



VIOLENCE REDUCTION UPDATE

MAYOR CATHERINE E. PUGH

Comprehensive Violence Reduction and Public Safety Strategies



Making Baltimore **SAFE**



Keeping Baltimore **HEALTHY**



Engaging Baltimore **YOUTH**



Moving Baltimore **FORWARD**

2017





MESSAGE FROM THE MAYOR

Dear Baltimore City,

My plan to move Baltimore forward was developed through extensive engagement with our Baltimore Police Department (BPD) and community groups. As I am currently in my ninth month of office, I am providing an update on our public safety initiatives with a focus on violence reduction.

A part of reducing violence is improving trust in the police. The death of Freddie Gray escalated the erosion of trust in our BPD and resulted in the Department of Justice (DOJ) issuing a report requiring Baltimore to enter into a consent decree. While the report was received in August 2016, the responsibility for negotiating a consent decree with the DOJ was left to the Pugh Administration. Our team, working sixteen hour days, accomplished in sixty days what took other cities over a year to complete. We deemed it necessary to complete the Consent Decree and get it signed by the court in order to help restore faith and confidence in the Baltimore police. Progress is underway. We have selected our Community Oversight Task Force which will recommend reforms to the Civilian Review Board and the current system of civilian oversight of the Police Department. We are also in the process of selecting the Consent Decree Monitoring Team.

With new initiatives in place to improve staffing and recruitment at the BPD and with our expedited agreement on the Consent Decree, Baltimore City is singularly focused on violence reduction. Teams are in place to drive the reduction of violent crimes (homicides, nonfatal shootings, robberies) and to execute innovative strategies that will allow us to build on our progress. Improving quality of life through economic progress, health and wellness, and youth development reduces violence in communities as evidenced by the success of other cities that have tackled increases in violent crime.

Our strategies to improve Baltimore's public safety and

restore trust focused on transforming policing and increasing opportunities for improved quality of life. This update serves to document violence reduction efforts in progress and to communicate activities that are providing innovative solutions with the right performance metrics in place to sustain success. Our strategies have four overarching goals:

1. Making Baltimore Safe by strengthening the BPD and increasing community engagement;
2. Keeping Baltimore Healthy by expanding resources and opportunities for people in need;
3. Engaging Baltimore Youth by giving our young people additional paths for achievement with investments in education and community programs and;
4. Moving Baltimore Forward by increasing jobs and providing business opportunities with significant focus on neighborhoods.

Violent crime reduction requires a multipronged approach and is not just an issue for the police. Our strategies engage various city agencies, community groups and external partners to reduce the violence that threatens the growth of Baltimore. We are confident that with the assistance of the Department of Justice, the increased engagement of the community, and the support of federal, state, public, private and philanthropic partners, the improvements we are making will result in the reduction of violence in our city. Baltimore will move forward with a safe environment where all of us can live, work and play.

Sincerely,
Catherine E. Pugh
Mayor, Baltimore City



MESSAGE FROM THE POLICE COMMISSIONER

Dear Baltimore City,

In partnership with Mayor Catherine Pugh, the Baltimore Police Department (BPD) is pleased to present Baltimore City's Comprehensive Violence Reduction Plan. The Plan is data-driven and based on national best practices with both short and long-term strategies for reducing violence, ensuring essential needs are being met for our communities, and sustaining our shared goal of making Baltimore City a safer, more vibrant place for residents and visitors alike.

None of us are satisfied with the level of violence we are experiencing – and the BPD remains dedicated to leveraging all resources available through strengthened local, state, and federal partnerships to focus on those who cause the most harm in our communities.

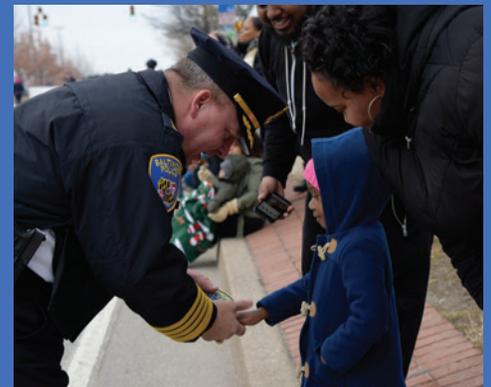
The last several years have brought with them unprecedented challenges for Baltimore City and the BPD. We recognize that the foundation for effective violence reduction begins with trust between police and the communities we serve, as well as having an adequate number of people to get the job done. Increased transparency, technology to hold all parties accountable, genuine reforms, and meaningful community engagement

are a must. Failure to achieve these goals will result in a failure to achieve the sustained violence reduction we all want to see happen.

Many of the steps to achieving these goals are already well underway including having almost completed one of the largest rollouts of body worn cameras in the nation, continued work towards making more civilian participation in police matters a reality, and it is why we fought so hard to make the consent decree a reality. Further, we have refocused our efforts on recruitment and hiring in order to bring the BPD up to optimal levels of staffing, right now already surpassing the total number of hires for each calendar year of 2015 and 2016. However, our work is not finished.

We are committed to reducing violent crime, further strengthening our relationship with you, the Community, and building on the improvement of policing practices that are already underway.

Sincerely,
Kevin Davis
Police Commissioner



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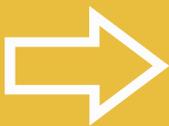
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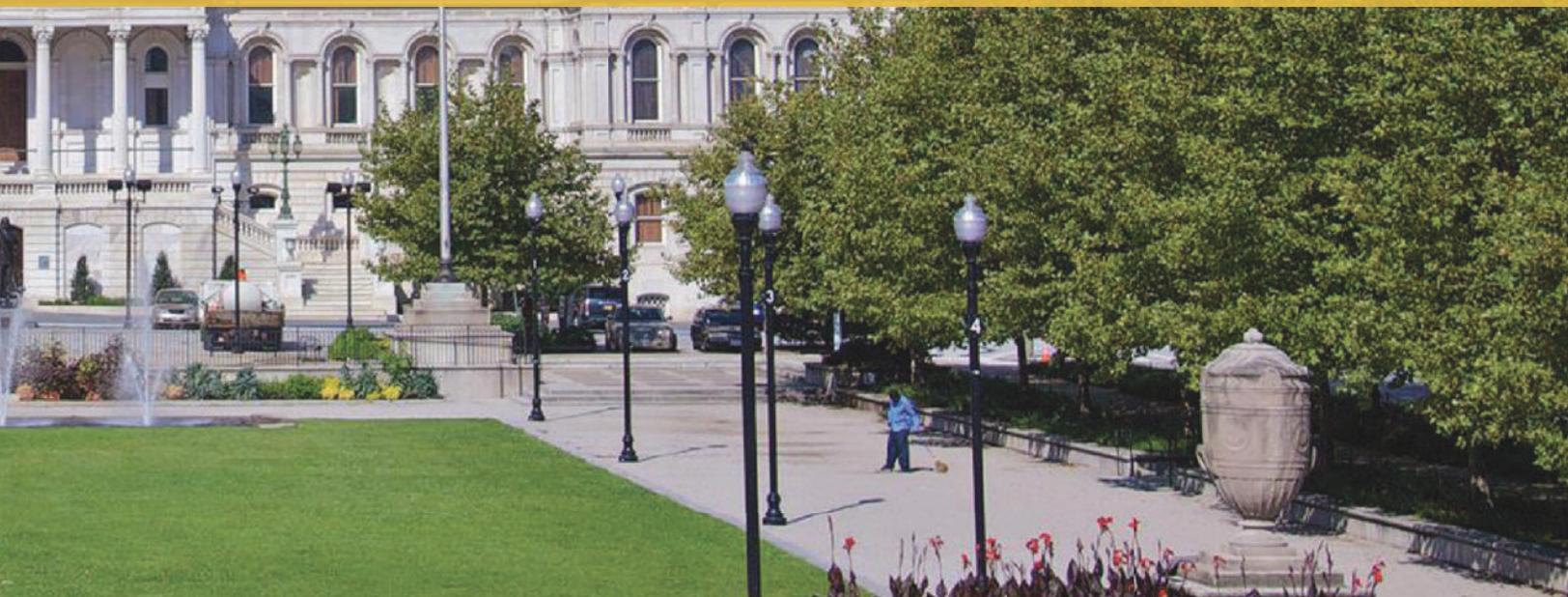
These updated comprehensive strategies were developed to reduce violent crime in Baltimore City and were created with input from several City agencies and the public.

SCOPE OF OUR STRATEGIES

From the day after the inauguration on December 6, 2016, the Pugh Administration has been implementing a comprehensive set of violence and crime reduction strategies. These strategies are based on the belief that violence and crime will be prevented and contained not only by the efforts of law enforcement, but also by the physical conditions in the community, its health, housing availability, employment opportunities, educational quality, recreational outlets, and resident involvement.

To protect our City and make it thrive requires the partnership of City, State and Federal government, the collaboration among City agencies, and the support of the private sector and the non-profit and philanthropic communities. All of us working together have already begun many of our strategic initiatives. Additional strategies will soon be put in place.

This document is a compilation of initiatives that have been underway from the beginning of the Pugh Administration as well as efforts that will soon be implemented. Planning will continue, but much has already been started. As you will see from this strategic document, there is more to come.





GOAL 1: Making Baltimore SAFE

The first and critical leg of the Violence Reduction and Community Safety Strategies is to stop the spread of violence and quickly solve violent crimes. This requires improving the quality and effectiveness of the Baltimore Police Department with emphasis on arresting violent offenders, especially repeat offenders, and developing solid investigations for presentation to Baltimore’s States Attorney’s Office. Seamless cross-agency coordination and mutual confidence is critical to crime reduction and improved community relations. City neighborhoods must trust law enforcement’s response to criminal activity and the integrity of its police. In Baltimore, this trust must be restored.

Crime By The Numbers			
UCR Category	2015 (UCR)	2016 (UCR)	*Jan. 1, 2017- July 31, 2017
MURDER	344	318	203
RAPE	287	299	172
ROBBERY	4,313	5,236	3,338
AGG. ASSAULT	4,598	5,157	3,344
BURGLARY	7,757	7,375	4,317
LARCENY	17,658	16,855	9,134
AUTO THEFT	5,526	5,317	2,732
TOTAL	40,483	40,557	23,240
VIOLENT CRIME	9,542	11,010	7,057
PROPERTY CRIME	30,941	29,547	16,183

*2017 represents data collected by the BPD. This data does not represent statistics submitted to the FBI’s Uniform Crime Report (UCR). Therefore, comparisons should not be made. Data is presented based on “Occurred Date.” Please note that this data is preliminary in nature and subject to change.

Recruitment Is Up

- Recruitment for 2017 is 70% higher than at this time last year with 170 recruits currently in various stages of training. Not since 2002 have we had as many recruits in training at our police academy.
- Applications to BPD from city residents are up 46% this year.
- Applications from African Americans are up 27% this year.

Making Baltimore SAFE

Objective 1

INCREASE EFFECTIVE POLICING IN BALTIMORE.



I Strategy: Increase the number of sworn officers on patrol.

- Require all officers, detectives, sergeants, and lieutenants not currently assigned to a patrol district to supplement patrol district personpower during the summer months.
- Hire civilians to perform administrative/clerical work now being done by 100 sworn officers and return these officers to patrol duty.
- Change City policy to allow retired officers to return in supervisory positions to have more officers for patrol assignments.
- Continue to enhance recruitment through the Police Cadet program, which allows 18-20-year-olds to work for the Department and prepare to become sworn officers when they turn 21, and by target marketing of incentives and job opportunities in the City's schools and community colleges.
- Recruitment for 2017 is 70% higher than at this time last year with 170 recruits currently in various stages of training. Not since 2002 have we had as many recruits in training at our police academy.

II Strategy: Improve the training of our police.

- Adopt the Integrative Communications, Assessment, and Tactics (ICAT) Training for officers throughout the Department. This is an innovative approach to use-of-force, de-escalation, and response to individuals suffering from mental illness.
- Expand and modernize training for new and current police officers, including training on constitutional stops and investigative encounters, gun law enforcement, implicit bias, and foot patrol response to individuals in mental health crisis.
- Establish mandatory training and protocols for the use of body-worn cameras, including how the information is stored and protected.
- Establish a Police Officers Tuition Assistance program in collaboration with Baltimore City Community College (BCCC).



III Strategy: Continue improving BPD's technology for fighting and solving crime.

- Continue with full deployment of body-worn cameras so all our patrol officers are so equipped. Currently, 1,500 officers have body-worn cameras. The remaining 500 officers will have them by the end of the year 2017.
- Use the recently secured \$2 million State grant to provide mobile data terminals in City patrol cars, which will allow our police to electronically file reports from the field and check background and outstanding warrants in real-time.
- Secure State funding for license plate readers and enhanced software to allow officers to check vehicle information and owner identification in real time.
- Install gunshot detection units throughout the city funded by a State grant recently awarded in response to the Mayor's request.
- Secure funding for a Mobile Crime Lab Vehicle, to allow critical functions and analysis to be performed at the crime scene.
- Continue to work alongside ATF using the NIBIN database to connect recovered guns to other crimes.

Making Baltimore SAFE

Objective 1

INCREASE EFFECTIVE POLICING IN BALTIMORE.



IV Strategy: Review and enhance the structural and organizational effectiveness of the Baltimore Police Department.

- Continue working with the City FOP to reach agreement on a new shift schedule that would allow a different scheduling of the patrol units and reduce the number of personnel required for full coverage.
- Continue promoting transparency and accountability by providing that the Baltimore Police Department's Administrative Hearing Board proceedings be conducted at City Hall and be open to the public.
- Perform a staffing analysis to identify redundancies and gaps in critical police functions with participation of a Bloomberg Philanthropies supported Innovation Team (I-Team) made available to Baltimore as a result of the Mayor's request to Michael Bloomberg.
- Continue to review data and statistics to evaluate the effectiveness of the current district boundaries and make adjustments as necessary.



Making Baltimore SAFE

Objective 2

REDUCE THE NUMBER OF VIOLENT REPEAT OFFENDERS.



|| Strategy: Focus on strategic patrols and community enforcement.

- Launch the recently redesigned District Action Teams to conduct strategic operations on organizations and individuals in each police district with uniformed officers.
- Continue to focus on enforcement and patrols in the recently identified Transformation Zones, which encompass some of the most violent areas in the City.
- Expand police presence in areas where after-school violence has occurred, particularly in neighborhoods near schools and transit hubs.
- Enhance proactive and investigative resources on preventing high impact crimes such as homicides, shootings, robberies, and burglaries; and continue to make progress increase closure rates. **The homicide closure rate is up in 2017 to 56.8% compared to 30.3% at this time last year.**

||| Strategy: Go after illegal gun possession, which is the leading cause of violence in the City.

- Support passage of the amended mandatory minimum illegal possession of guns now before the Council.
- Advocate for stronger illegal gun restrictions and penalties in Annapolis.
- Continue to use the Gun Violence Enforcement Division (GVED), jointly staffed by prosecutors and detectives, to ensure strong cases are developed to hold gun offenders accountable for the harm they cause.
- Utilize a database that tracks gun cases from arrest through prosecution and sentencing to identify strengths and weaknesses in gun prosecutions and continue supporting the call for stricter sentencing in gun cases.
- Continue to track gun offenders through the Gun Offender Registry Act (GORA).

||| Strategy: Enhance operational and strategic intelligence gathering methods.

- Conduct debriefings in close proximity to prisoner Intake Booking to avoid two stops and transfers following a person's arrest.
- Partner Baltimore Police Department Officers with Parole and Probation agents when agents perform their "knock and talk" home visits to violent parolees.
- Continue bi-weekly war room meetings centered on trigger pullers and violent offenders to cultivate and operationalize information pertaining to violent crime patterns, trends, and the city's most violent criminals.
- Collaborate with the Maryland State Police on State Troopers joining the service of City arrest warrants.
- Continue to use Watch Center to perform immediate intelligence work-ups and social network analysis. The Watch Center includes staff members from the Department of Juvenile Services and the Department of Parole and Probation.
- Expand the Citiwatch program by adding additional Closed Circuit Television cameras to the 750 cameras that currently are in use.

Making Baltimore SAFE

Objective 2

REDUCE THE NUMBER OF VIOLENT REPEAT OFFENDERS.



IV Strategy: Focus on de-escalation.

- Use trained mediators as a way to settle disputes before they escalate.
- Emphasize specific training on deescalation strategies, such as ICAT.
- Enhance funding for Safe Streets which uses violence interrupters and outreach workers as credible messengers and agents of crime prevention. Outreach workers live in the neighborhoods they serve and receive violence interruption and reduction training, allowing them to mediate conflicts that are otherwise very likely to escalate.



IMPROVING POLICE EFFECTIVENESS

- The BPD 1,545 gun arrests, compared to 1,318 in 2015 – a 17% increase.
- Increased the average turnaround time of DNA analyses from 160 days to 60 days.
- Analyzed over 4,500 cartridge cases and 1,000 projectiles and increased the number of Integrated Ballistics Identification System (IBIS) “hits” by more than 60% with a record year of 391.

Making Baltimore SAFE

Objective 3

ENHANCE AND EXPAND CROSS-AGENCY COORDINATION



I Strategy: Improve coordination and communications within City government.

- Employ and introduce a new Director of the Mayor's Office on Criminal Justice.
- Continue to focus agency resources on Transformation Zones, which are four City locations of the highest violence. Collaborative working groups use the expertise and services of various City agencies to address the violence.
- Continue coordinating with the Departments of Transportation and Recreation and Parks on the installation of 6,000 new lights throughout Baltimore's neighborhoods, and upgrading the existing 52,000 City lights with enhanced LED bulbs and fixtures.
- Continue the city's focus on problem businesses, use the full arsenal of Code Enforcement, the Health Department, and the Liquor Board.
- Partner with the Baltimore City Sheriff's Office for special event coverage to relieve BPD officer overtime.

II Strategy: Improve coordination and communications with State partners.

- Work with the additional 16 State parole and probation officers recently assigned to the City as a result of the Mayor's request to the Governor. Until this addition, there have been only two probation officers for the entire City. Now there will be two Probation officers in each Police District.
- Partner with the State's Attorney's Office to move forward with the use of a handgun in the commission of a felony count, in prosecutions before the Circuit Court.
- Partner with the Department of Public Safety and Corrections to pursue violations of probation for high-priority repeat offenders, such as those most likely to commit further crime.
- Improve coordination regarding prisoner release from Baltimore Central Booking and Intake Facility.
- Partner with MTA Police, State Police, and the Maryland Transportation Authority Police to conduct law enforcement initiatives in Baltimore City. An example is having the MTA police provide increased presence around priority bus stops, transit hubs, and the Lexington Market.

III Strategy: Improve coordination and communications with Federal partners.

- Continue to work with the US Department of Justice consulting team that is supporting the BPD with recommendations that were instrumental in the sustained reduction of violence in Los Angeles.
- Work with federal law enforcement agencies and the US Attorney's Office to prosecute violent offender cases in federal courts.
- Continue to coordinate with the Department of Justice to fully implement the Consent Decree.

Making Baltimore SAFE

Objective 4

IMPROVE COMMUNITY ENGAGEMENT.



|| Strategy: Improve and expand direct interaction with City officials.

- Continue the Mayor's Call to Action events for public input and discussion on community safety and suggested methods to address violence reduction.
- Perform regular safety walks with community organizations.
- Continue to distribute crime-prevention tips such as better lighting and locking mechanisms at community meetings.
- Expand the Mayor's Office of Community Engagement to have liaisons covering each police district.
- Conduct police training on cultural and historical awareness, implicit bias, and effective communications.

||| Strategy: Expand access and effectiveness of social media and other electronic information.

- Continue the coordination of messaging throughout City government to ensure public safety information is dispensed.
- Expand the use of the mobile app, Baltimore PD, which provides important safety information.
- Utilize diverse platforms for social media to reach different groups.

||| Strategy: Expand official community oversight roles.

- Publicize opportunities for city residents to serve on Baltimore's Boards and Commissions.
- Redefine the role of the Civilian Review Board to ensure citizens are aware of misconduct allegations and have the opportunity to affect and institute change.
- Support to the Community Oversight Task Force in reviewing the current process and procedures for civilian oversight.





GOAL 2: Keeping Baltimore Healthy

Goal one largely dealt with law enforcement and the near-term actions that can be taken to stop violence and solve crimes quickly. Goal two similarly focuses on near-term actions that have been or will be taken, but focuses on public health, recovery, and neighborhood improvements. While law enforcement is the first responder to violent and other crimes, enhancing public and community health is critical to sustaining a more productive and prosperous citizenry.

3-pillar strategy to address violence as a public health issue

INTERRUPT

01

Interrupt violence the way we attempt to stop infectious diseases

RECOGNIZE

02

Recognize the close tie between violence and addiction, mental health and trauma

IMPROVE

03

Improve opportunities for youth, families, and communities

SAVING LIVES

By the end of 2016, nearly 500 BPD officers had completed the overdose response program and are now certified to administer Naloxone. Since the program's inception, police officers have administered 102 doses of Naloxone to suspected overdose victims, resulting in 100 lives saved.

Keeping Baltimore Healthy

Objective 1

INCREASE ACCESS TO HEALTH SERVICES.



I Strategy: Improve services for those with substance use disorders.

II Strategy: Increase connections to care through the age continuum as health is a serious factor in criminal activity.

III Strategy: Improve core health services that protect health and well-being of residents.

- Open Baltimore's first Stabilization Center to provide care for adults who are intoxicated in public and pose a risk to themselves or others. It will operate 24 hours a day, 7 days a week. In appropriate circumstances police will use the Stabilization Center rather than police booking.
- Increase the availability of Naloxone, a powerful life-saving opioid antidote, to decrease the number of overdoses and overdose deaths.
- Expand access for buprenorphine, an effective treatment for opioid disorders, by engaging the Maryland State Health Services Cost Review Commission, hospitals, and healthcare providers in the city.

- Support B'More for Healthy Babies and the Youth Health and Wellness Strategy that have resulted in record reductions in infant mortality.
- Increase evidence-based programs such as Baltimarket for food access and the Community Asthma Program.
- Explore legislation to impose market share responsibility on manufacturers of lead based paint products. Baltimore has thousands of homes still containing lead paint which can lead to decreased cognitive ability and criminal activity.
- Support implementation of Baltimore's Accountable Health Communities which will better connect hospital care with social services.

- Increase support for core public health services such as environmental health inspections, disease investigations, and outbreak preparedness.
- Open a new state of the art health clinic at E. Fayette St., which is expected in 2018.
- Incorporate up-to-date technology in healthcare, including telemedicine in schools and electronic health records.
- Explore the use of telemedicine in drug treatment and mental health services.



FUTURE SITE OF THE BALTIMORE STABILIZATION CENTER

Keeping Baltimore Healthy

Objective 2

BETTER SERVE THE BALTIMORE CITY HOMELESS POPULATION.



I Strategy: Improve homeless outreach services.

- Partner with organizations inside and outside government to coordinate and expand outreach.
- Expand Baltimore City Police Homeless Outreach Teams (HOT) to conduct outreach to homeless individuals in encampments as well as responding to calls for service.
- Work with private and philanthropic organizations to invest in facilities that will include housing as well as wrap-a-round services such as behavioral health, job training, and employment.

II Strategy: Increase access to housing.

- Improve partnerships with community stakeholders, grant recipients, and agency partners to direct resources toward additional permanent housing beds and rapid rehousing projects to connect individuals and families to stable housing.
- Ensure that homeless individuals and families can continue to access appropriate legal and supportive services and rental assistance to avoid eviction and maintain stable housing.

III Strategy: Increase access to jobs.

- Hold the first city-wide job fair at the Baltimore Convention Center on September 27, 2017; and schedule a series of job readiness workshops for city residents. This will be a collaboration between the Department of Human Resources and the public sector.
- Implement fully the Mayor's Office of Human Services' "Journey to Jobs" second phase to focus on building service improvements, stronger collaborations, and policy reform to provide employment opportunities and barrier-reducing interventions for jobseekers impacted by homelessness, criminal records and child support.
- Create "I" Day's Work for "I" Day's Pay grant program for community organizations to employ the unemployed.



Keeping Baltimore Healthy

Objective 3

BUILD STRONG, DIVERSE NEIGHBORHOODS THAT ARE SAFE, HEALTHY AND ATTRACTIVE.



I Strategy: Foster relationships among residents within communities and residents and the City Government.

- Build on the early successes of BMORE Beautiful, a neighborhood peer-to-peer beautification program.
- Continue the mission of The Work Group on Drug Treatment Access and Neighborhood Relations, to expand access to evidence-based drug treatment in Baltimore. Members include representatives from neighborhoods, treatment providers, businesses, and the public health and safety sectors.
- Foster systematic, ongoing community engagement and build capacity of residents, community organizations and other key stakeholders as partners in developing and implementing a shared vision for the city's neighborhoods.
- Increase the number of Recreation and Parks "Rhythms and Reels" events from 60 to 150 to provide a place for residents to come together, meet their neighbors, and provide feedback on programming in community parks.
- Increase the hours of operation at The Enoch Pratt community libraries.

II Strategy: Increase housing opportunities throughout the city.

- Increase the number of strategic housing demolitions through Project CORE to reduce blight and encourage revitalization.
- Continue to foster a diverse housing stock and mixed-use development in order to reflect the changing demographics and demand.
- Create special tax zones and other incentives to encourage development in blighted communities.
- Pursue regulatory reform to expand rental licensing to the one and two family properties.



MADISON PARK NORTH DEMOLITION





GOAL 3: Engaging Baltimore Youth

Goals one and two are more near-term actions that must be taken to stop the violence and improve the health of our residents and neighborhoods. Goal three focuses on an important population: Baltimore's youth. The objectives and strategies outlined under this goal are intended to support our youth and help them develop into responsible members of the community. This group represents the future of the City and robust support and investment is critical to ensure that they can succeed.



Providing Free Community College Education

To invest in Baltimore's future, the City will establish a program that will make Baltimore City Community College free for Baltimore City Public High School graduating seniors seeking a two year degree or a certificate, beginning with the 2018 graduates.

Engaging Baltimore Youth

Objective 1

INCREASE OPPORTUNITIES FOR YOUTH TO THRIVE AND TO AVOID CRIMINAL ACTIVITY.



|| Strategy: Expand programs that provide targeted, effective and meaningful support for youth.

|| Strategy: Invest in education. Invest in our future.

- Invest in new recreation centers and renovate existing recreational facilities to increase participation and continue to fund youth programs to get kids involved in organized activities.
- Leverage the \$750,000 grant recently received from the National Park Service and the Outdoor Recreation Legacy Partnership to invest in youth campground improvements in Gwynn Falls and Leakin Park.
- Expand YouthWorks by 200 summer jobs to add to the 2017 record high of 8,800 summer jobs and work with private sector to provide 300 year-round jobs for Baltimore's youth.
- Establish Teen Biz Challenge: modeled after the television program Shark Tank, where youth compete for start-up business funds. The first annual event will occur August 11, 2017 at Open Works from 2-8 P.M.
- Establish Squeegee Corps which supports the entrepreneurial spirit of the squeegee kids on Baltimore's streets.
- Work with the State Juvenile Diversion Coordinator to provide alternative outcomes for young offenders.

- Make Baltimore City Community College free for Baltimore City Public High School graduating seniors seeking a two year degree or a certificate, beginning with the 2018 graduates.
- Create a public-private partnership with the goal of providing full-time employment for at least 500 graduating seniors from Baltimore City Public Schools, beginning with the 2018 graduates.
- Sponsor an annual Youth Jobs Fair for graduating seniors to interview for full-time employment and military service.

- Establish a task force to investigate the impacts of later daily school start times for middle and high school students. Studies support that later school start times can improve children's academics and health, and that later school start times keep children in school and out of trouble in that 3 PM to 5 PM time period when juvenile violence and crimes are the most likely to occur. The task force work should include a student survey on the issue.
- Obtain real-time attendance figures for students and collaborate with the Baltimore City Public School System to develop a process to contact the families of children who are absent.
- Together with the State provide \$201.9 million to bridge the Baltimore City schools deficit for the next three years while the Kirwin Commission considers a new state educational funding formula.





GOAL 4: Moving Baltimore Forward

Goal four examines mid and longer term strategies to move Baltimore forward by expanding economic opportunities for our residents. Ultimately, increasing economic access and opportunities will lead to sustainable employment in place of criminal activity and to long-term violence reduction. Additionally this goal includes issue focused performance management.



IMPROVING PERFORMANCE MANAGEMENT

Progress on moving Baltimore forward will be monitored through the new Office of Sustainable Solutions.

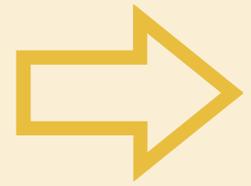
Data driven performance management has its roots in Baltimore. With CitiStat.

The new focus will be on making Baltimore resilient and to use data, innovation and technology to drive results that will be sustained with violence reduction as the first priority.

Moving Baltimore Forward

Objective 1

INCREASE ECONOMIC OPPORTUNITIES FOR BALTIMORE RESIDENTS.



|| Strategy: Increase access to jobs for Baltimore residents.

- Continue to partner with the Pratt Mobile Workforce Unit to offer workforce services.
- Plan for additional Mobile Jobs Units to add to the one that is expected to be delivered in the Spring.
- Expand the Community Jobs Hubs to additional neighborhoods.
- Expand the Mayor's Office of Re-entry to work with residents returning to their communities from incarceration.
- Continue to expand the number of Minority and Women-Owned Business Enterprises (M/WBEs) and streamline the process of doing business with the City.
- Invest in minority and women business growth in our city. Bloomberg Philanthropies and Goldman Sachs have already committed \$10 million in this effort.
- Work with the University of Maryland and the University of Baltimore law schools in establishing an expungement program to improve employment prospects for many.

||| Strategy: Invest in community development.

- Create a Community Neighborhood Redevelopment Fund to support creative development, redevelopment, and financing solutions in the city's distressed neighborhoods. Capitalize this new investment fund and limit its use exclusively to Baltimore's neighborhoods that have seen little or no investment.
- Create BuildBaltimore, an online resource to encourage market-driven development and to provide detailed information about City development sites and opportunities as well as timely information and clear on-ramps enabling them to move smoothly through the city review and approval process.
- Establish a Mayor's Interdepartmental Working Group on Neighborhoods in which critical priorities will be identified, differences will be resolved, and final decisions will be made.
- Implement Roca, with the \$17 million in support from the State and private foundations. Roca is an effective intervention program for high-risk young males based on cognitive restructuring and behavioral change.

||| Strategy: Develop the right performance metrics to evaluate initiatives and create sustainable solutions.

- Create the Office of Sustainable Solutions to redesign the CitiStat program for improved performance across city agencies with an initial priority on violence reduction.
- Develop additional performance metrics for economic development, homelessness, blight and student tracking.
- Create a Performance Dashboard to monitor results and track outcomes.
- Foster cross-agency collaboration and innovation.
- Disseminate progress and performance results.