

# MAYOR BRANDON M. SCOTT BUILDING A BETTER BALTIMORE

---

First Term Action Plan  
Released: December 8, 2021







# DEAR BALTIMORE,

Thank you for your interest in my Action Plan for Baltimore. This tool allows you to see the goals my administration is committed to making significant progress on and accomplishing during my first term as your Mayor. The tool is organized into five core pillars: **Building Public Safety, Prioritizing Youth, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources**. You can follow along with the status of our actions, which will be updated on a quarterly basis, as well as view key performance indicators for each goal.

At the start of my term in December 2020, I embarked on a process to operationalize my vision for the City of Baltimore and give residents a way to see immediate transformation in their City government. This Action Plan seeks to establish measurable goals and intentionally reverse course from outdated policies and strategies that have not yielded results in the past. I strongly believe that to make progress, we must set ambitious goals and work every day to achieve them.

To put our city on a new path, my administration will need to operate with greater urgency, transparency, accountability, and commitment to equity than ever before. This Action Plan

represents my continued and very personal commitment to work tirelessly every day on your behalf, in strong partnership and coordination across my administration. We must show progress over time and provide a way for residents to regularly follow along with our work—not just report on what we have accomplished once we are done.

My Action Plan builds on the thorough work of my transition team, more than 250 committed Baltimoreans—including young people, community advocates, business leaders, current and former government officials, artists, and academics—who generated clear recommendations for change and progress in Baltimore. That transition report was taken up by my executive team and agency leaders, who considered how to bring those recommendations, as well as other improvements, to life.

I invite you to follow along with our progress and hold my administration accountable as we prove that a new way forward is possible in Baltimore.

In service,

A handwritten signature in brown ink that reads "Brandon M. Scott". The signature is written in a cursive, flowing style.

**Brandon M. Scott**  
**Mayor**





## Pillar 01

# BUILDING PUBLIC SAFETY

Pillar Champion  
Deputy Mayor for Public Safety  
Sunny Schnitzer

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.

### PRIMARY AGENCIES

Mayor's Office of Neighborhood  
Safety and Engagement

Baltimore Police Department

Baltimore City Fire Department

Baltimore City Health Department

Mayor's Office of Homeless Services

Mayor's Office of Neighborhoods

Office of Performance and Innovation

Environmental Control Board

Baltimore City Information Technology

## Goal 01

Reduce violent crime and achieve sustainable reductions in crime through an all-hands-on-deck approach in partnership with Baltimore communities.

### ACTIONS

- 1.1** Implement, evaluate, and expand the group violence reduction strategy (GVRS) in partnership with community to stem murders and shootings.
- 1.2** Expand and strengthen victim services and advocacy for victims of shootings, interpersonal violence, sexual violence, child abuse, and human trafficking.
- 1.3** Expand investments in community-based violence intervention programs, tripling the number of agreements City Hall has with sustainable and evidence-based efforts.
- 1.4** Assess and strengthen the Safe Streets program.
- 1.5** Operate a regular PoliceStat to track, analyze, and improve the accountability and effectiveness of BPD's core violence reduction strategies within the Comprehensive Violence Prevention Plan.
- 1.6** Develop several forums for residents to engage with city leadership around public safety concerns and share ideas for improvement.

### HOW WE PLAN TO TRACK PROGRESS

- Number of homicides (FY)
- Number of shootings
- Resident perception of public safety
- Partnerships between community organizations and City Hall

## Goal 02

Achieve significant progress on implementation and compliance of the federal consent decree, focused on policing practices.

### ACTIONS

- 2.1** Implement consent decree-required reforms and demonstrate compliance on a majority of subject areas.
- 2.2** Pilot, evaluate, and expand neighborhood policing plans across Baltimore to give residents more input into how police respond to calls for service.
- 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.
- 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.
- 2.5** Institute new records management, case management, and learning management systems, while investing in the remaining technology advancements required by the consent decree.

### HOW WE PLAN TO TRACK PROGRESS

Metrics are being developed

## Goal 03 Hold gun traffickers accountable and decrease the flow of illegal guns into Baltimore.

### ACTIONS

- 2.1** Expand the Crime Gun Intelligence Center to an additional district, helping increase the speed of analysis and quality of crime gun investigations.
- 2.2** Establish the Firearms Intelligence Unit and institute a multi-year gun trafficking investigation strategy.
- 2.3** Develop and operationalize improved data tools to allow City agencies and partners to track the origin of illegal guns and improve response, including through legislative advocacy.

### HOW WE PLAN TO TRACK PROGRESS

- Number of violent crimes committed with illegal guns
- Clearance rate for violent crime cases committed with illegal guns
- Number of cases with illegal guns taken up by Federal prosecutors

## Goal 04 Increase support for returning residents, particularly around treatment, family strengthening, and employment services.

### ACTIONS

- 4.1** Develop safe return plans for returning residents, in coordination with the State Department of Public Safety and Correctional Services.
- 4.2** Launch the Re-Entry Action Network, coordinating City agencies and community-based organizations to ensure seamless service.
- 4.3** Increase job placements for residents returning home from incarceration by 15 percent each year.
- 4.4** Develop and execute a training program for returning residents, equipping them for employment in high-growth, high-demand industries.
- 4.5** Develop and convene a business roundtable with a focus on increasing support for returning residents, decreasing barriers to entry, and improving local hiring practices.

### HOW WE PLAN TO TRACK PROGRESS

Metrics are being developed

## Goal 05 Accelerate and expand 9-1-1 alternative efforts to divert appropriate emergency calls to trained behavioral health specialists, improving Baltimore's response to behavioral and mental health crises.

### ACTIONS

- 5.1** Initiate and expand 9-1-1 call diversion efforts to re-route appropriate calls for service away from police response and towards behavioral health specialists and community partners.
- 5.2** Develop and begin implementing a strategy for closing gaps in Baltimore's public behavioral health system that lead to unnecessary encounters with law enforcement.
- 5.3** Identify alternative responses for at least four additional call types that do not require Police, Fire, or EMS responses, including identifying community service providers to serve as coordinated entry points for households at-risk of or experiencing homelessness.
- 5.4** Increase resident awareness and use of online and telephone reporting for minor crimes, which do not require an in-person law enforcement response.
- 5.5** Increase the number of City staff and residents trained in naloxone use, to increase Baltimore's capacity to reverse opioid overdoses.
- 5.6** Improve standards for outreach to people experiencing homelessness and strengthen partnerships between City government and medical, mental health, and behavioral health support services.
- 5.7** Train BPD sworn personnel in crisis response and the new behavioral health policies.

### HOW WE PLAN TO TRACK PROGRESS

- Number of calls for service diverted
- Percent of calls for service diverted
- Number of calls for service diverted for co-response (vs. exclusively external partner)

## Goal 06 Modernize the City's Emergency Medical System (EMS) to reduce overall response times to high priority calls, with a focus on harm reduction.

### ACTIONS

- 6.1** Pilot and evaluate alternate response, alternative transportation, and alternative destination initiatives for transport of certain non-emergency calls.
- 6.2** Minimize turnaround time at Baltimore-area emergency departments.
- 6.3** Develop and implement a comprehensive approach to EMS workforce recruitment, hiring, retention, professional development, and planning.
- 6.4** Strengthen the management and staffing infrastructure of EMS Division to fulfill departmental needs and best serve Baltimore residents.
- 6.5** Assess existing Medicaid billing systems for ambulatory services to ensure the City has the resources necessary to operate a comprehensive, reliable, and safe EMS system.

### HOW WE PLAN TO TRACK PROGRESS

- Percent of EMS responses within 9 minutes
- Number of alternative transports
- Calls resolved requiring no transport

## Goal 07

Strengthen federal, state, and regional coordination on joint efforts focused on violence prevention, intervention, enforcement, and re-entry.

### ACTIONS

- 7.1** Establish a Shooting Response Protocol within the Coordinated Neighborhood Stabilization Response (CNSR) to decrease retaliation, address trauma, and promote healing.
- 7.2** Through the Greater Baltimore Integrated Crisis System Partnership, implement a regional crisis response model for behavioral health crisis calls.
- 7.3** Reconstitute the Criminal Justice Coordinating Council and institute new meeting metrics, reporting mechanisms, and outcomes.
- 7.4** Redesign the child fatality review process, incorporating a data-driven process and accountability for all partners including local government, state government, and community partners.
- 7.5** Adopt a regional emergency response partnership with neighboring counties for disaster relief.

### HOW WE PLAN TO TRACK PROGRESS

- Number of cases federally prosecuted
- Number of products developed by CJCC
- Total grant dollars received by City for prevention programs





Pillar  
02

# PRIORITIZING YOUTH

Pillar Champion  
Deputy Mayor for Equity, Health,  
and Human Services Faith Leach

Mayor Scott has committed that the City will do more to invest in the promise of young Baltimoreans, rather than their failure. Historically, Baltimore has over-invested in punitive approaches when young people act out or make a mistake. The Mayor has named Prioritizing Our Youth a cornerstone of his administration's strategy for a safer, accountable, and more equitable Baltimore.

The goals and actions in this pillar range include ensuring a quality education, providing modern recreation facilities, employment opportunities, support for disconnected youth, socio-emotional health, and engagement with City government. They also span youth at all stages of development, from babies and children to teens and young adults. The Scott administration will ensure that young people are not just a topic of discussion, but are represented around the table and part of the process.

## PRIMARY AGENCIES

Baltimore City Health Department

Baltimore City Public Schools

Baltimore City Recreation & Parks

Baltimore Police Department

Department of Social Services

Family League of Baltimore

Mayor's Office of Children & Family Success

Mayor's Office of Employment Development

Small Business Resource Center

Enoch Pratt Free Library

## Goal 01

Ensure Baltimore families have access to the quality educational and recreational environments every child deserves.

### ACTIONS

- 1.1** Fund the City's obligation to the Blueprint for Maryland's Future and implement the Kirwan Commission's recommendations for educational equity.
- 1.2** Working with students and families, create a Student Learning Plan for every student, focused on social, emotional, and academic needs and interests. (Led by City Schools)
- 1.3** In partnership with the Enoch Pratt Free Library, strengthen programs to increase school engagement and support literacy among Baltimore youth.
- 1.4** Offer more free after-school programs for students at local recreation centers, with a focus on ensuring access to quality education.
- 1.5** Increase youth participation in the City's recreation programming by improving and modernizing facilities and offerings.
- 1.6** Significantly increase free, quality programs offered by the City for youth—including pools, rec leagues, and summer camps—and reassess Rec and Parks fees to ensure equitable access.
- 1.7** Implement a unified Municipal I.D. program to make it easier for students and residents to access City services, including libraries, recreation, and transportation.

### HOW WE PLAN TO TRACK PROGRESS

Metrics are being developed

## Goal 02

Increase quality employment, mentorship, and entrepreneurship opportunities for disconnected youth.

### ACTIONS

- 2.1** For the first time, establish a year-round YouthWorks pilot program, offering longer-term employment to at least 100 high school juniors and seniors.
- 2.2** Develop and execute a strategic plan for disconnected boys and young men of color focused on removing barriers and ensuring access to equitable opportunities.
- 2.3** Build a mentorship and training pipeline to connect young adults to available career opportunities within City government, including DPW and Rec & Parks.
- 2.4** Strengthen the pathway for recent Baltimore City Public Schools graduates to enter training and career-track jobs in growing industries, with a focus on serving disconnected youth.
- 2.5** Expand youth entrepreneurship programming to introduce young people between the ages of 7-17 to foundational business and career skills.
- 2.6** Develop a districtwide career and higher education mentoring program for youth between the ages of 15-21. (Led by City Schools)

---

## GOAL 2 ACTIONS CONTINUED

---

**2.7** Support older youth transitioning from foster care with mentorship, education, employment, and housing. (Led by Baltimore City DSS)

**2.8** Increase foster youth access to community summer camps and recreational activities. (Led by Baltimore City DSS)

---

### HOW WE PLAN TO TRACK PROGRESS

---

- Percent of youth 14-21 employed during summer
- YouthWorks participation
- Total enrollment in youth recreation programs

## Goal 03 Decrease the number of justice-involved youth and increase opportunities for education and employment.

---

### ACTIONS

---

**3.1** Launch the SideStep youth diversion program, co-developed by Baltimore youth, to support young people who make mistakes rather than immediately arresting them.

**3.2** Deepen interagency partnerships and increase youth diversion practices to support boys and young men of color and drive reductions in recidivism.

**3.3** Provide additional support for youth in custody and their families, including re-entry planning, navigation support, and community-based programming.

**3.4** Implement the Crossover Youth Practice Model to decrease system involvement of Baltimore youth while increasing prevention efforts.

**3.5** Fund community-based violence prevention programming for school-aged children and youth to foster conflict transformation skills and encourage appropriate behavioral responses.

**3.6** Establish workforce training programs for justice-involved students at alternative schools, allowing them to earn certifications and move toward job placement. (Led by City Schools)

**3.7** Develop policies and train police officers on youth diversion and other youth-focused policies through a behavioral health, trauma-informed, and youth justice lens.

---

### HOW WE PLAN TO TRACK PROGRESS

---

- Enrollment in city-funded trade schools and rehabilitation programs
- GED/HS degree completion for justice involved youth



## Goal 04

Ensure babies and young children are socially-emotionally healthy and developmentally ready to succeed upon entering kindergarten.

### ACTIONS

- 4.1** Expand the early childhood and parent programming offered in Baltimore rec centers to encourage learning, development, and family strengthening.
- 4.2** Provide quality Head Start services for children and families to ensure their health and developmental readiness to start school.
- 4.3** Increase the number of Early Learning Hubs, also known as Judy Centers, to improve early childhood education and address the needs of children, parents, and families. (Led by City Schools)
- 4.4** Further decrease racial disparity in infant mortality, improve maternal care, and continue outreach efforts through the B'more for Healthy Babies program.
- 4.5** Ensure foster parents, caseworkers, and birth parents are educated on safe sleep practices to protect the wellbeing of infant children.
- 4.6** Initiate a Plan of Safe Care for substance-exposed newborns to address health and safety concerns, while providing adequate support.
- 4.7** Provide early intervention services like screening and therapy to children between the ages of 0–3 with suspected developmental disabilities to support them in their development.
- 4.8** Conduct a comprehensive health and behavioral assessment for every child that enters foster care to provide necessary support and detect developmental needs early.
- 4.9** Conduct yearly mental and behavioral health screenings for children in home visit programs under the age of 5 and teach parents social management skills needed to identify risk factors.

### HOW WE PLAN TO TRACK PROGRESS

- Number of children under 5 from lower income households utilizing kindergarten readiness programs
- Participation in Healthy Start
- Participation in Head Start

## Goal 05

Increase engagement with Baltimore youth to make local government more accessible to and reflective of them.

### ACTIONS

- 5.1** Host biannual Youth Summits with the Mayor to bring attention to youth-focused issues in Baltimore.
- 5.2** Establish Recreation Center Councils with youth representation to ensure youth perspectives are reflected in programming and activity decisions.
- 5.3** Hold quarterly meetings between the Baltimore City Youth Commission and the City Schools CEO's Youth Leadership Advisory Council to collaborate on advocacy projects.
- 5.4** Partner with the Youth Commission to establish a cabinet member youth shadow program.
- 5.5** Strengthen the relationship between the Mayor, cabinet officials, and public school students through participation in career days and classroom visits.

### HOW WE PLAN TO TRACK PROGRESS

- Number of youths serving on boards and commissions
- Total participation in Mayor's Youth Summit



## Pillar 03

# CLEAN AND HEALTHY COMMUNITIES

Pillar Champion  
Deputy City Administrator Daniel Ramos

Mayor Scott recognizes the connection between neighborhood cleanliness and the public health of our communities. The Scott administration has been focused on building clean and healthy communities. Upon taking office, the Mayor restarted residential recycling pickup, which had been suspended due to the pandemic, and initiated regular neighborhood cleanups. Additionally, the COVID-19 pandemic put public health disparities, along lines of race and class, in stark focus.

Uplifting quality of life for Baltimoreans, regardless of zip code, will require all stakeholders to work together and find new, innovative ways to build a more equitable city. The goals and actions in this pillar seek to move the needle, improving life outcomes for residents, cleaning up neighborhoods, and focusing on collaboration with communities.

### PRIMARY AGENCIES

Baltimore City Health Department

Department of Housing and  
Community Development

Baltimore City Recreation & Parks

Department of Transportation

Baltimore Department of Planning

Department of Public Works

Environmental Control Board

Mayor's Office of Homeless Services



## Goal 01

Reduce public health disparities across the City by decreasing environmental hazards and improving air quality.

### ACTIONS

- 1.1** Reduce chronic health disparities across racial and ethnic groups by decommissioning the use of waste incineration within the next decade.
- 1.2** Decrease incidences of lead paint poisoning, with an emphasis on households with pregnant women and children age 6 or younger.
- 1.3** Launch a coordinated strategy to inspect nuisance properties to improve the health and cleanliness of Baltimore neighborhoods.
- 1.4** Improve air quality and move the city closer to zero waste through more sustainable waste management practices, including recycling and composting.
- 1.5** Increase air quality monitoring in low-income and historically redlined neighborhoods, creating more sustainable living conditions.
- 1.6** Decrease asthma rates and produce more heat remediation zones across Baltimore neighborhoods by expanding Baltimore's tree canopy.

### HOW WE PLAN TO TRACK PROGRESS

- Annual instances of lead poisoning in children 18 and under
- City-funded substance abuse slots
- Asthma prevalence

## Goal 02

Provide support services to reduce housing insecurity and homelessness in Baltimore.

### ACTIONS

- 2.1** Increase inclusionary housing standards to expand the production of affordable housing in all neighborhoods.
- 2.2** Provide legal assistance to tenants by standing up the Right to Counsel program, with a focus on housing stability and eviction prevention.
- 2.3** Create a short- and long-term strategy for reforming Baltimore's tax lien certificate sale process, with a focus on providing relief to homeowners facing property liens.
- 2.4** Take active steps to expand non-congregate shelter, rapid rehousing, or more permanent supportive housing options.
- 2.5** Re-structure and expand emergency shelter access and capacity to reduce temporary housing insecurity.
- 2.6** Ensure outreach workers and first responders can efficiently connect people in need of emergency temporary shelter to available shelter beds.
- 2.7** Implement winter shelter and code blue capacity to prevent hypothermic incidents that are caused by housing insecurity and homelessness.

---

## GOAL 2 ACTIONS CONTINUED

---

**2.8** Through continued implementation of the Assistance in Community Integration Services (ACIS) Pilot, fund case management for the people most at risk of institutional placement or homelessness post release.

**2.9** Develop and implement a plan to demobilize the prevention hotels established in response to COVID-19, moving the focus to more sustainable non-congregate shelter and housing options.

---

### HOW WE PLAN TO TRACK PROGRESS

---

- Number of individuals experiencing long-term homelessness (point in time)
- Number of evictions prevented
- Percent of homeless households who return to a homeless services program within 2 years of an exit to permanent housing

**Goal 03** Improve the cleanliness of Baltimore neighborhoods, streets, parks, and public spaces—while expanding green space across neighborhoods.

---

### ACTIONS

---

**3.1** Improve residential solid waste pickup through route modernization, staff recruitment, retention, and service changes.

**3.2** Restart street sweeping services to improve the cleanliness of neighborhoods and major thoroughfares.

**3.3** Reduce illegal dumping in Baltimore neighborhoods through active enforcement, regular clean ups, and proactive coordination.

**3.4** Increase the City's capacity to enforce safe parking, clear bicycle lanes and roadways, and remove abandoned vehicles.

**3.5** Develop neighborhood capacity to keep communities clean in partnership with DPW, with a focus on employing residents and combating illegal dumping.

**3.6** Adopt a resident-led environmental design strategy, Activate Your Space, focused on positive public safety outcomes.

**3.7** Implement a community volunteer clean-up program to support organizations, community groups, and residents who care for Baltimore's public green spaces and vacant lots.

**3.8** Launch an anti-littering campaign to educate residents on the environmental consequences of improper waste disposal, while increasing community cleanliness.

**3.9** Provide neighborhood greening resource hubs, in collaboration with residents, communities, and faith-based groups, to expand local knowledge and technical expertise on greening.

**3.10** Increase transparency, environmental quality, and agency accountability by streamlining the online Stormwater Management submission system.

---

### HOW WE PLAN TO TRACK PROGRESS

---

- % of Greenway trails Complete
- Trees planted annually
- Total acreage of public parks and community green space
- Miles of bike lanes

## Goal 04 Ensure every neighborhood can access affordable, healthy food; safe, reliable public transportation options; and quality streets and sidewalks.

### ACTIONS

- 4.1** Ensure Baltimore residents in need can consistently access quality, nutritious food beyond the pandemic.
- 4.2** Launch and expand nutrition incentives at healthy food retailers and farm vendors to improve accessibility and affordability of healthy food.
- 4.3** Collaborate with community partners to add four new virtual supermarket sites, increasing access to healthy foods across neighborhoods.
- 4.4** Design an equitable, accessible transit development plan that accommodates all users and expands free transit options to improve mobility and reliability.
- 4.5** Set standards that provide safe and accessible accommodations for all travel modes, including pedestrian, bike, transit, and vehicular traffic.
- 4.6** Increase outreach and education efforts to encourage transit use and carpooling through a lens of sustainability.

### HOW WE PLAN TO TRACK PROGRESS

- Percent of city population utilizing SNAP and online SNAP
- Percent of city population that use public transportation to get to work
- Walk score

## Goal 05 Provide an affordable, world class water service while maintaining safe and high-quality water standards.

### ACTIONS

- 5.1** Once and for all, fix Baltimore's water billing system through reforms, improved meter operations, and employee training.
- 5.2** Implement the Water Accountability and Equity Act to provide residents with access to affordable, quality water and an efficient dispute resolution process.
- 5.3** Fulfill the DPW consent decree requirements to address sewage overflows and finish needed electrical upgrades at the Patapsco and Back River Wastewater Treatment Plants.
- 5.4** Reduce the frequency of water rate increases by improving collections and making system improvements.
- 5.5** Ensure safe and high-quality water with the completion of the Montebello Filtration Plant.
- 5.6** Stem lead and copper seepage into drinking water, in alignment with the latest EPA standards.

### HOW WE PLAN TO TRACK PROGRESS

- Number of households enrolled in Water for All
- Total dollar value of bill adjustments



## Goal 06 Move the City and Baltimore residents towards a more sustainable future and zero waste, through improved recycling, composting, waste management, and improved energy practices.

### ACTIONS

- 6.1** Remove at least 45 tons of trash and debris from park property annually in partnership with residents and community-based organizations.
- 6.2** Distribute recycling carts to Baltimore households and increase public awareness of recycling services provided by the City, improving recycling rates and sustainability.
- 6.3** Increase the amount of food waste diverted from the residential waste stream through food scrap drop-off, composting workshops, and partnerships with local institutions.
- 6.4** Expand Baltimore's capacity to compost, recycle, and manage waste by identifying and determining the suitability of a previously closed landfill site and City property.
- 6.5** Conduct an internal review on the City's sustainability footprint, focused on carbon, energy usage, single use plastics, and construction waste.
- 6.6** Recycle all street and parkland trees into lumber and mulch, making it available for residents and City agencies to use in capital construction projects.
- 6.7** Improve community resiliency to support communities through extreme natural and man-made events resulting from climate change.
- 6.8** Deploy new extreme heat mitigation and management options for residents.
- 6.9** Evaluate potential code improvements to increase overall energy efficiency and resiliency.
- 6.10** Demonstrate improved sustainability performance by achieving the Gold certification from the U.S. Green Building Council's LEED for Cities.

### HOW WE PLAN TO TRACK PROGRESS

- Annual per capita recycling tonnage collected
- Greenhouse gas emissions (measured every 3 years)
- Annual citywide energy use









## Pillar 04

# EQUITABLE NEIGHBORHOOD DEVELOPMENT

Pillar Champion  
Deputy Mayor for Community and  
Economic Development Ted Carter

Mayor Scott is focused on building a city longtime Baltimoreans can enjoy and thrive-in by building an effective and equitable City government—the very things that will make our city attractive to new residents, as well as new investment. Historically, investments made in Baltimore’s Downtown have been to the detriment of our neighborhoods.

The goals and actions in this pillar center on uplifting our Downtown corridor and our incredible neighborhoods, with a vision rooted in inclusive and sustainable economic growth. Building more equitable neighborhoods starts with supporting the businesses and workers most impacted by COVID-19, retaining legacy residents, supporting capital investment in formerly redlined neighborhoods, prioritizing local, women-owned and Black-owned businesses, and closing the digital divide.

### PRIMARY AGENCIES

Baltimore City Health Department

Baltimore City Recreation & Parks

Baltimore Development Corporation

Baltimore Office of Promotion and the Arts

Department of Housing &  
Community Development

Department of Transportation

Mayor’s Office of Immigrant Affairs

Mayor’s Office of Broadband  
and Digital Equity

Mayor’s Office of Employment Development

Mayor’s Office of Recovery Programs

Minority and Women-Owned  
Business Development

Baltimore Department of Planning



## Goal 01 Continue to ensure an equitable recovery from COVID-19 for Baltimore residents and businesses.

### ACTIONS

- 1.1** Reach an 80 percent citywide vaccination rate, with a focus on City employees, students, and residents in vulnerable groups.
- 1.2** Support populations vulnerable to the economic consequences of COVID-19 with training, apprenticeships, subsidized work, supportive services, and transportation assistance.
- 1.3** Continue to provide technical assistance to small businesses recovering from COVID-19 with new resources, including offering professional services.
- 1.4** Intentionally focus technical and financial support to Baltimore's small, Black, Brown, and women-owned businesses to foster their growth post COVID-19.
- 1.5** Increase access to essential job training and employment services for residents and communities who need them most, through the creation of additional Community Job Hubs.
- 1.6** Provide career pathways and increase resident wages at job placements each year.

### HOW WE PLAN TO TRACK PROGRESS

- Unemployment
- Vaccination rate
- Number of shuttered businesses
- Spend down of ARPA, infrastructure bill funds

## Goal 02 Increase capital investment and ensure equitable access to services in formerly redlined neighborhoods.

### ACTIONS

- 2.1** Ensure a timely resolution of housing and community development service requests entered into 311, with an emphasis on equity.
- 2.2** Identify and stabilize vacant structures adjacent to occupied properties to prevent additional vacancies, stabilize, and attract new homeowners to Baltimore neighborhoods.
- 2.3** Identify capital improvement opportunities, with a focus on parks in formerly redlined neighborhoods.
- 2.4** Prioritize and fund infrastructure requests for major affordable housing developments and new construction in formerly redlined neighborhoods.
- 2.5** Conduct a comprehensive review and equity analysis of 2018 zoning legislation.
- 2.6** Implement targeted, block-level strategies identified by the Impact Investment Area working groups to spur reinvestment and revitalization.
- 2.7** Increase access to capital for local, small, and minority-owned businesses in disinvested communities.
- 2.8** Help vendors doing business with the City of Baltimore access capital through the creation of a line of credit facility.

### HOW WE PLAN TO TRACK PROGRESS

- Total number of vacant buildings
- Total capital + ARPA + infrastructure spending in redlined neighborhoods

## **Goal 03** Reimagine and provide support to Baltimore economic engines, commercial corridors, and the arts community, with a focus on equity and opportunity for local business owners and creatives.

### **ACTIONS**

- 3.1** Launch an Economic Recovery Fund to assist local, small, women-owned, and Black-and Brown-owned businesses with economic recovery from the COVID-19 pandemic.
- 3.2** Increase overall employment and revenue for small, minority-owned businesses.
- 3.3** Create opportunities for local, small, women-owned and Black and Brown-owned artists and creators.
- 3.4** Update and streamline the procurement process and procedures so local, minority-, and women-owned businesses can benefit from and navigate the City's procurement system.
- 3.5** Strengthen and create partnerships between City government, local anchor institutions, and local businesses most in need of economic and institutional support.
- 3.6** Proactively monitor and respond to transportation-related service requests to improve pedestrian safety and mobility within commercial corridors.
- 3.7** Visually enhance the appearance of commercial corridors—including main streets, arts and entertainment districts, business and commercial districts—through façade improvement grants.

### **HOW WE PLAN TO TRACK PROGRESS**

- % participation/\$ of MBE/WBE in Baltimore city contracts
- Number of MBE/WBEs and/or revenue
- % increase of hotel tax collected as it correlates to tourism non-local visitors to Baltimore

## **Goal 04** Increase population with a focus on supporting seniors and maintaining legacy Baltimore residents, while attracting more Black middle income and immigrant families.

### **ACTIONS**

- 4.1** Increase the affordable housing stock in Baltimore City through rehabilitation and new construction opportunities.
- 4.2** Work with lending institutions to increase access to mortgages for properties priced below \$80,000, with a focus on incentivizing low-income and affordable homeownership opportunities.
- 4.3** Increase funding to develop affordable, high-quality rental opportunities and enhance existing inclusionary zoning policies.
- 4.4** Analyze the impact of existing home-buying incentives through a lens of equity and re-evaluate the program requirements to ensure resident needs are met.
- 4.5** In partnership with the local resettlement center, actively encourage immigration to Baltimore and increase case management services for immigrants and refugees.

---

## GOAL 4 ACTIONS CONTINUED

---

**4.6** Regularly track progress toward population retention and recruitment goals, while ensuring the effectiveness of the administration's growth strategies.

**4.7** Increase home improvement programs to support legacy residents and allow seniors to age in place.

---

### HOW WE PLAN TO TRACK PROGRESS

---

- Baltimore population estimate
- Middle income population estimate
- Immigrant population estimate

## Goal 05 Close the digital divide once and for all.

---

### ACTIONS

---

**5.1** Deploy a citywide public wifi network to ensure internet connectivity in all communities.

**5.2** To bridge the equality divide, ensure all Baltimore City recreation centers have internet and adequate technology for public use.

**5.3** Work with community-based organizations to help older adults get internet access and training.

**5.4** Provide science, technology, engineering, and math (STEM) programming at recreation centers in each district to enhance residents' skills.

**5.5** Organize technology and computer giveaways for public housing residents.

**5.6** Increase support to local, minority tech business ventures to equitably grow Baltimore's tech economy.

---

### HOW WE PLAN TO TRACK PROGRESS

---

- Public internet usage by sessions, bandwidth consumed, locations served
- Training metrics by number of residents served, total hours of programming
- Number and dollar value of devices provided





## Pillar 05

# RESPONSIBLE STEWARDSHIP OF CITY RESOURCES

Pillar Champion  
City Administrator Christopher Shorter

Since taking office, Mayor Scott has emphasized the importance of practicing responsible stewardship of the City's budget during the COVID-19 pandemic and beyond, while also realigning the budget with our shared values. Modernizing the City's outdated processes—from paying bills and fees, to engaging with the procurement process—and increasing resident participation in their government are imperatives to restoring the public's trust in their government.

The goals and actions in this pillar center on making City government more effective, while prioritizing services and resident opportunities in neighborhoods that have historically been left behind. By being responsible stewards, the City of Baltimore will improve access and affordability of services, recruit and retain a strong workforce, and be transparent and accountable about the government's performance.

### PRIMARY AGENCIES

Chief Data Officer

Department of General Services

Department of Human Resources

Baltimore City Department of Finance

Office of Equity and Civil Rights

Office of Performance & Innovation

Baltimore Department of Planning

## Goal 01

Improve the overall reliability, access, and transparency of the City's financial systems.

### ACTIONS

- 1.1** Ensure an online bill payment option for all fees, taxes, and financial interactions involving City government.
- 1.2** Develop an integrated citywide financial accounting system with automated controls for a transparent account of spending.
- 1.3** Institute a modern, centralized data system to improve operational efficiency, data quality, and public transparency.
- 1.4** Increase the reliability of the City's financial systems and controls by eliminating repeat audit findings.
- 1.5** Implement systems to strengthen the City's cybersecurity infrastructure, ensuring resident data privacy and mitigating the impact of future cyberattacks.

### HOW WE PLAN TO TRACK PROGRESS

- Percent of invoices paid within 30 days
- Number of annual single audit material deficiencies for Department of Finance

## Goal 02

Deliver quality, efficient customer service to all residents through a lens of equity, accessibility, and accountability.

### ACTIONS

- 2.1** Enhance the customer experience of Baltimore residents and people conducting business with the City through annual customer service training and clearly-defined standards.
- 2.2** Offer additional self-service options to pay utilities, property taxes, parking fees, permit fees, special events fees, improving resident experience and increasing accessibility.
- 2.3** Develop and launch NeighborhoodStat, allowing the Mayor and City leaders to analyze and improve service delivery with focus on equity.
- 2.4** Reinitiate a biennial survey of Baltimore residents to gather perspectives on a range of issues, including City service delivery.
- 2.5** Achieve ADA compliance for all City websites and reduce the number of clicks to reach desired services or information.
- 2.6** Establish a tool to track the impact and effectiveness of diversity, equity, and inclusion programs within City agencies.
- 2.7** Establish a process to regularly review fines, fees, and penalties, reducing the burden on those least able to pay and improving collections overall.
- 2.8** Fully implement Baltimore's equity law and analyze all operating budgets, capital budgets, and legislation through an equity lens.

### HOW WE PLAN TO TRACK PROGRESS

- Overall resident satisfaction with City services
- Number of escalation SRs
- Overall 311 service request percent on-time completion in historically redlined neighborhoods

## Goal 03

Recruit, retain, and develop a diverse and high-achieving workforce.

### ACTIONS

- 3.1** Develop a citywide data training program to achieve a resident-centric, performance-driven workforce by December 2022.
- 3.2** Create a multi-year workforce retention plan for Baltimore to ensure continuity of service delivery and intentional transition planning.
- 3.3** Hold recruitment fairs to promote and fill critical front-line positions, while creating on-the-job training opportunities for entry-level opportunities.
- 3.4** Develop a talent pool for entry-level professionals through the creation of an internship program with local universities and organizations.
- 3.5** Create a forum to promote employment opportunities with the City of Baltimore to local residents.
- 3.6** Partner with the Schaefer Center and University of Baltimore's Certified Public Manager (CPM) program to develop local leadership talent within the City's high achieving workforce.
- 3.7** Suspend pre-employment drug screenings for public employees in non-safety sensitive positions.

### HOW WE PLAN TO TRACK PROGRESS

- Average # of working days to fill civil service vacancies
- Annual number of unique individuals who complete at least one training
- Annual retention / turnover rate

## Goal 04

Improve government performance, accountability, and cross-agency collaboration.

### ACTIONS

- 4.1** Develop and manage a new performance management system for City government that allows agencies to plan performance priorities, set targets, and monitor equitable service delivery.
- 4.2** Set clear data quality standards and implement a standardized process for data sharing between agencies to improve government performance.
- 4.3** Establish a Sustainability and Resiliency Subcabinet to improve the long-term sustainability, preparedness, and environmental practices of the city.
- 4.4** Complete a comprehensive update of the City's 10 Year Financial Plan, including the capital budget.

### HOW WE PLAN TO TRACK PROGRESS

- Overall 311 service request on-time performance
- Percent of workforce that participates in performance evaluation process



## Goal 05

Increase transparency and meaningful resident participation in government.

### ACTIONS

- 5.1** Create a Taxpayer Receipt to provide residents with an itemized, transparent accounting of how their tax dollars are spent.
- 5.2** Expand public engagement and education around the development of Baltimore's budget.
- 5.3** Expand Open Baltimore and make it more user friendly, with community-developed data tools, maps, and other reports to enhance City data transparency.
- 5.4** Establish a community-driven commission to comprehensively assess public monuments, street names, and building names.

### HOW WE PLAN TO TRACK PROGRESS

- Number of visits to Open Baltimore
- Number of unique individuals who submit at least one 311 service request
- Number of government listserv subscribers
- Number of public forums during budget process



To view the full Action Plan and tracker, visit  
[mayor.baltimorecity.gov/tracker](http://mayor.baltimorecity.gov/tracker)

For questions, please email [mayor@baltimorecity.gov](mailto:mayor@baltimorecity.gov)  
or contact the Mayor's Office of Constituent Services at  
410-396-4900.

Correspondence can also be sent to:

Office of the Mayor  
250 City Hall, 100 N. Holliday Street  
Baltimore, Maryland 21202