.0	0.0	0.0	0.1	0.1	14.0	13.5	16.1	14.0	22.5	8.5
Dickeyville/Franklintown	0.0	0.5	0.0	0.0	0.5	0.5	36.1	29.5	29.7	21.2	24.6	3.4
Dorchester/Ashburton	0.3	0.3	0.1	0.6	0.6	0.0	34.3	35.2	38.8	42.8	36.7	-6.0
Downtown/Seton Hill	0.5	0.2	0.2	0.3	0.0	-0.3	242.9	266.5	220.9	180.0	185.7	5.7
Edmondson Village	0.5	0.3	0.4	0.8	0.4	-0.4	30.4	32.7	27.5	29.7	32.0	2.3
Fells Point	0.0	0.0	0.2	0.0	0.0	0.0	70.4	73.6	61.7	57.0	62.6	5.6
Forest Park/Walbrook	0.6	0.8	0.3	0.4	0.4	0.0	33.5	35.0	37.6	37.8	39.5	1.7
Glen-Fallstaff	0.1	0.0	0.2	0.1	0.5	0.4	40.2	41.6	44.9	39.8	40.8	0.9
Greater Charles Village/Barclay	0.2	0.3	0.3	0.2	0.2	-0.1	52.1	53.0	54.1	51.6	49.2	-2.4
Greater Govans	0.2	0.3	0.2	0.4	0.7	0.4	29.0	33.1	29.8	30.6	37.3	6.6
Greater Mondawmin	0.2	0.4	1.0	0.2	1.1	0.9	85.1	71.0	67.5	74.2	74.9	0.6
Greater Roland Park/Poplar Hill	0.0	0.0	0.0	0.0	0.0	0.0	24.9	27.4	28.3	26.0	23.5	-2.6
Greater Rosemont	0.4	0.6	0.6	0.4	1.0	0.6	47.4	43.1	42.9	43.4	46.8	3.5
Greenmount East	0.5	1.3	1.0	0.2	1.5	1.2	51.7	61.3	51.7	46.2	52.4	6.2
Hamilton	0.1	0.2	0.1	0.1	0.2	0.1	37.9	34.9	36.3	39.9	37.1	-2.8
Harbor East/Little Italy	0.0	0.2	0.4	0.0	0.0	0.0	141.3	112.1	119.5	129.5	126.9	-2.6
Harford/Echodale	0.2	0.1	0.2	0.1	0.1	0.0	37.4	34.1	35.2	34.6	34.5	-0.1
Highlandtown	0.0	0.3	0.1	0.3	0.1	-0.1	54.9	55.3	74.3	67.0	76.8	9.8
Howard Park/West Arlington	0.1	0.1	0.4	0.2	0.5	0.3	35.3	37.3	45.2	36.5	37.1	0.6
Inner Harbor/Federal Hill	0.1	0.1	0.1	0.0	0.0	0.0	70.6	84.6	75.7	68.4	54.5	-13.9
Lauraville	0.1	0.0	0.2	0.1	0.3	0.2	38.5	33.3	35.2	32.5	33.2	0.7
Loch Raven	0.0	0.1	0.1	0.1	0.4	0.3	29.8	33.8	31.3	34.7	29.6	-5.1
Madison/East End	0.4	0.6	1.2	0.6	1.0	0.4	52.6	51.5	59.2	46.5	55.5	9.0
Medfield/Hampden/Woodberry/Remington	0.0	0.0	0.1	0.0	0.1	0.1	37.6	37.3	46.1	42.0	44.7	2.6
Midtown	0.1	0.1	0.1	0.1	0.0	-0.1	85.6	81.4	74.8	70.5	67.0	-3.5
Midway/Coldstream	1.1	0.5	1.1	0.4	1.1	0.7	50.0	52.2	45.9	49.1	55.3	6.1
Morrell Park/Violetville	0.1	0.0	0.0	0.1	0.1	0.0	51.5	45.4	48.1	46.7	52.5	5.8
Mt. Washington/Coldspring	0.0	0.0	0.0	0.0	0.0	0.0	26.5	31.0	26.3	26.5	35.6	9.1
North Baltimore/Guilford/Homeland	0.1	0.1	0.0	0.0	0.0	0.0	24.3	22.0	29.2	26.5	33.6	7.2
Northwood	0.2	0.2	0.2	0.1	0.1	0.1	35.1	30.9	27.1	34.2	30.6	-3.6
Oldtown/Middle East	0.7	0.3	0.4	0.4	1.0	0.6	74.6	64.5	61.1	54.7	66.2	11.5
Orangeville/East Highlandtown	0.1	0.1	0.1	0.3	0.3	0.0	75.1	66.9	71.6	60.9	75.9	15.0
Patterson Park North & East	0.1	0.1	0.0	0.1	0.2	0.1	61.2	61.2	69.6	56.6	72.7	16.1
Penn North/Reservoir Hill	0.6	0.7	1.0	0.5	0.9	0.4	44.8	50.8	43.8	41.1	47.0	5.9
Pimlico/Arlington/Hilltop	0.3	0.4	0.5	0.8	1.2	0.3	37.9	38.3	42.3	37.0	39.4	2.5
Poppleton/The Terraces/Hollins Market	0.2	0.2	0.2	0.2	2.2	2.0	59.8	47.0	58.0	58.8	57.6	-1.2
Sandtown-Winchester/Harlem Park	0.6	0.6	0.9	0.3	1.2	0.9	42.6	40.3	44.4	41.9	45.0	3.1
South Baltimore	0.0	0.0	0.0	0.0	0.0	0.0	37.8	49.8	44.3	47.1	38.1	-9.1
Southeastern	0.0	0.0	0.0	0.3	0.3	0.0	53.2	48.2	49.2	70.3	81.5	11.2
Southern Park Heights	0.3	0.7	0.6	0.8	0.3	-0.5	37.0	37.0	40.5	33.8	37.6	3.8
Southwest Baltimore	0.5	0.4	0.7	0.7	1.3	0.7	57.8	51.2	58.5	55.8	62.6	6.8
The Waverlies	0.4	0.8	0.3	0.4	0.5	0.1	59.8	59.7	61.8	56.6	64.2	7.6
Upton/Druid Heights	0.3	0.9	0.7	0.3	1.0	0.7	61.2	58.7	55.4	55.2	66.7	11.5
Washington Village/Pigtown	0.5	0.0	0.5	0.2	0.4	0.2	84.9	98.3	118.7	113.4	120.1	6.7
Westport/Mt. Winans/Lakeland	0.0	0.6	0.1	0.7	0.8	0.1	61.5	58.9	51.4	54.8	45.7	-9.1
Baltimore City	**0.2**	**0.3**	**0.3**	**0.3**	**0.5**	**0.2**	**48.6**	**47.0**	**47.6**	**45.9**	**48.2**	**2.2**

For more information on these indicators please visit http://www.bniajfi.org

Crime and Safety: Adult and Juvenile Arrests

Community Statistical Area (CSA)	Adult Arrests per 1,000 Adult Residents			Juvenile Arrests per 1,000 Youth					
	2014	2015	Change (14-15)	2011	2012	2013	2014	2015	Change (14-15)
Allendale/Irvington/S. Hilton	34.5	21.9	-12.6	47.0	67.7	64.6	42.4	21.2	-21.2
Beechfield/Ten Hills/West Hills	16.5	9.1	-7.3	19.7	31.1	19.7	12.1	3.8	-8.3
Belair-Edison	41.6	20.8	-20.8	43.4	75.4	44.3	30.7	24.1	-6.6
Brooklyn/Curtis Bay/Hawkins Point	94.1	55.5	-38.6	56.7	48.3	67.9	48.3	23.8	-24.5
Canton	8.6	6.5	-2.1	37.0	59.3	81.5	59.3	29.6	-29.6
Cedonia/Frankford	21.7	16.2	-5.5	37.4	44.9	48.1	42.5	17.9	-24.6
Cherry Hill	77.0	28.6	-48.4	57.0	56.1	85.6	58.0	24.8	-33.1
Chinquapin Park/Belvedere	13.4	14.6	1.1	13.1	19.0	13.1	32.1	24.8	-7.3
Claremont/Armistead	29.2	17.4	-11.8	12.1	20.9	15.4	8.8	8.8	0.0
Clifton-Berea	131.9	81.6	-50.3	115.2	126.5	80.3	49.7	29.7	-20.1
Cross-Country/Cheswolde	1.4	0.4	-1.0	3.4	3.4	2.1	0.0	0.7	0.7
Dickeyville/Franklintown	28.6	15.3	-13.3	13.6	24.9	6.8	11.3	2.3	-9.1
Dorchester/Ashburton	28.3	13.7	-14.5	42.1	30.3	34.5	22.7	10.9	-11.8
Downtown/Seton Hill	241.5	127.8	-113.7	733.3	811.1	800.0	750.0	450.0	-300.0
Edmondson Village	25.3	19.0	-6.3	44.3	29.9	32.1	24.4	7.8	-16.6
Fells Point	23.5	15.3	-8.2	27.5	47.1	74.5	19.6	70.6	51.0
Forest Park/Walbrook	24.8	16.7	-8.1	20.8	18.9	25.5	9.4	5.7	-3.8
Glen-Fallstaff	22.4	17.0	-5.3	26.2	20.7	30.3	21.4	12.4	-9.0
Greater Charles Village/Barclay	34.9	23.2	-11.7	174.0	130.0	114.0	134.0	88.0	-46.0
Greater Govans	58.7	32.6	-26.1	26.0	21.6	27.7	22.5	17.3	-5.2
Greater Mondawmin	84.4	62.3	-22.1	121.3	159.0	121.3	107.7	51.3	-56.5
Greater Roland Park/Poplar Hill	3.3	4.5	1.2	15.5	27.8	26.3	4.6	15.5	10.8
Greater Rosemont	56.8	35.7	-21.1	83.7	60.0	55.7	43.6	42.7	-0.9
Greenmount East	81.9	59.8	-22.1	78.4	80.5	70.2	47.5	43.3	-4.1
Hamilton	14.8	17.2	2.4	18.7	12.7	22.0	18.7	8.7	-10.0
Harbor East/Little Italy	90.7	49.1	-41.6	90.9	64.9	101.7	60.6	49.8	-10.8
Harford/Echodale	25.7	13.2	-12.6	32.1	47.2	39.6	30.8	27.7	-3.1
Highlandtown	66.6	57.7	-8.8	67.3	116.2	168.2	137.6	91.7	-45.9
Howard Park/West Arlington	13.6	11.1	-2.4	35.3	24.2	47.4	24.2	13.0	-11.2
Inner Harbor/Federal Hill	26.0	13.1	-12.9	288.5	413.5	259.6	234.0	185.9	-48.1
Lauraville	15.2	15.4	0.2	18.7	24.0	24.0	18.0	12.7	-5.2
Loch Raven	14.0	10.2	-3.8	17.3	28.8	15.3	14.7	13.4	-1.3
Madison/East End	154.6	70.0	-84.7	75.9	88.0	77.8	66.7	46.3	-20.4
Medfield/Hampden/Woodberry/Remington	11.4	9.0	-2.4	44.4	33.0	69.5	45.6	51.3	5.7
Midtown	20.0	14.4	-5.6	124.2	63.8	73.8	57.0	117.4	60.4
Midway/Coldstream	110.1	70.0	-40.1	71.2	69.5	77.1	52.5	42.4	-10.2
Morrell Park/Violetville	20.1	17.2	-2.9	20.5	32.8	28.7	20.5	35.5	15.0
Mt. Washington/Coldspring	4.4	3.6	-0.7	22.6	27.6	17.5	5.0	10.0	5.0
North Baltimore/Guilford/Homeland	7.7	8.6	0.9	17.0	12.0	5.0	11.0	11.0	0.0
Northwood	14.7	9.6	-5.1	43.4	55.4	39.2	41.3	16.8	-24.5
Oldtown/Middle East	89.7	57.8	-31.9	110.7	82.8	107.7	107.7	69.8	-37.9
Orangeville/East Highlandtown	88.4	49.1	-39.3	51.7	58.7	107.7	74.1	58.7	-15.4
Patterson Park North & East	56.8	29.3	-27.5	51.0	66.9	46.0	71.1	56.9	-14.2
Penn North/Reservoir Hill	94.1	35.9	-58.2	76.3	52.9	74.3	56.0	28.5	-27.5
Pimlico/Arlington/Hilltop	73.7	51.7	-22.0	50.9	62.2	67.9	47.7	34.7	-12.9
Poppleton/The Terraces/Hollins Market	82.6	52.0	-30.6	88.4	88.4	93.9	54.2	21.7	-32.5
Sandtown-Winchester/Harlem Park	107.5	72.3	-35.3	152.8	138.9	114.6	103.1	54.0	-49.1
South Baltimore	21.3	10.1	-11.2	64.5	75.3	64.5	75.3	16.1	-59.1
Southeastern	85.0	54.4	-30.5	14.7	25.6	36.6	40.3	22.0	-18.3
Southern Park Heights	47.1	26.5	-20.6	47.8	58.0	38.2	31.4	17.7	-13.7
Southwest Baltimore	147.3	106.1	-41.2	105.8	68.0	84.3	84.8	81.4	-3.4
The Waverlies	28.8	20.4	-8.4	37.5	33.5	80.3	53.5	34.8	-18.7
Upton/Druid Heights	103.3	69.3	-34.0	162.4	79.9	115.9	60.6	72.0	11.4
Washington Village/Pigtown	129.5	107.0	-22.5	62.6	67.1	64.9	107.4	53.7	-53.7
Westport/Mt. Winans/Lakeland	60.7	32.8	-27.9	31.4	33.8	54.7	43.1	25.6	-17.5
Baltimore City	**48.7**	**30.9**	**-17.8**	**58.3**	**58.4**	**58.3**	**46.9**	**32.7**	**-14.2**

For more information on these indicators please visit http://www.bniajfi.org.

Crime and Safety: Juvenile Arrests

Community Statistical Area (CSA)	Juvenile Arrests per 1,000 Youth: Violent Offenses						Juvenile Arrests per 1,000 Youth: Drug-Related Offenses					
	2011	2012	2013	2014	2015	Change (14-15)	2011	2012	2013	2014	2015	Change (14-15)
Allendale/Irvington/S. Hilton	11.9	25.3	11.4	12.4	8.3	-4.1	18.6	10.8	16.0	6.7	1.5	-5.2
Beechfield/Ten Hills/West Hills	7.6	9.9	3.8	1.5	0.8	-0.8	4.6	7.6	2.3	3.8	0.0	-3.8
Belair-Edison	15.3	15.3	8.8	6.6	9.2	2.6	12.7	23.2	8.8	4.8	0.9	-3.9
Brooklyn/Curtis Bay/Hawkins Point	13.3	6.3	18.2	9.1	5.6	-3.5	21.7	16.8	17.5	14.7	7.0	-7.7
Canton	14.8	0.0	14.8	29.6	0.0	-29.6	0.0	0.0	0.0	0.0	0.0	0.0
Cedonia/Frankford	7.6	11.5	16.3	12.3	3.2	-9.1	8.3	9.9	4.4	6.4	1.2	-5.2
Cherry Hill	12.9	9.2	12.0	13.8	7.4	-6.4	26.7	23.9	27.6	8.3	2.8	-5.5
Chinquapin Park/Belvedere	4.4	11.7	2.9	10.2	8.7	-1.5	1.5	1.5	0.0	0.0	1.5	1.5
Claremont/Armistead	7.7	4.4	3.3	2.2	1.1	-1.1	2.2	6.6	4.4	1.1	0.0	-1.1
Clifton-Berea	27.9	17.5	19.2	11.3	1.7	-9.6	54.1	74.2	37.5	15.7	7.0	-8.7
Cross-Country/Cheswolde	1.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.0	0.0	0.0
Dickeyville/Franklintown	4.5	9.1	4.5	0.0	0.0	0.0	6.8	4.5	2.3	4.5	2.3	-2.3
Dorchester/Ashburton	9.3	12.6	6.7	6.7	2.5	-4.2	10.1	10.1	7.6	0.8	2.5	1.7
Downtown/Seton Hill	255.6	166.7	277.8	216.7	122.2	-94.4	183.3	255.6	144.4	150.0	16.7	-133.3
Edmondson Village	7.8	6.6	2.2	5.5	1.1	-4.4	23.3	10.0	5.5	6.6	0.0	-6.6
Fells Point	7.8	11.8	11.8	3.9	54.9	51.0	3.9	3.9	7.8	3.9	3.9	0.0
Forest Park/Walbrook	4.7	5.7	5.7	3.8	1.9	-1.9	5.7	4.7	7.5	2.8	0.0	-2.8
Glen-Fallstaff	2.8	4.1	13.8	11.0	4.8	-6.2	6.2	9.0	5.5	3.4	0.7	-2.8
Greater Charles Village/Barclay	38.0	34.0	4.0	50.0	16.0	-34.0	34.0	12.0	10.0	6.0	8.0	2.0
Greater Govans	10.4	4.3	2.6	3.5	2.6	-0.9	11.3	6.9	11.3	8.7	4.3	-4.3
Greater Mondawmin	19.9	22.0	19.9	39.7	16.7	-23.0	31.4	24.1	14.6	19.9	3.1	-16.7
Greater Roland Park/Poplar Hill	6.2	12.4	9.3	1.5	6.2	4.6	3.1	3.1	1.5	0.0	0.0	0.0
Greater Rosemont	19.8	19.0	13.4	19.0	12.9	-6.0	28.0	19.4	11.6	7.3	3.0	-4.3
Greenmount East	4.1	8.3	16.5	9.3	13.4	4.1	54.7	31.0	11.4	14.4	4.1	-10.3
Hamilton	4.0	3.3	6.7	2.7	0.7	-2.0	4.7	1.3	2.7	2.0	0.0	-2.0
Harbor East/Little Italy	47.6	15.2	39.0	28.1	17.3	-10.8	13.0	19.5	10.8	13.0	2.2	-10.8
Harford/Echodale	9.4	18.9	11.3	12.6	13.2	0.6	7.6	6.3	6.3	1.9	1.9	0.0
Highlandtown	15.3	39.8	61.2	67.3	21.4	-45.9	21.4	33.6	33.6	24.5	30.6	6.1
Howard Park/West Arlington	8.4	10.2	13.0	11.2	3.7	-7.4	5.6	6.5	0.9	0.0	1.9	1.9
Inner Harbor/Federal Hill	70.5	32.1	73.7	109.0	28.8	-80.1	38.5	67.3	28.8	19.2	6.4	-12.8
Lauraville	8.2	4.5	9.7	9.7	5.2	-4.5	2.2	5.2	3.7	3.0	1.5	-1.5
Loch Raven	4.5	6.4	3.8	2.6	1.3	-1.3	6.4	3.8	1.3	0.0	0.0	0.0
Madison/East End	10.2	13.0	19.4	13.9	6.5	-7.4	39.8	35.2	33.3	18.5	6.5	-12.0
Medfield/Hampden/Woodberry/Remington	13.7	18.2	15.9	17.1	11.4	-5.7	10.3	1.1	9.1	3.4	2.3	-1.1
Midtown	43.6	6.7	20.1	23.5	60.4	36.9	47.0	6.7	13.4	10.1	0.0	-10.1
Midway/Coldstream	10.2	5.1	16.1	11.9	7.6	-4.2	36.4	31.4	33.9	13.6	5.9	-7.6
Morrell Park/Violetville	4.1	13.7	6.8	12.3	16.4	4.1	0.0	0.0	5.5	5.5	1.4	-4.1
Mt. Washington/Coldspring	2.5	10.0	2.5	2.5	7.5	5.0	0.0	5.0	5.0	0.0	0.0	0.0
North Baltimore/Guilford/Homeland	1.0	7.0	1.0	1.0	3.0	2.0	4.0	0.0	1.0	1.0	1.0	0.0
Northwood	17.5	15.4	21.7	9.8	4.9	-4.9	13.3	14.0	2.1	4.9	0.0	-4.9
Oldtown/Middle East	32.9	29.9	29.9	39.9	20.9	-18.9	42.9	14.0	26.9	14.0	11.0	-3.0
Orangeville/East Highlandtown	12.6	23.8	46.2	30.8	21.0	-9.8	15.4	8.4	23.8	9.8	7.0	-2.8
Patterson Park North & East	10.9	12.6	20.1	23.4	25.1	1.7	20.1	18.4	10.9	13.4	2.5	-10.9
Penn North/Reservoir Hill	7.1	7.1	6.1	5.1	8.1	3.1	46.8	31.5	38.7	38.7	3.1	-35.6
Pimlico/Arlington/Hilltop	7.3	12.9	7.3	8.9	4.0	-4.8	31.5	32.3	34.7	25.0	17.0	-8.1
Poppleton/The Terraces/Hollins Market	14.4	18.1	7.2	27.1	5.4	-21.7	48.7	34.3	52.3	12.6	9.0	-3.6
Sandtown-Winchester/Harlem Park	17.0	32.1	23.7	23.0	10.3	-12.7	86.1	58.2	37.6	34.0	14.6	-19.4
South Baltimore	16.1	0.0	37.6	0.0	5.4	5.4	0.0	32.3	10.8	0.0	0.0	0.0
Southeastern	3.7	1.8	11.0	14.7	3.7	-11.0	7.3	12.8	9.2	12.8	9.2	-3.7
Southern Park Heights	10.9	10.2	4.8	7.5	2.0	-5.5	20.5	25.3	12.3	7.5	2.0	-5.5
Southwest Baltimore	14.8	10.1	11.0	17.2	12.0	-5.3	65.6	26.8	35.4	23.9	29.7	5.7
The Waverlies	9.4	5.4	22.8	13.4	5.4	-8.0	12.0	8.0	13.4	6.7	1.3	-5.4
Upton/Druid Heights	29.0	19.3	21.1	15.8	14.9	-0.9	85.2	23.7	29.9	11.4	15.8	4.4
Washington Village/Pigtown	15.7	8.9	8.9	22.4	11.2	-11.2	17.9	6.7	20.1	31.3	17.9	-13.4
Westport/Mt. Winans/Lakeland	3.5	8.1	10.5	18.6	8.1	-10.5	10.5	10.5	9.3	10.5	2.3	-8.1
Baltimore City	**12.9**	**13.1**	**13.9**	**13.8**	**8.5**	**-5.3**	**22.9**	**17.7**	**14.6**	**9.9**	**4.7**	**-5.2**

For more information on these indicators please visit http://www.bniajfi.org.

Crime and Safety: 911 Calls for Service

Community Statistical Area (CSA)	Non-Fatal Calls for Service per 1,000 Residents[1]			Common Assault Calls for Service per 1,000 Residents[1]			Narcotics Calls for Service per 1,000 Residents[1]		
	2011	2012	2015	2011	2012	2015	2011	2012	2015
Allendale/Irvington/S. Hilton	2.5	2.3	4.5	84.4	79.7	68.6	78.8	79.7	51.7
Beechfield/Ten Hills/West Hills	2.0	1.1	2.2	51.2	50.6	42.8	24.7	32.6	21.7
Belair-Edison	1.5	2.2	2.0	77.6	81.5	65.2	50.2	53.9	24.9
Brooklyn/Curtis Bay/Hawkins Point	2.9	2.1	4.3	158.5	144.6	132.4	101.1	85.0	70.5
Canton	0.0	0.1	0.4	46.2	44.3	29.1	4.0	3.7	5.4
Cedonia/Frankford	0.8	0.8	2.4	10.7	61.6	47.8	22.8	24.2	20.6
Cherry Hill	6.0	5.2	2.8	110.2	125.1	100.0	97.4	94.6	41.3
Chinquapin Park/Belvedere	0.3	1.2	1.3	60.1	64.0	40.7	17.9	27.2	24.4
Claremont/Armistead	0.9	1.5	0.9	10.9	67.8	56.4	19.9	25.4	19.7
Clifton-Berea	7.3	3.9	6.4	121.0	130.5	101.3	201.9	264.8	141.0
Cross-Country/Cheswolde	0.0	0.0	0.4	12.2	12.5	9.8	1.6	1.0	0.9
Dickeyville/Franklintown	1.0	2.4	2.7	67.5	57.5	51.9	19.3	45.6	45.8
Dorchester/Ashburton	2.3	1.9	2.6	82.7	84.3	55.9	82.8	101.7	23.5
Downtown/Seton Hill	9.0	10.4	12.7	450.2	467.9	404.1	292.9	378.2	220.3
Edmondson Village	2.0	2.0	2.4	60.6	62.9	56.6	82.2	65.4	48.9
Fells Point	0.6	0.2	0.3	74.8	81.0	57.2	13.5	13.6	12.9
Forest Park/Walbrook	3.5	3.5	1.7	74.1	88.2	50.6	91.1	63.0	58.6
Glen-Fallstaff	0.5	1.1	2.5	70.7	70.5	58.7	54.0	48.9	42.1
Greater Charles Village/Barclay	1.7	1.8	1.9	76.4	84.8	74.2	59.7	59.2	33.4
Greater Govans	2.4	1.7	3.2	66.9	70.7	66.5	51.5	78.3	81.5
Greater Mondawmin	3.0	3.3	6.3	132.5	129.5	118.8	169.9	168.1	119.5
Greater Roland Park/Poplar Hill	0.1	0.0	0.0	15.6	14.5	8.8	1.6	1.9	2.2
Greater Rosemont	4.2	3.8	5.7	114.8	114.5	90.6	148.0	168.6	105.8
Greenmount East	6.8	12.1	7.0	154.0	156.4	107.4	257.3	217.1	136.5
Hamilton	0.5	0.5	1.5	10.5	50.1	44.8	35.1	32.7	22.5
Harbor East/Little Italy	2.2	0.4	2.6	149.4	139.3	116.5	38.7	42.0	32.0
Harford/Echodale	1.1	0.8	0.6	43.6	55.1	40.1	29.0	23.0	15.7
Highlandtown	0.3	2.2	1.1	98.9	105.7	88.0	59.9	78.2	114.1
Howard Park/West Arlington	1.1	1.6	1.7	61.3	54.3	42.2	39.3	32.0	26.1
Inner Harbor/Federal Hill	0.3	0.5	0.3	77.6	72.0	62.9	25.0	29.6	9.6
Lauraville	1.1	0.7	1.2	58.6	48.9	38.3	20.5	28.8	21.8
Loch Raven	0.7	1.2	0.9	63.7	55.1	39.3	31.4	29.1	18.2
Madison/East End	5.0	4.6	7.5	140.2	145.1	102.8	170.7	179.8	78.8
Medfield/Hampden/Woodberry/Remington	0.1	0.2	0.2	64.8	62.6	48.3	22.1	20.6	25.4
Midtown	1.4	0.9	0.7	67.0	71.1	63.8	28.6	33.7	15.6
Midway/Coldstream	6.5	4.6	7.4	135.3	126.1	82.3	159.7	127.7	108.3
Morrell Park/Violetville	2.0	1.6	2.2	85.1	101.4	76.6	20.6	20.9	31.0
Mt. Washington/Coldspring	0.2	0.0	0.2	14.5	13.0	16.4	3.3	3.7	7.5
North Baltimore/Guilford/Homeland	0.1	0.3	0.2	15.7	20.3	18.2	7.6	9.2	11.1
Northwood	1.7	1.4	1.0	50.0	51.2	32.9	44.2	45.2	19.5
Oldtown/Middle East	4.3	5.7	9.1	138.7	143.5	139.0	120.6	102.2	73.0
Orangeville/East Highlandtown	2.3	1.6	2.6	59.2	133.3	100.6	88.6	97.6	56.8
Patterson Park North & East	1.9	1.0	1.4	89.1	93.4	66.3	62.9	68.0	34.4
Penn North/Reservoir Hill	3.6	4.7	6.1	131.6	121.1	77.2	287.3	210.6	144.8
Pimlico/Arlington/Hilltop	2.7	4.1	8.3	100.5	109.9	79.5	188.3	215.8	286.4
Poppleton/The Terraces/Hollins Market	2.8	2.8	9.0	157.3	163.2	114.4	208.6	259.9	168.1
Sandtown-Winchester/Harlem Park	6.4	7.4	9.7	156.0	153.6	116.1	464.8	406.2	220.8
South Baltimore	0.3	0.0	0.2	50.0	48.2	28.1	37.3	26.2	14.2
Southeastern	1.1	0.8	1.6	4.6	100.5	85.0	42.5	70.9	48.9
Southern Park Heights	4.6	3.8	4.2	106.1	90.8	75.4	116.7	152.9	83.3
Southwest Baltimore	4.1	6.3	9.2	173.8	167.8	136.7	259.8	244.1	237.1
The Waverlies	4.1	4.9	3.1	95.6	104.7	67.2	53.3	47.1	31.5
Upton/Druid Heights	4.3	8.7	6.8	169.8	166.5	109.6	248.9	183.0	175.4
Washington Village/Pigtown	3.8	2.0	3.1	151.0	170.8	154.3	147.0	185.0	249.5
Westport/Mt. Winans/Lakeland	1.7	2.8	6.0	113.8	104.1	85.0	38.2	57.0	28.1
Baltimore City	**2.3**	**2.4**	**3.2**	**86.0**	**91.4**	**71.9**	**90.3**	**89.7**	**64.7**

For more information on these indicators please visit http://www.bniajfi.org.
1 Due to variations in data reporting for this indicator, year 2015 numbers cannot be compared to any other years.

Crime and Safety: 911 Calls for Service

Community Statistical Area (CSA)	Automotive Accident Calls for Service per 1,000 Residents			Domestic Service Calls for Service per 1,000 Residents[1]			
	2011	2012	2015	2010	2011	2012	Change (11-12)
Allendale/Irvington/S. Hilton	44.0	43.0	66.7	59.4	65.4	61.0	-4.4
Beechfield/Ten Hills/West Hills	31.9	29.8	44.4	47.9	44.8	42.4	-2.4
Belair-Edison	45.4	46.1	60.2	51.1	57.8	60.9	3.1
Brooklyn/Curtis Bay/Hawkins Point	39.9	39.6	69.4	68.0	74.1	63.5	-10.6
Canton	32.8	34.6	57.3	34.3	39.6	35.8	-3.8
Cedonia/Frankford	26.5	24.8	52.5	60.2	70.2	66.7	-3.5
Cherry Hill	25.2	21.6	38.6	62.9	71.1	78.6	7.6
Chinquapin Park/Belvedere	38.9	35.1	48.1	39.7	44.2	47.3	3.1
Claremont/Armistead	60.1	64.4	91.5	60.4	68.8	67.4	-1.3
Clifton-Berea	47.0	45.8	79.1	49.7	63.5	61.8	-1.7
Cross-Country/Cheswolde	9.6	10.5	12.0	22.6	19.4	20.6	1.2
Dickeyville/Franklintown	51.0	44.9	73.6	55.4	57.5	45.4	-12.2
Dorchester/Ashburton	45.8	37.1	50.2	51.6	49.0	52.0	3.0
Downtown/Seton Hill	413.4	429.3	475.5	91.9	76.8	81.3	4.5
Edmondson Village	28.7	33.9	43.3	43.4	43.2	44.3	1.1
Fells Point	49.9	50.6	60.6	40.5	39.9	48.7	8.7
Forest Park/Walbrook	31.6	32.3	53.6	51.4	51.1	56.7	5.6
Glen-Fallstaff	72.6	72.1	90.9	47.2	49.3	47.7	-1.7
Greater Charles Village/Barclay	53.9	51.6	65.0	43.3	41.3	47.0	5.7
Greater Govans	34.1	28.6	47.8	45.0	42.6	45.6	3.0
Greater Mondawmin	108.3	94.9	139.9	62.5	65.5	60.5	-5.0
Greater Roland Park/Poplar Hill	69.3	29.0	88.2	32.5	29.0	28.5	-0.5
Greater Rosemont	37.7	39.2	59.0	64.3	62.6	56.9	-5.7
Greenmount East	93.6	91.6	96.9	50.0	72.9	70.9	-2.1
Hamilton	42.1	35.8	46.1	42.5	43.8	46.5	2.7
Harbor East/Little Italy	93.0	117.3	148.5	74.9	75.5	67.0	-8.5
Harford/Echodale	28.1	28.0	28.3	44.1	49.2	46.9	-2.3
Highlandtown	50.9	50.9	61.1	46.2	52.8	56.6	3.7
Howard Park/West Arlington	54.4	52.7	79.1	46.3	45.5	46.1	0.6
Inner Harbor/Federal Hill	75.9	72.8	113.9	57.3	39.1	41.5	2.4
Lauraville	45.4	41.4	51.9	48.8	54.8	44.2	-10.6
Loch Raven	38.5	42.8	51.7	45.1	43.4	45.4	2.0
Madison/East End	32.1	35.3	43.7	63.2	75.4	76.1	0.6
Medfield/Hampden/Woodberry/Remington	43.9	41.4	75.9	34.2	35.3	30.6	-4.7
Midtown	68.2	62.0	122.2	25.0	24.1	23.4	-0.7
Midway/Coldstream	55.8	62.2	62.7	58.1	72.6	70.4	-2.2
Morrell Park/Violetville	59.0	55.7	106.3	59.3	57.3	51.5	-5.8
Mt. Washington/Coldspring	28.1	49.1	81.3	45.3	39.9	35.4	-4.5
North Baltimore/Guilford/Homeland	28.4	35.0	32.6	29.1	24.4	23.6	-0.8
Northwood	49.0	40.3	53.1	39.2	42.8	39.1	-3.7
Oldtown/Middle East	78.1	81.8	165.8	63.7	65.7	64.8	-0.9
Orangeville/East Highlandtown	114.4	129.1	184.9	54.3	57.4	60.5	3.1
Patterson Park North & East	33.4	33.2	52.9	53.5	60.2	57.6	-2.6
Penn North/Reservoir Hill	39.3	41.5	79.7	63.2	63.0	58.9	-4.1
Pimlico/Arlington/Hilltop	37.4	38.0	55.3	51.1	50.9	50.5	-0.4
Poppleton/The Terraces/Hollins Market	51.9	55.6	79.2	64.5	68.6	69.6	1.0
Sandtown-Winchester/Harlem Park	39.4	40.4	76.2	59.5	67.9	67.9	0.1
South Baltimore	37.3	33.4	60.1	19.4	38.2	39.2	0.9
Southeastern	79.4	84.5	151.0	59.4	63.9	58.5	-5.4
Southern Park Heights	38.5	40.2	51.4	57.1	64.1	55.3	-8.7
Southwest Baltimore	46.4	50.1	96.7	72.0	77.2	65.2	-12.0
The Waverlies	64.9	55.7	98.3	61.1	68.7	65.7	-3.1
Upton/Druid Heights	49.6	52.9	74.5	64.9	72.6	70.7	-1.9
Washington Village/Pigtown	123.8	121.9	201.3	83.0	80.1	87.4	7.3
Westport/Mt. Winans/Lakeland	73.7	79.6	111.5	52.8	63.1	58.6	-4.5
Baltimore City	**52.2**	**51.3**	**75.9**	**50.5**	**54.2**	**52.1**	**-2.1**

For more information on these indicators please visit http://www.bniajfi.org.

1 From *Vital Signs 12*.

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