

Spotlight on Baltimore | Innovating at the Baltimore Police Department

Overview

- ▶ Mayor: Catherine Pugh
- ▶ Lead staff on innovation: Dan Hymowitz
- ▶ Population of municipality: 611,648 (2017)
- ▶ Innovation/open data website: <https://data.baltimorecity.gov/>

Baltimore Mayor Catherine Pugh tasked her Innovation Office (i-team) with **helping the Baltimore Police Department (BPD) recruit and hire police officers**. The i-team first conducted extensive research, including engaging over 120 community members and 60 BPD officers through workshops, surveys and interviews. **The i-team is working with the BPD to develop initiatives based on findings from this research.** A few key initiatives include:

- **Modernizing BPD hiring processes**, including introducing an online application. This has led to a fourfold increase in applications.
- **Introducing a new exam** which uses videos of policing scenarios to assess candidates for characteristics needed for constitutional, community-oriented policing.
- **Piloting a free fitness bootcamp** that helps applicants train for the BPD's physical agility test. Half of participants in this program, all women, later successfully passed the test.

Vision and approach to innovation capacity

The city's innovation strategy

Along with 56% of cities surveyed, Baltimore does not have an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Technological innovation

Resident engagement

Approaches to innovation capacity

Baltimore approaches innovation capacity in **specific policy areas**.

The **top two priority policy areas** for the city's innovation work include:

Policing & law enforcement

Digital governance

Most common innovation activities

Baltimore's most common innovation activities are **promoting data-driven analytics** and **developing new solutions based on digital technologies**.



Funding for innovation capacity

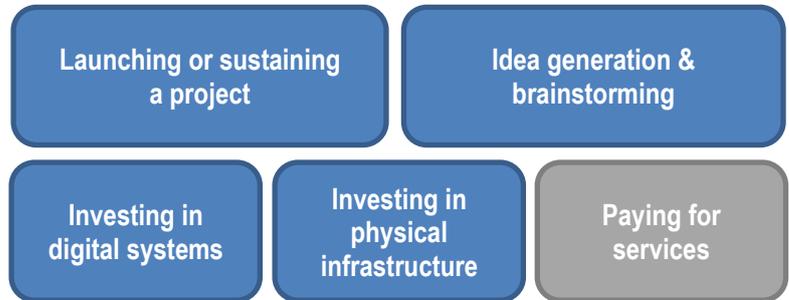
Funding to support innovation capacity

Like 77% of cities surveyed, Baltimore has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Higher levels of government** (state government budgets)
- ✓ **Municipal budget** (city council approved funds/operating budget)
- ✓ **External funding** (philanthropy/non-profit)

Types of activities being funded

Baltimore's funding for innovation capacity is generally directed towards **launching or sustaining a project**, and **generating ideas & brainstorming**. These are the two most commonly funded activities among all cities surveyed. Baltimore also **invests in digital systems and physical infrastructure**.



Organisational structure & staffing



Baltimore's innovation work is **sprinkled throughout the municipality** and led by **10 staff**. In particular, there is a **team dedicated to innovation within the Mayor's Office**.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Data scientist**
- ✓ **Designer**
- ✓ **Community engagement staff**
- ✓ **IT Experts**

Partnerships for innovation & data



Baltimore has developed partnerships to promote its innovation capacity with **other public agencies, not-for-profit organisations, and city residents/resident associations**.

To improve data use, the city has also developed **data partnerships with the private sector, academia, think tanks, and private philanthropy** to collect and analyse data.

Measuring outcomes

Policy areas that **benefit from sufficient data**, or **lack sufficient data**, to support innovation capacity in the city:



NB: No response provided by the city for the policy areas in grey.

Innovation is **helping the city** to:

- ✓ **Improve service delivery**
- ✓ **Save costs and gain efficiency within the public sector**
- ✓ **Simplify administrative procedures for firms and residents**

The most **critical success factors** in supporting the city's innovation work:

- ✓ **Dedicated funding**
- ✓ **Focus on measurement**
- ✓ **Dedicated innovation team**