



Brandon M. Scott
Mayor

Presentation for Bill 23-0372 hearing

May 3, 2023

Agenda for this presentation

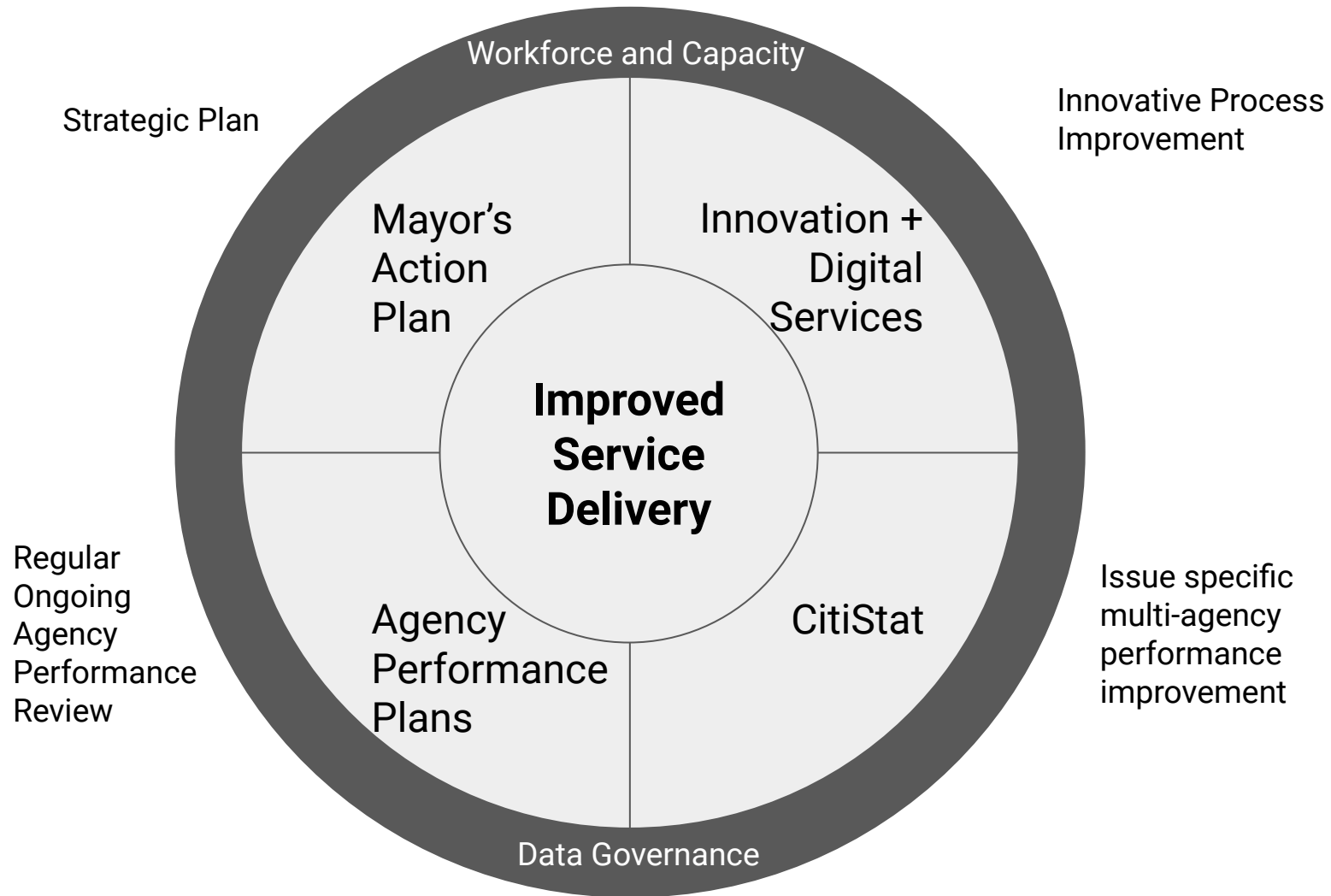
1. Introduction and overview from CA Leach
2. Performance Management & Innovation Approach
3. Data Governance and Workforce Capacity



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Mayor

Introduction from City Administrator Leach





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BALTIMORE, MD

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What Works Cities Bloomberg Philanthropies For more information, visit: whatworkscities.org/certification

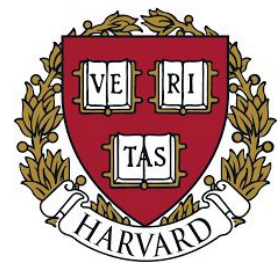
Bloomberg Philanthropies City Data Alliance



beeckcenter
social impact + innovation

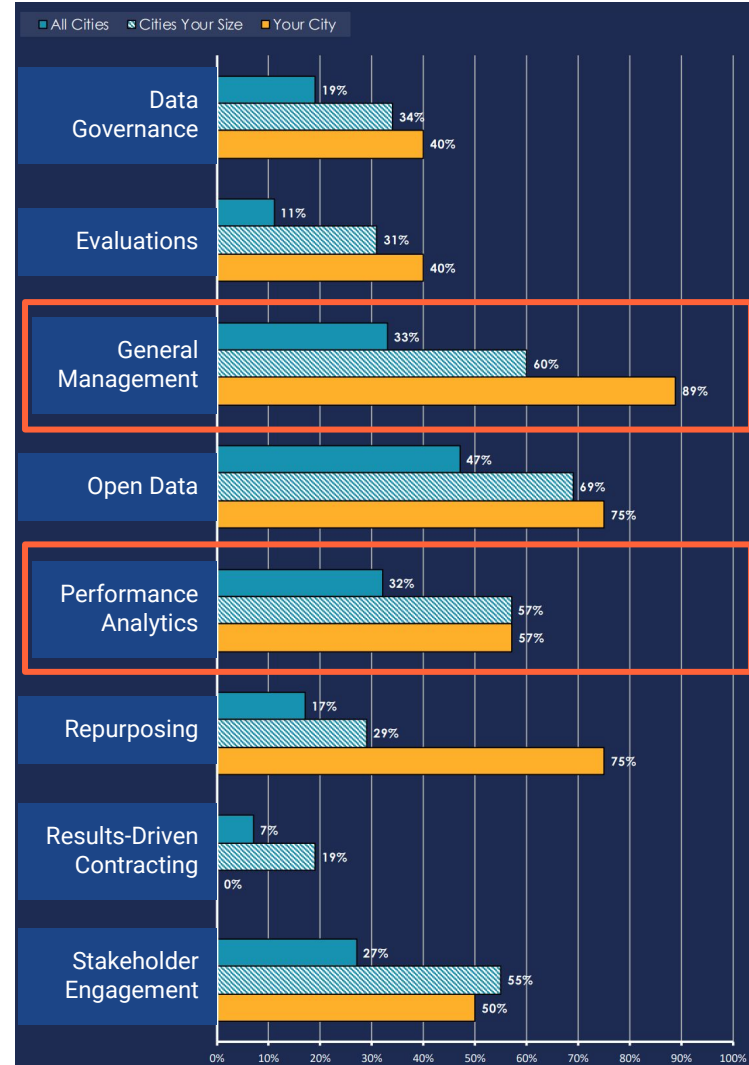
GEORGETOWN UNIVERSITY

coding it forward >



Based on What Works Cities certification criteria, **Baltimore is far ahead of other cities** in terms of executive leadership leading and managing with data.

We're on par with cities of similar size and ahead of all cities on average when it comes to performance analytics.



Mayor's Action Plan



Mayor Brandon M. Scott Building a Better Baltimore

First Term Action Plan | Released: December 8, 2021

Select Language | ▼

Home **Pillars** - Resources & Feedback

Building Public Safety



As Mayor Scott frequently says, Baltimore is wrestling with multiple public health crises: the global COVID-19 pandemic and local epidemics of gun violence and preventable overdose deaths. Since 2015, Baltimore has seen more than 300 homicides per year – the overwhelming majority of which were gun-related. In 2020, there were 954 opioid-related overdose deaths in Baltimore.

Historically, our city has over-relied on the 3Ps – policing, prosecutions, and prisons – which have failed to yield long-term results. Never before have we developed a holistic public safety strategy, one that aims to treat gun violence as a public health crisis and operationalizes what Baltimore residents want to see from their City government. These goals and actions recognize that every agency, institution, and organization that interfaces with Baltimoreans has a role to play in preventing violence.

■ Complete ■ In Progress ■ Planning

Mayor's Action Plan

The Mayor's Action Plan is a roadmap for action for Mayor Scott's first term. The plan outlines interagency goals and actions that include Key Performance Indicators and is managed using a structured project management approach.

Action	Status
2.1 Implement consent decree-required reforms and demonstrate compliance on a majority of subject areas.	■ In Progress
2.2 Pilot, evaluate, and expand neighborhood policing plans across Baltimore to give residents more input into how police respond to calls for service.	■ In Progress
2.3 Identify and deploy an early intervention system that meets the requirements of the consent decree and monitors police officer use of force, resident complaints, arrests, and discipline.	■ In Progress
2.4 Gradually increase the personnel capacity of BPD's Public Integrity Bureau, building accountability and reducing the time it takes to close internal investigations.	■ In Progress
2.5 Institute new records management, case management, and learning management systems, while investing in the remaining technology advancements required by the consent decree.	■ In Progress

Performance Planning and CitiStat



A Brief History of Performance Programs

1970s	1980s	1990s	2000s	2010s	2020s
Private Sector Private sector renews emphasis on quality and process improvement	New Programs Developed Malcolm Baldrige Quality Improvement Program Six Sigma	Performance Stat CompStat CitiStat	Delivery Units England/UK Africa Results-Based Accountability Open Data	Rise of Analytics offices Nolalytics	Covid Era Public Data Dashboards JHU coronavirus resource center City/State dashboards



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Convening around issues in performance meetings is best practice.

*“High-performing governments convene decision makers around a **very clear purpose**: crime reduction, snow removal, emergency management, school openings, etc.”*

- [“Performance Management Getting Started Guide,”](#) Bloomberg Center for Government Excellence



In line with these best practices, the Scott administration has made the decision to use **CitiStat** to **problem-solve** complex, multi-agency challenges **while holding individual agencies accountable** for their part in solutions.

Agency performance is also being addressed through the **agency performance planning** process.



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Mayor

The new Agency Performance Plans will be the City's most comprehensive framework and process for managing the city agencies' service delivery to date.

[Service 1 Name]

[Service 1 Description]

Measure Type	Performance Measure	Desired Outcome	FY 22	FY 23	Target FY24
Outcome	% of Data Fellows placed in city role following fellowship	Increase			
Input	# of agencies that have a data fellow	Increase			
Input	# of data fellows	Increase			
Output	Length of time between initial data fellow hire date and next position hire date	Decrease			
Input	Average # of projects assigned to a Data Fellow	Decrease			

[Service 2 Name]

[Service 2 Description]

Measure Type	Performance Measure	Desired Outcome	FY 22	FY 23	Target FY24
Outcome	% of Data Fellows placed in city role following fellowship	Increase			
Input	# of agencies that have a data fellow	Increase			

- Each City agency will set metrics and targets for its key services each year.
- Agencies will report on their performance on these metrics and performance review meetings will be held with each agency.
- The plans and reporting on performance will be published and shared with the public.
- The first Agency Performance Plans will be published in August 2023.



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Current approach to Stat

Leadership Engagement

CitiStat is used as a management and collaboration mechanism, led by Mayor Scott and/or CA Leach.

Issue-Based Focus

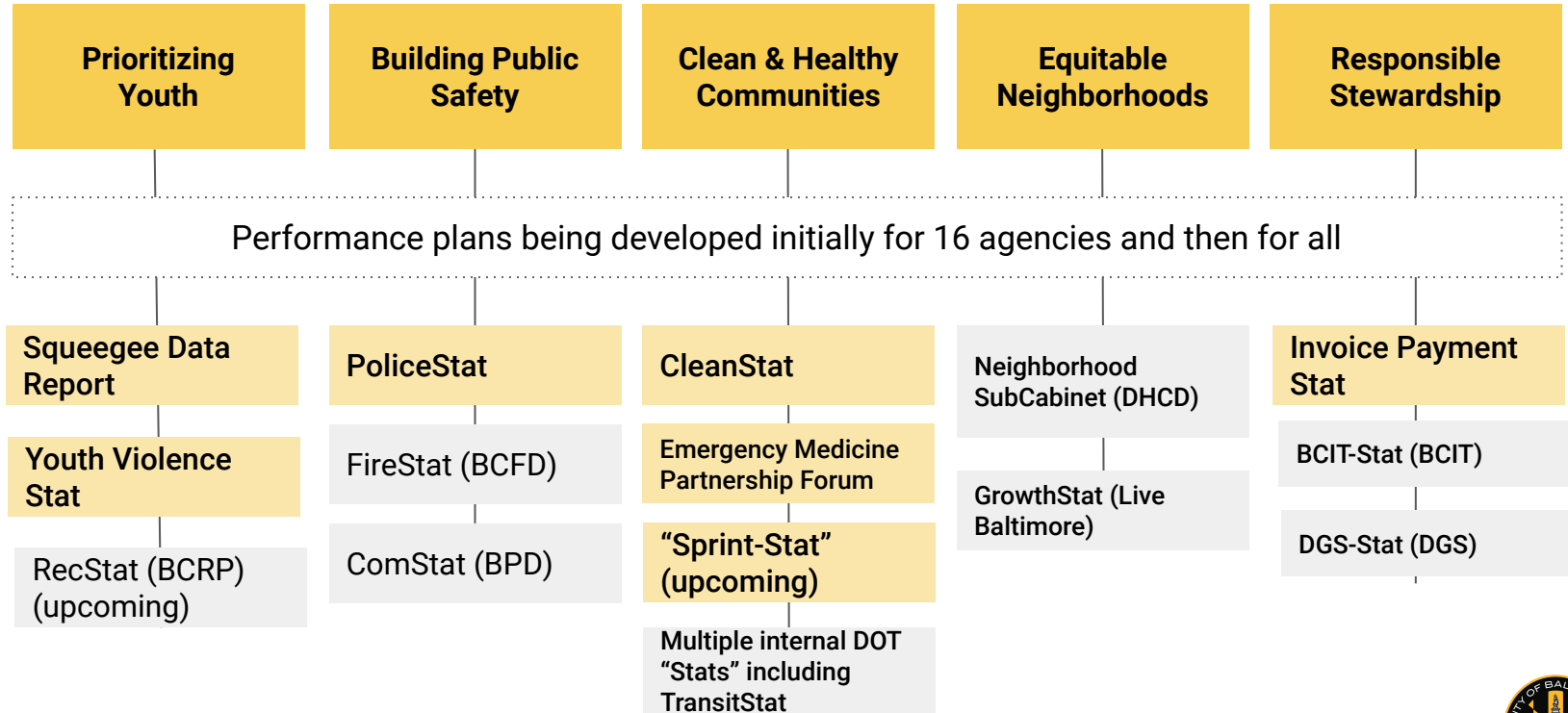
Stats are convened around issue or challenge areas and bring together multiple stakeholders.

Agility

Stats are used to respond to specific challenges sometimes in a nimble and timebound way.

- Stat meetings bring together diverse stakeholders to problem-solve around specific priorities and initiatives identified by the Mayor and City Administrator. Stats can be convened as nimble and time-bound response to an emerging or targeted issue.
- Current Stat meetings occur bi-weekly, monthly, or quarterly.
- CitiStat collaborates with agencies to develop relevant KPIs and data collection processes.
- CitiStat curates meetings using data to support the agenda and tracks all meeting action items for follow-up.

Stat and performance management today



Key: Core OPI-led

Stat or process led by an agency; including internal agency Stats.



Tuesday, July 12

Pre Service



Friday, July 15

Post Service



CleanStat

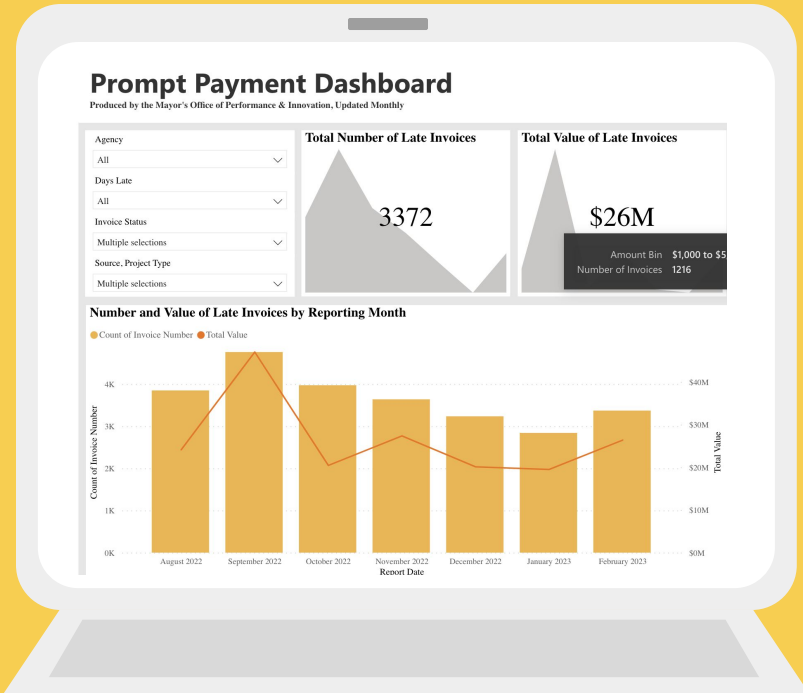
- A multi-agency Stat focused on City cleaning goals and metrics. This Stat modifies its focus with the seasons, emphasizing grounds maintenance in the spring and summer.

- **Progress and Impact:** Progress has included spearheading a quality assurance process improvement effort that contributed to a cleaner 2022 growing season which featured over 2,000 fewer overdue cleaning work orders than the prior growing season.



Late Invoice Payment Stat

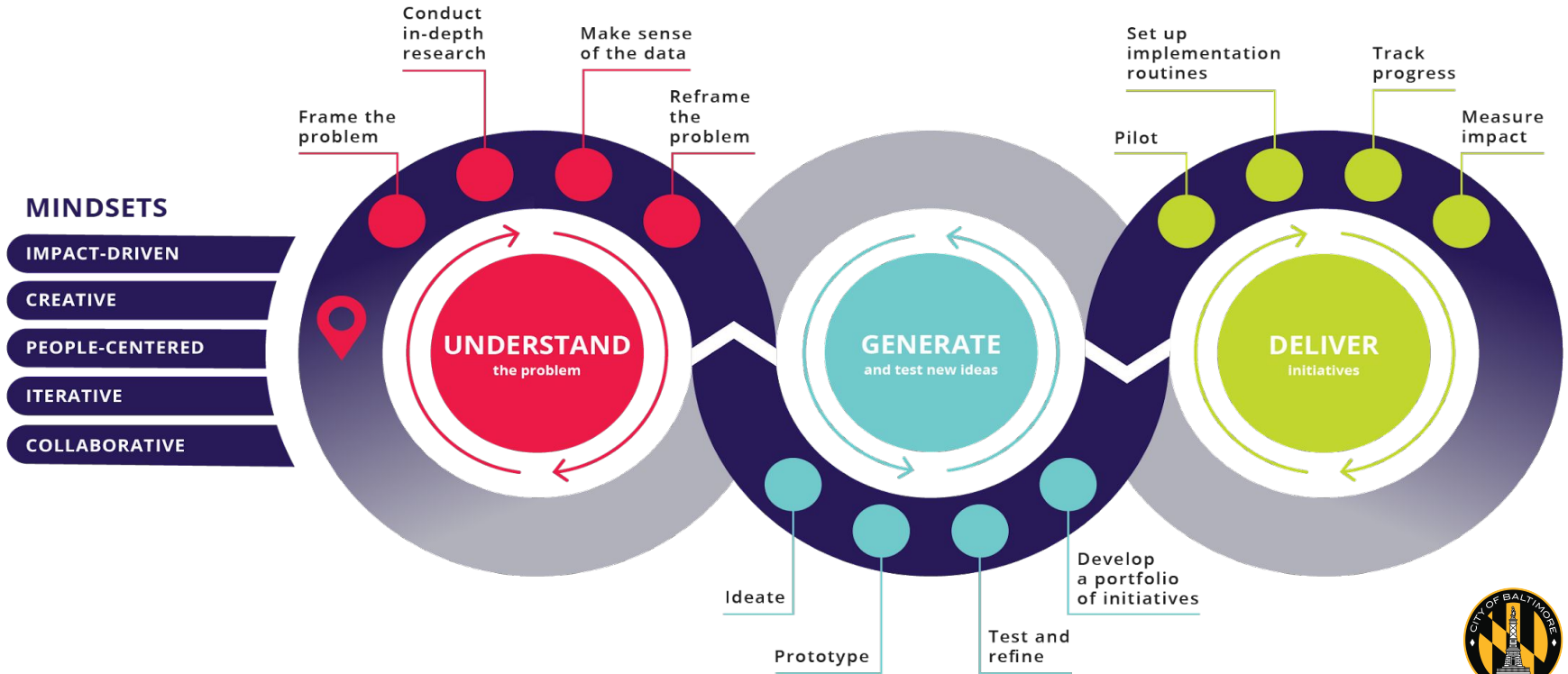
- A multi-agency process that leverages the OPI-developed prompt payment dashboard to decrease past-due invoices.
- CAO Leach has introduced a “Tiger Teams” approach, complementing the monthly main meeting to foster more in-depth problem-solving.
- **Progress and Impact:** Since September 2022, PayStat has helped reduce the value of late invoices by 72% and the number of late invoices by 53% (though there is more work to do).



Innovation and Digital Services Teams



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Innovation Team

- Currently developing strategies to improve hiring and retention for “hard-to-fill” Baltimore jobs starting with mechanics.
- **Progress and Impact:** Developed the Baltimore Health Corps program which hired residents into community health worker positions, prioritizing residents hardest hit by the pandemic. The White House has since cited this as a “national model for centering racial equity in large-scale workforce development.”



**Office of
Performance
& Innovation**
CitiStat • Data Fellows • i-team

Digital Services

Government services are increasingly accessed online, particularly after COVID, and our digital footprint and user experience are more critical than ever.

Our new ARPA-funded **Digital Services** team is *already* bringing technological innovation and best practices to service delivery.

The screenshot shows the Baltimore City Department of Transportation website. The header includes the DOT logo and the text "Baltimore City Department of Transportation". A navigation breadcrumb trail reads: "Home > About Us > DOT Divisions > Right of Way Services > Special Events Permitting & Street Vending Licenses". A "Main Menu" sidebar on the left lists various services: About Us, Director's Page, Civil Rights/Public Notice, DOT Divisions, Administration, Conduit Division, Engineering and Construction, Traffic, Maintenance, Safety, Right of Way Services, and Land Conveyance. The main content area is titled "Special Events Permitting & Street Vending Licenses" and contains a yellow callout box with a survey notice: "We are currently making improvements to the special event permitting process. You may see this content change over the next few months. Share feedback on your experience with this short survey." Below this, there is a paragraph explaining the permitting process and a section titled "Why apply for a permit?" with a bulleted list of reasons.

The screenshot shows the "Special Event and Block Party Permit Application" form. At the top right is the City of Baltimore logo. The form progress indicator shows "0% Completed" and "Required Fields Complete 0 / 41". The title "Special Event and Block Party Permit Application" is centered. Below the title, there is a search bar and a "Last Name" input field. A text box below the input field contains the text: "Applying for this event yourself. Otherwise you will be billed later."



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Data Governance & Capacity-Building



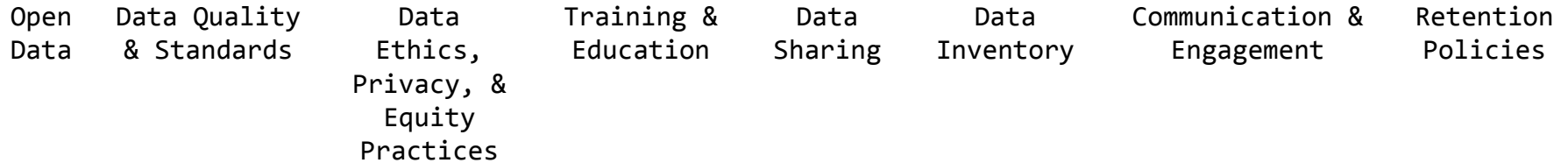
Data Governance



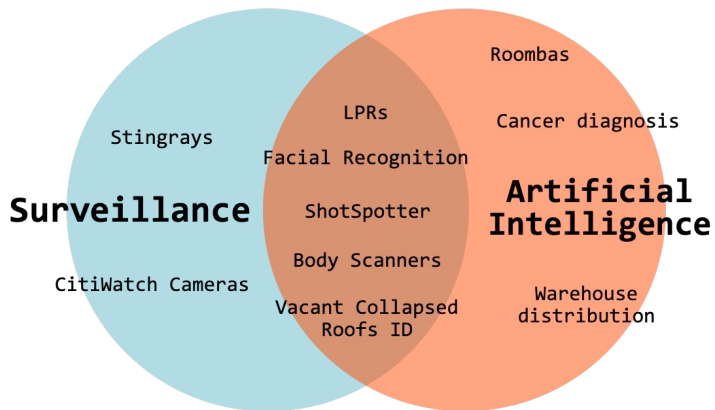
Under Mayor Scott, the City has begun to formalize data governance.

Data Governance

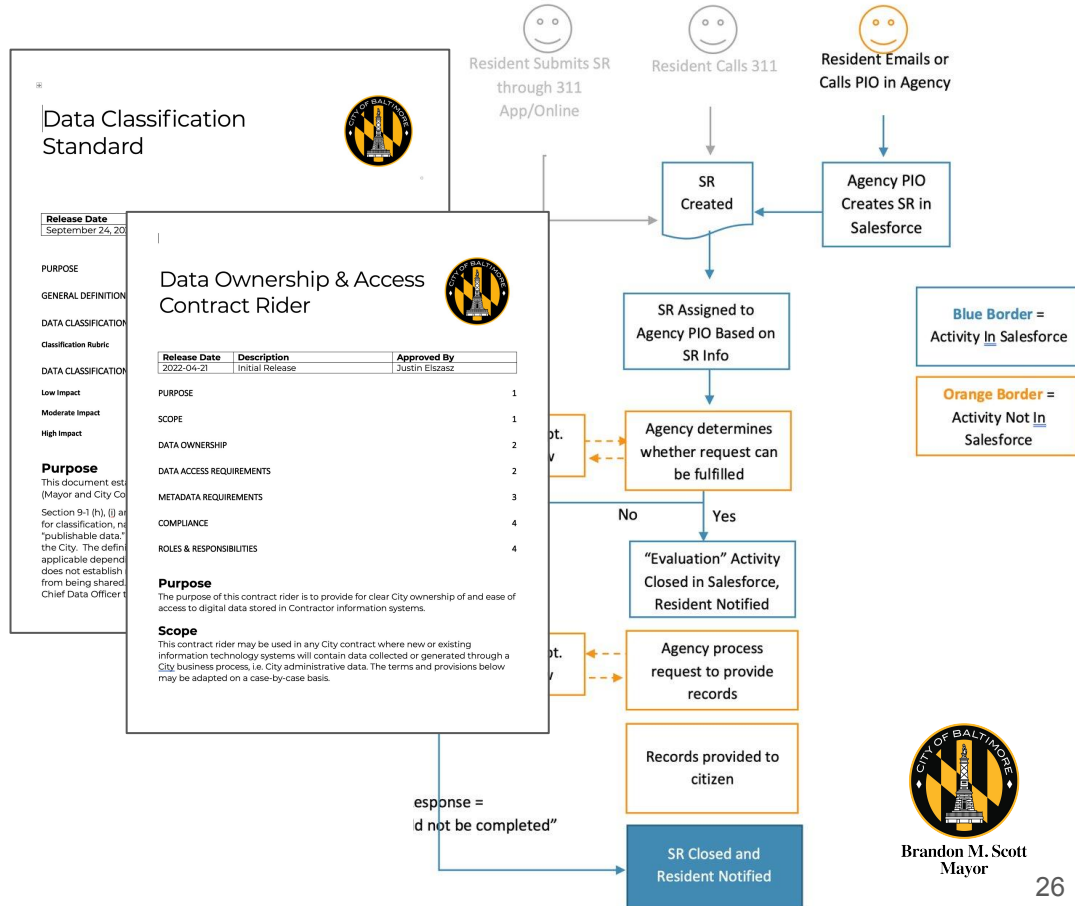
Authority, roles & responsibility, decision-making process, etc.



Questions around how a number was reached, where data are coming from, and how it can/should be used undermine our trust in what the data are telling us. **Data governance** is the tool we use to build trust in our data and the ways we use it.



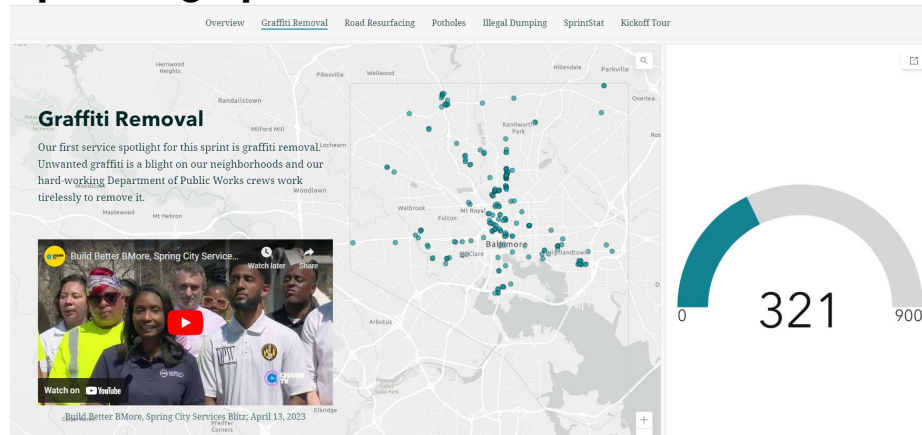
New MPIA Request Workflow



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Open data and transparency are core components of Mayor Scott's administration. New data-products centered on particular issue areas continue to be developed and released.

Upcoming Sprint Website

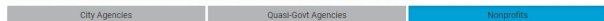


ARPA Reporting Center

ARPA Funding Commitments by Category

ARPA funding commitments are categorized by the topic that they best address. Click on an icon to display details of each topic, or first click on an organization type to filter results. The amount of funding and number of topics may increase over time as funding commitments are finalized. More information about how these topics are defined can be found in the ARPA Topical Category Crosswalk.

Select one or more organizations types to see funding commitments by both topic and organization type:



or keyword search projects & organizations:

Funding Commitments for Nonprofits



click for details

Housing

\$20.8M



click for details

Training and Education

\$9.8M

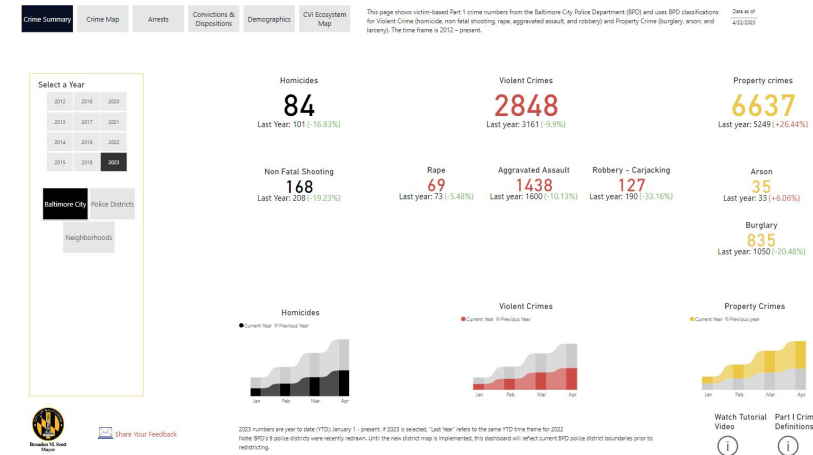


click for details

Public Space and Parks

\$5.8M

Public Safety Accountability Dashboard



Workforce and Capacity



We're building a culture of service excellence by promoting data literacy through **Baltimore Data Academy** and an upcoming course open to all City employees will be **"Performance Management."**

Initial courses included:

- Foundations of Data Literacy
- Interpreting Data

Upcoming courses include:

- **Performance Management**
- Leading with Data
- Data Stewardship



BALTIMORE
**DATA
ACADEMY**

512

Course Registrations

173

Course Completions

February 8 - April 30, 2023

*"I am definitely going to be more aware of my record keeping and the data I collect."
- Learner*



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Mayor



The Data Fellows Program embeds data analysts in agencies to support agencies' improved use of data for their operations.

To date, **8 agencies, including DOT, BCFD, and MOCFS**, have hosted Fellows.

These Fellows are now “graduating” into more senior data roles throughout government.

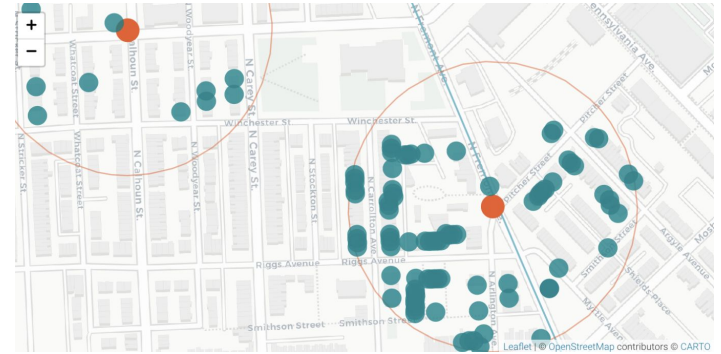


Data Science + Analytics



Data science and advanced analytics are beginning to help frontline workers and City leaders alike make better decisions.

Better analytics help us direct scarce resources to the people and places who need them most - e.g. identifying nuisance properties or open service requests near locations of recent violence.



As an example, using machine learning we are identifying collapsed rooftops via aerial imagery so that firefighters will be alerted of dangers before arrival on scene. To date, more than 40 emergency demolitions have been performed as a result of this technique.



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Thank you!

