

## IBM's Smarter Cities Challenge

# Baltimore

## Summary report

Baltimore, Maryland was one of three US cities selected to receive a Smarter Cities Challenge grant from IBM as part of IBM's philanthropic efforts to build a Smarter Planet™. IBM's Smarter Cities Challenge aims to contribute to the improvement of high-potential cities around the world. During a three-week period in October 2010, a team of seven IBM leaders worked in the City of Baltimore to deliver recommendations around two key challenges that were identified by Baltimore Mayor Stephanie Rawlings-Blake and her senior leadership team: public safety and youth services.

### The challenge

The city's public safety and youth services challenges are based on both perception and practice. Specific public safety challenges include:

- Increasing safety officials' visible involvement and participation with youth in their communities outside of immediate incident response
- Improving city safety officials' targeted interaction with youth in communities during incidents
- Improving overall communications to help reduce the lag between improvements in public safety outcomes and perceptions of public safety.

With respect to youth services, Baltimore's young are supported by a complex web of services and providers that span public, commercial and non-profit organizations. This ecosystem of support creates difficulties for interagency coordination of processes, sharing of data and information, location of relevant expertise, deployment or allocation of resources.

### Overview of recommendations

The team's recommendations in public safety aim to help make the city safer by improving its use of information and technology and by improving community perception of public safety. Recommendations in youth services focus on improving the integration and coordination of youth services. Additionally, the team made strategic recommendations in performance management, information technology and information management. Recommendations in these areas are more complex to implement and will require support across a broader range of stakeholders. They do carry more substantial funding requirements, but have potential to drive Baltimore's transformation into a Smarter City over a longer timeframe.

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### Highlights:

- Better use of information and technology can improve not just public services but the public perception of public safety and youth services.
  - Short-term financial implications outweighed by longer-term implications for the city.
  - New initiatives that continue to place data and collaboration at the heart of its commitment to its citizens will benefit Baltimore and its residents for decades to come.
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## Public safety recommendations

The team found clear opportunities in public safety where near-term focus on improving the capture and coordination of information as well as improved use of infrastructure can improve the deployment of public safety resources.

- 1. Focus on utilizing information as a strategic asset:** establish clear public safety information requirements and objectives, and develop a roadmap to achieve those objectives
- 2. Implement data-sharing policies** to spur cross-agency collaboration and efficiencies.
- 3. Apply data analytics** to existing police data sets to more effectively identify and apprehend criminals, deploy police officers more efficiently, enhance case resolution, identify risk factors and enhance intervention approaches.
- 4. Enhance the functionality** of the Police Department's Side Partner handheld devices to increase police officer time out of cars by deploying realtime handheld alerts, providing timely, usable information to officers filtered by assignment and geography and tracking suspects using GPS technology.
- 5. Create a balanced public safety scorecard** to reflect a more comprehensive view and allow public tracking of crime, fire and emergency management data.
- 6. Enhance two-way community communications:** adopt simplified, closed-loop communication process for 311 and tip lines, conduct a public relations campaign to close the lag-time between improvements in crime statistics and public perception of safety and strengthen the use of social media as part of proactive community outreach efforts.
- 7. Increase officer involvement with youth** beyond immediate incident response and improve follow-up.
- 8. Extend performance management framework** deeper into the Police Department to more closely align leadership and patrol officers.

## Youth services recommendations

The team identified the following opportunities to improve the integration and coordination of youth services:

- 1. Increase collaboration** across city agencies and private organizations to rebalance resources and maximize impact. One key organization should be responsible for ensuring all parties commit to using data as a means of improving service. A virtual youth services collaboration hub and data warehouse should be created to facilitate cross-agency information sharing. This will involve pilot schemes to share key data elements (such as attendance records) and the formation of new data sharing guidelines by the City Solicitor.
- 2. Apply data analytics** to existing youth services data to identify key risk factors using aggregate data sets, proactively identify high-risk individuals using those risk factors and other key attributes and track and measure outcomes of intervention strategies.

- 3. Pilot Youth SmartCard application** for wide-scale deployment to every situation where gathering and analyzing data about youth is desirable.
- 4. Create infrastructure to provide a single, integrated view** of youth related services for integrated case management. This will involve increasing the granularity of data segmentation to improve design and delivery of services, improving the ability to match services to need and therefore coordinate service delivery to individuals across multiple agencies and utilizing a one-stop model for determining eligibility of social services.

## Additional recommendations

- **Performance management:** Build upon CitiStat success to take performance management further by harnessing business intelligence and analytics tools to link operational metrics directly to the desired strategic outcomes.
- **Information technology:** Conduct an in-depth analysis of current IT infrastructure as part of any long-term, strategic planning discussions. The potential benefits are wide-ranging and would lay the foundation for continued improvements in Baltimore's transformation into a smarter city.
- **Information management:** Launch an information initiative designed to engage all sectors of Baltimore – public, private and non-profit – in developing the city into a world leader in the use of information to drive decisions and improve service delivery.

## Conclusion

Baltimore's commitment to data, collaboration and improved public services positions it at the forefront of global "smarter cities." The Smarter Cities Challenge team identified many additional opportunities for strategic uses of information technology to improve the lives of today's citizens and provide an even brighter future for the next generation of Baltimore residents.

## For more information

To learn more, send an email to [ccca@us.ibm.com](mailto:ccca@us.ibm.com) or visit [smartercitieschallenge.org](http://smartercitieschallenge.org)

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Produced in the US – March 2011

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