CITISTATSMART – MAKING BALTIMORE SAFE

- CitiStatSMART will hold Making Baltimore Safe meetings every *two* weeks to discuss the latest information and come up with strategies to reduce crime. The regularity of the meetings allows for the development of immediate solutions and quickly assess if strategies are working or if a course correction is needed. Emphasis is on increasing communication and collaboration with a focus on strategies in the Mayor's Violence Reduction Plan.

- Agenda 10/13/17

  - Increasing Effective Policing– 30 min

    - Review and Enhance the Structural and Organizational Effectiveness of BPD

    - Focus on Strategic Patrols and Community Enforcement

  - Reducing the Number of VROs– 30 min

    - Go After Illegal Gun Possession

  - Enhance and Expand Cross-Agency Coordination– 10 min

    - Improve Coordination and Communications within City Government

  - Performance Measures and Follow-up on Key Violence Reduction Initiatives– 20 min

MAKING BALTIMORE SAFE INITIATIVE TRACKING

Objective	Strategy	10-13-17 Initiated	Implemented	Ongoing	No Update	Grand Total
Increase Effective Policing in Baltimore	Continue improving BPD's technology for fighting and solving crime	3	1	2		6
	Improve the training of our police	1	2	1		4
	Increase the number of sworn officers on patrol		1	3	1	5
	Review and enhance the structural and organizational effectiveness of BPD	2		2		4
Total		6	4	8	1	19
Enhance and Expand Cross-Agency Coordination	Improve coordination and communications with Federal partners	2		1		3
	Improve coordination and communications with State partners	2			3	5
	Improve coordination and communications within City government	3	1	1		5
Total		7	1	2	3	13
Improve Community Engagement	Expand access and effectiveness of social media and other electronic information	3				3
	Expand official community oversight roles	2	1			3
	Improve and expand direct interaction with City officials	4	1			5
Total		9	2			11
Reduce the number of VROs	Enhance operational and strategic intelligence gathering methods	5		1		6
	Focus on de-escalation	1		1	1	3
	Focus on strategic patrols and community enforcement	1		3		4
	Go after illegal gun possession, which is the leading cause of violence in the City	1		4		5
Total		8		9	1	18
Grand Total		30	7	19	5	61

MAKING BALTIMORE SAFE
INCREASE EFFECTIVE POLICING IN BALTIMORE

Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	10/13/17 Agenda
Increase the number of sworn officers on patrol	• **% of time patrol officers spend on proactive policing (CAD/RMS)** • **Total number of crimes reported (RMS)** • **# of CFS diverted from Patrol to the Telephone Reporting Unit (RMS)**	• **# of officers supplementing patrol** • **# of Cadets hired by BPD** • **# of Cadets that enter the Police Academy** • **# of applicants compared to prior year** • **Diversity of applicants** • **# of trainees in the Academy** • **Graduation dates and number of officers entering the police force** • **# of positions civilianized** • **# of officers reassigned to patrol as a result** • **# of retirees hired and employed at BPD**	• **Staffing & Recruitment – BPD Work related injury claims** • **Streamlining BPD Hiring Process** • **Research Analyst Recruitment** • **Hire civilians to perform administrative/clerical work now being done by 100 sworn officers and return these officers to patrol duty** • **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**

STAFFING AND RECRUITMENT

Work Related Injury Claims by Month Since Sep. 2015

2015 September	80		2016 September	77		2017 September	77
2015 October	75		2016 October	89			
2015 November	82		2016 November	84			
2015 December	58		2016 December	102			
2016 January	70		2017 January	74			
2016 February	85		2017 February	70			
2016 March	70		2017 March	79			
2016 April	62		2017 April	85			
2016 May	67		2017 May	89			
2016 June	83		2017 June	87			
2016 July	82		2017 July	97			
2016 August	62		2017 August	94			
TOTAL	**876**		**TOTAL**	**1027**		**TOTAL**	**77**
AVG.	**73**		**AVG.**	**85.58**			

WORK PROCESS FOR INJURED OR SICK MEMBERS

1. Member sustains a work related injury /illness

2. Member is placed on medical leave or light duty. Member may be treated by personal doctor; along with follow up visits at Mercy.

61 on Medical Leave
219 on Light Duty

3. Member after each Mercy visit is either continued on medical leave, placed or continued on light duty status, or returned to full duty.

4. Member can remain on medical leave or light duty status for one year from the date they first are seen at Mercy. At the one year mark, Mercy can deem the member to be considered permanently unable to perform functions of position. No sooner than one year.

Up to 1 Year Convalescence Period

5. Mercy sends notification to the medical section that member is permanently unable to perform functions of position. Member continues on either full medical leave, or working in a light duty status.

6. Medical Section receives notice from Mercy of permanent status. Medical section prepares a 90 Day letter and presents the letter in person to member. (Member has 90 days to file disability service retirement application)

Potential 90 Day Wait Time for Disability Service Retirement Application

7. Member submits application for disability retirement to Fire and Police Pension system.

8. F and P begins process of vetting application – seeking medical records for review prior to scheduling a hearing date. F and P states medical records take 6 – 9 months to receive from member.

6-9 Month Wait Time to Receive Medical Records

9. Hearing is scheduled. Hearings are averaging being held 330 days from the date Mercy makes permanent determination. Decision of hearing panel received in approximately 2-4 weeks time.

47 in "408" Awaiting Hearing
330 Day Wait Time for Hearing
2-4 Week Wait Time for Decision

10. Member awarded disability retirement = member is medically retired and receives 66.6 percent of their active pay for the remainder of their life.

11. Member denied disability retirement = member is assigned to a light duty position if able, until they make a recovery or until they meet criteria for service retire or member remains on medical leave until they meet criteria for service retirement.

20 in "408" Denied After Hearing

134 Members Returned from Medical/Light Duty, July 1st-September 29th

WORK FLOW PROCESS FOR MERCY HOSPITAL MEETINGS

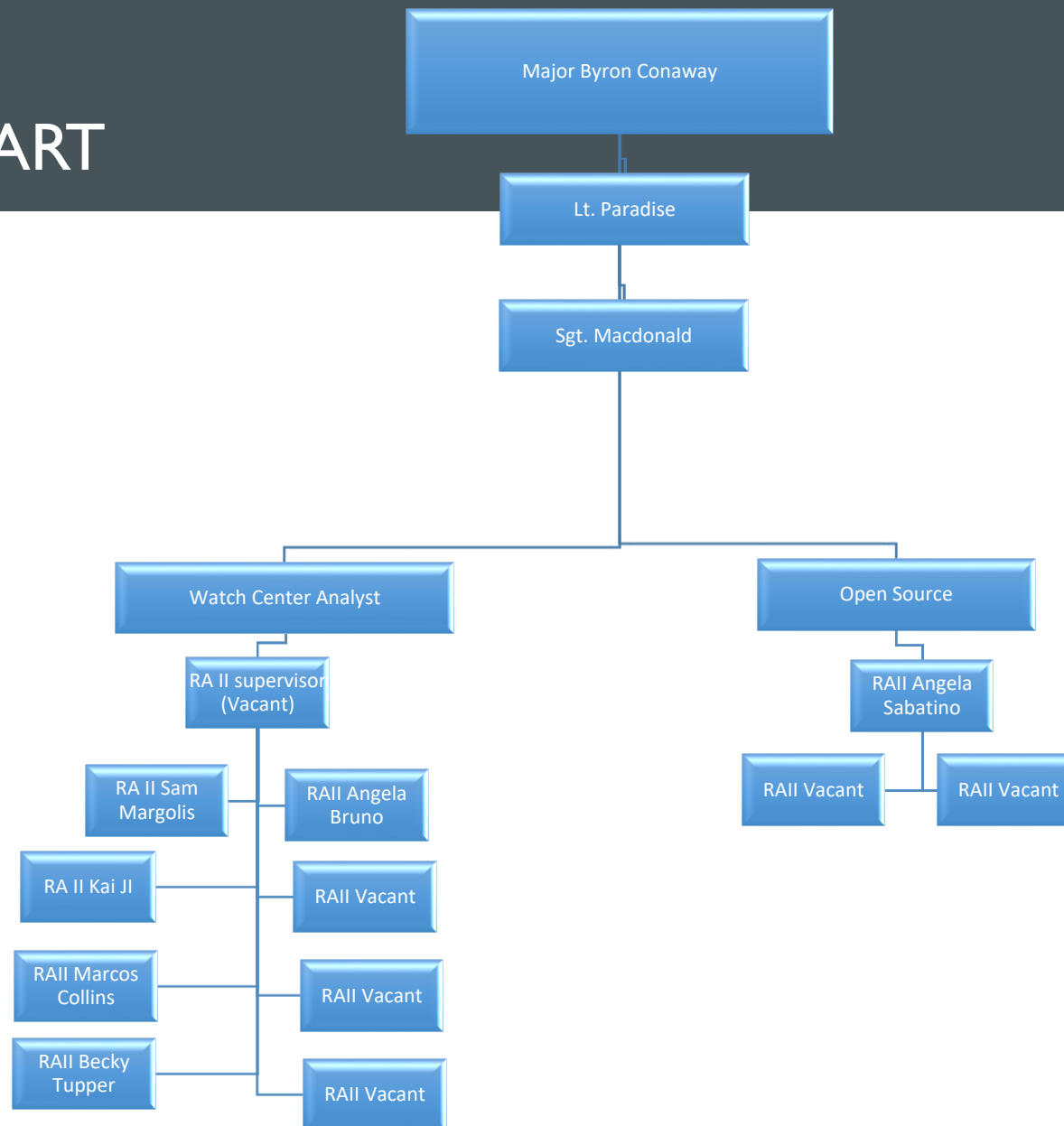We discuss the medical and light duty Lists as a unit (Weekly)

We then meet with the medical review committee (Bi-Weekly) and decide which cases require more scrutiny or information. If they are work related injuries and we need surveillance, then we discuss it with Key-Risk (Monthly) and they conduct surveillance.

Once the names are selected, we send them to Lisa Conic at Mercy.

We then schedule a meeting (Quarterly) with the Chief Medical Officer Dr. Hayat and Lisa Conic to discuss each case with them, and decide further action.

Further action being Independent medical examination , FMLA certification etc

HIDTA/INTEL ORGANIZATIONAL CHART

Major Byron Conaway

Lt. Paradise

Sgt. Macdonald

Watch Center Analyst

Open Source

RA II supervisor (Vacant)

RAII Angela Sabatino

RA II Sam Margolis

RAII Angela Bruno

RA II Kai JI

RAII Vacant

RAII Marcos Collins

RAII Vacant

RAII Becky Tupper

RAII Vacant

RAII Vacant

RAII Vacant

MAKING BALTIMORE SAFE
INCREASE EFFECTIVE POLICING IN BALTIMORE

Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	10/13/17 Agenda Items
Improve the training of our police	• **# of integrity tests conducted** • **# of discourteous & misconduct complaints**	• **# of officers found compliant/non-compliant in routine BPD auditing** • **# of officers receiving discipline for BWC-related policy violations** • **# of use of force complaints/investigations** • **# of individuals served by BPD's Crisis Intervention Team (CIT) unit** • **# of trainings** • **# of individuals trained per predetermined time period** • **Curriculum for in-service and new trainees at the Academy** • **# of use of force complaints/investigations** • **# of individuals served by BPD's Crisis Intervention Team (CIT) unit** • **# officers enrolled in BCCC Tuition Assistance Program** • **# officers taking advantage of current tuition assistance program**	• **Adopt the Integrative Communications, Assessment, and Tactics (ICAT) Training for officers throughout BPD – ICAT 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 a Police Officers Tuition Assistance program in collaboration with BCCC**

MAKING BALTIMORE SAFE PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	10/13/17 Agenda Items
Reduce the number of VROs	Focus on strategic patrols and community enforcement		• # arrests by DAT teams • # of gun arrests by DAT teams • # of arrests by DAT teams that include a felony charge • Crime stats for Transformation Zones versus outside of zones • Crime stats surrounding identified problem businesses • Crime stats for juveniles during the school months • Crime stats (robberies and assaults) within 500 of a school or bus stop	• Car Stops and Field Interviews Analysis • Launch the recently redesigned District Action Teams to conduct strategic operations on organizations and individuals in each police District with uniformed officers
Reduce the number of VROs	Go after illegal gun possession, which is the leading cause of violence in the City	• # of arrest warrants obtained by investigative units • Violent crime clearance rate • Homicide clearance rate • # of gun arrests (OID only)	• # of registered gun offenders • # of GORA home visits/knock and talks conducted by BPD • # of violations recorded • Gun case dispositions based on tracking database • Verdicts received and sentences given	• Gun Arrests and Gun Violence Analysis • 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)

CRIME TREND ANALYSIS

Number of Priority Crimes by Police Districts and the Major Corridors, YTD

District	HOMICIDE	SHOOTING	AGG. ASSAULT	BURGLARY	ROBBERY - STREET	Grand Total
Central	20	43	390	389	332	1174
Eastern	44	71	548	469	227	1359
Northeast	32	64	600	1059	449	2204
Northern	21	35	326	787	374	1543
Northwest	35	57	473	622	223	1410
Southeast	21	23	492	913	562	2011
Southern	24	83	625	733	371	1836
Southwest	37	73	551	657	249	1567
Western	40	98	465	331	173	1107
Grand Total	**274**	**547**	**4472**	**5960**	**2960**	**14213**
Major Corridors	**164**	**326**	**2366**	**3096**	**1562**	**7514**
Percentage of Crimes in Major Corridors vs. Citywide	**59.85%**	**59.60%**	**52.91%**	**51.95%**	**52.77%**	**52.87%**

PART I CRIME IN THE MAJOR CORRIDORS VS. CITYWIDE, YTD
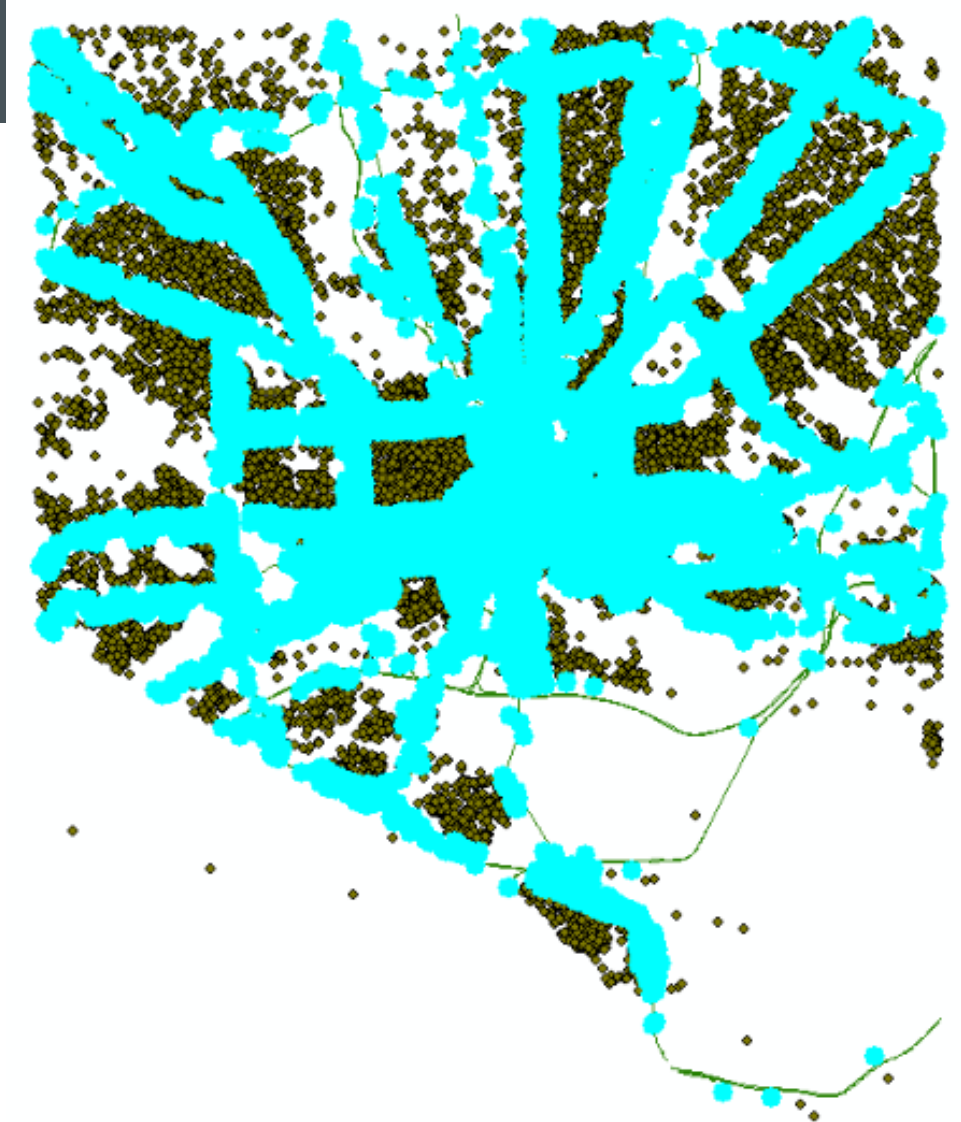
CRIME TREND ANALYSIS

Number of Priority Violent Crimes by District, Last 28 Days (9/16/17-10/7/2017)

District	Homicides	Shootings	Agg.Assault	Burglary	Robbery-Street
Unknown	0	0	2	0	0
Central	5	2	41	26	24
Eastern	3	5	38	30	17
Northeast	5	13	55	76	43
Northern	1	5	25	59	41
Northwest	3	9	43	53	12
Southeast	3	3	47	96	47
Southern	0	9	50	49	32
Southwest	2	9	40	53	25
Western	5	7	41	33	19
TOTAL	**27**	**62**	**382**	**475**	**260**

CRIME TREND ANALYSIS

Number of Priority Violent Crimes in the Transformation Zones YTD

Transformation Zones	Homicides	Shootings	Agg.Assault	Burglary	Robbery-Street
5100 Park Heights	8	8	73	60	23
Monument St	9	13	62	87	15
Penn/North	7	17	81	41	29
Tri-District	4	15	88	86	25
TOTAL	28	53	304	274	92
Percentage of Crimes in Zones vs. Citywide	10.22%	9.69%	6.80%	4.60%	3.11%

Number of Priority Violent Crimes in the Transformation Zones, Last 28 Days (9/16/17-10/7/2017)

Transformation Zones	Homicides	Shootings	Agg.Assault	Burglary	Robbery-Street
5100 Park Heights	0	1	10	4	4
Monument St	0	0	5	2	0
Penn/North	0	3	15	1	4
Tri-District	0	0	8	12	1
TOTAL	0	4	38	19	9

COMMAND AND TRANSFORMATION ZONES
28 DAY   (9/10/2017 TO10/07/2017)

Monument St   FI's, CarStops, and Arrests
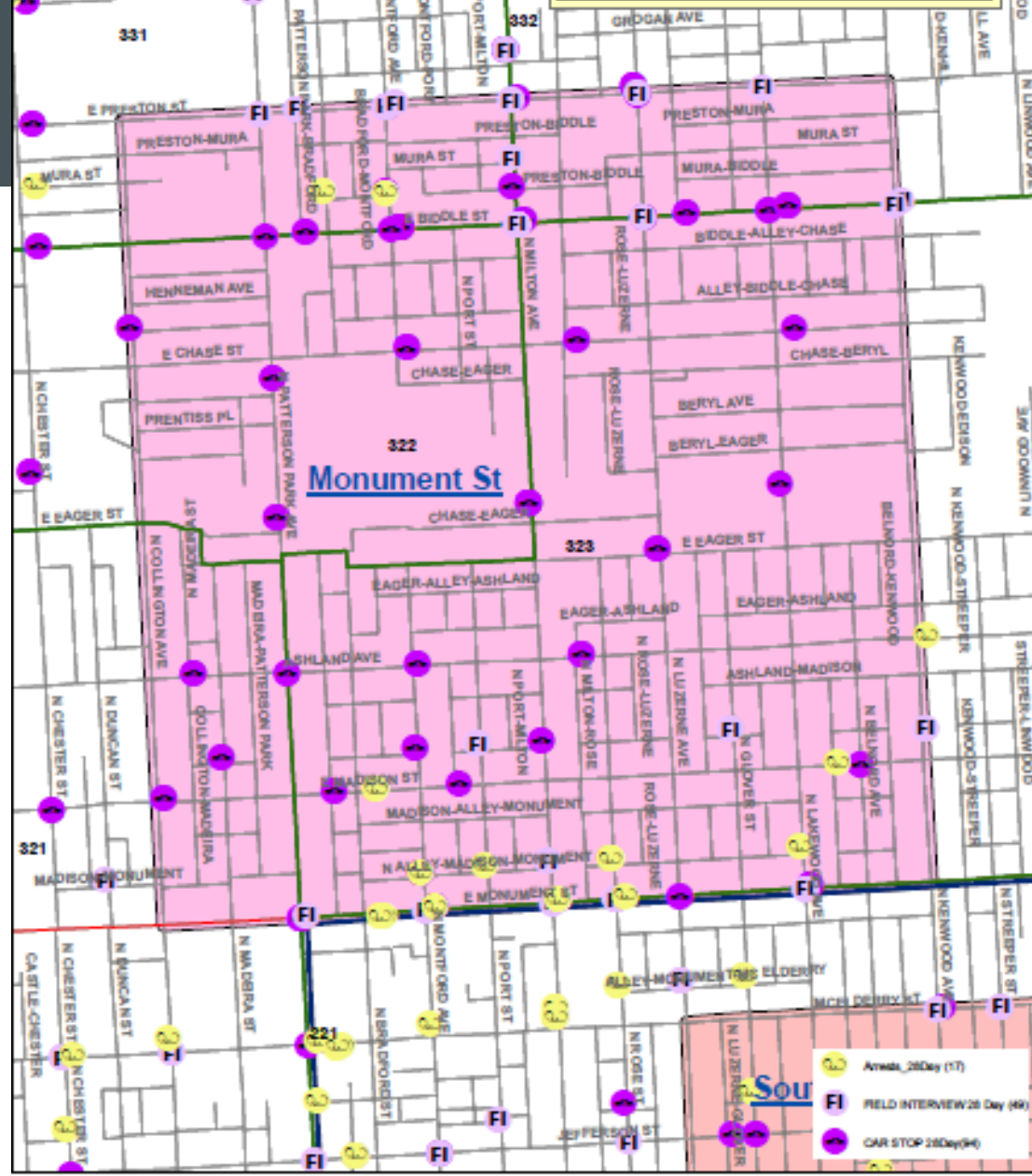
COMMAND AND TRANSFORMATION ZONES
28 DAY   (9/10/2017 TO10/07/2017)

Monument St   Firearm Related
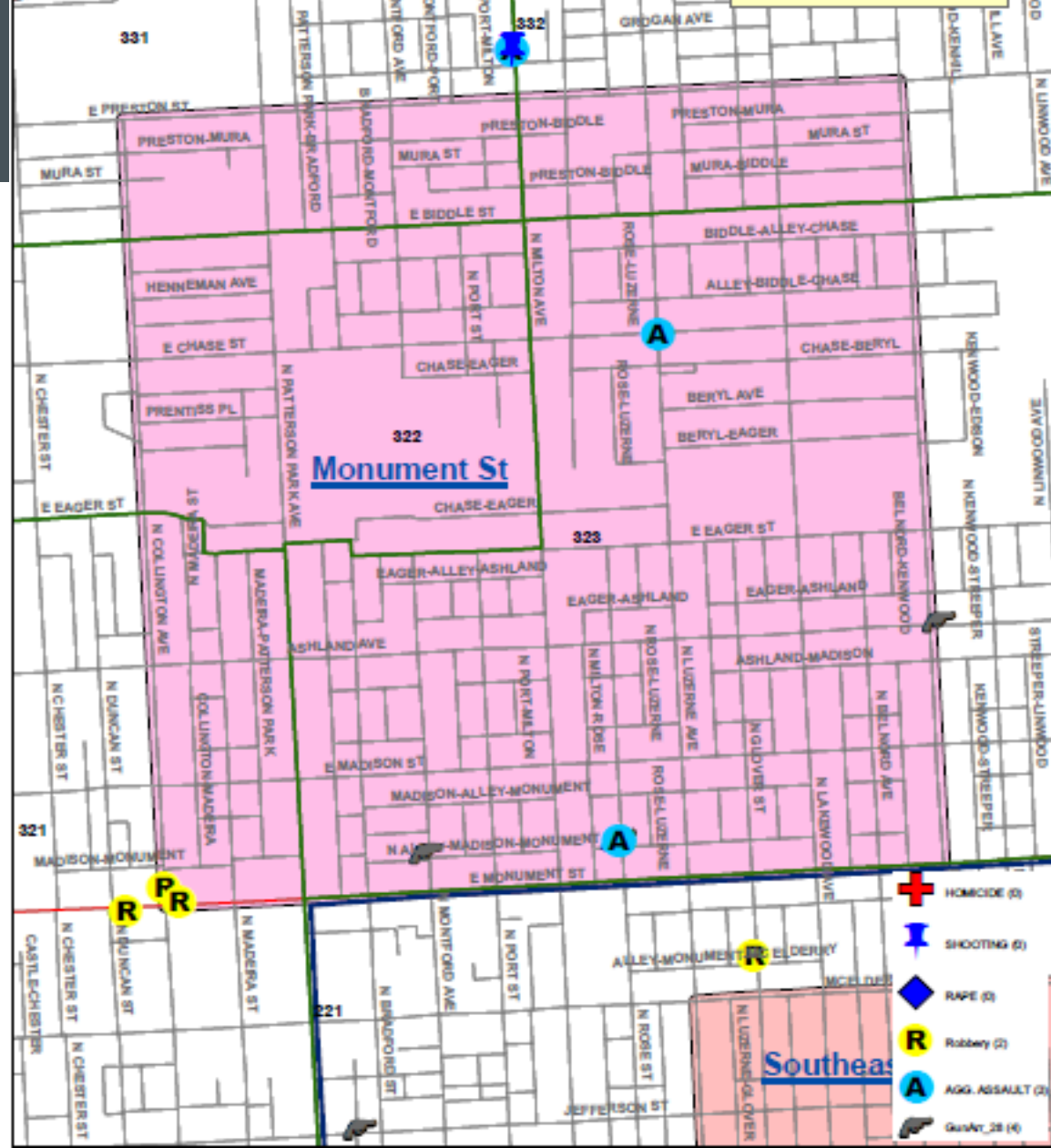
COMMAND AND TRANSFORMATION ZONES
28 DAY   (9/10/2017 TO10/07/2017)

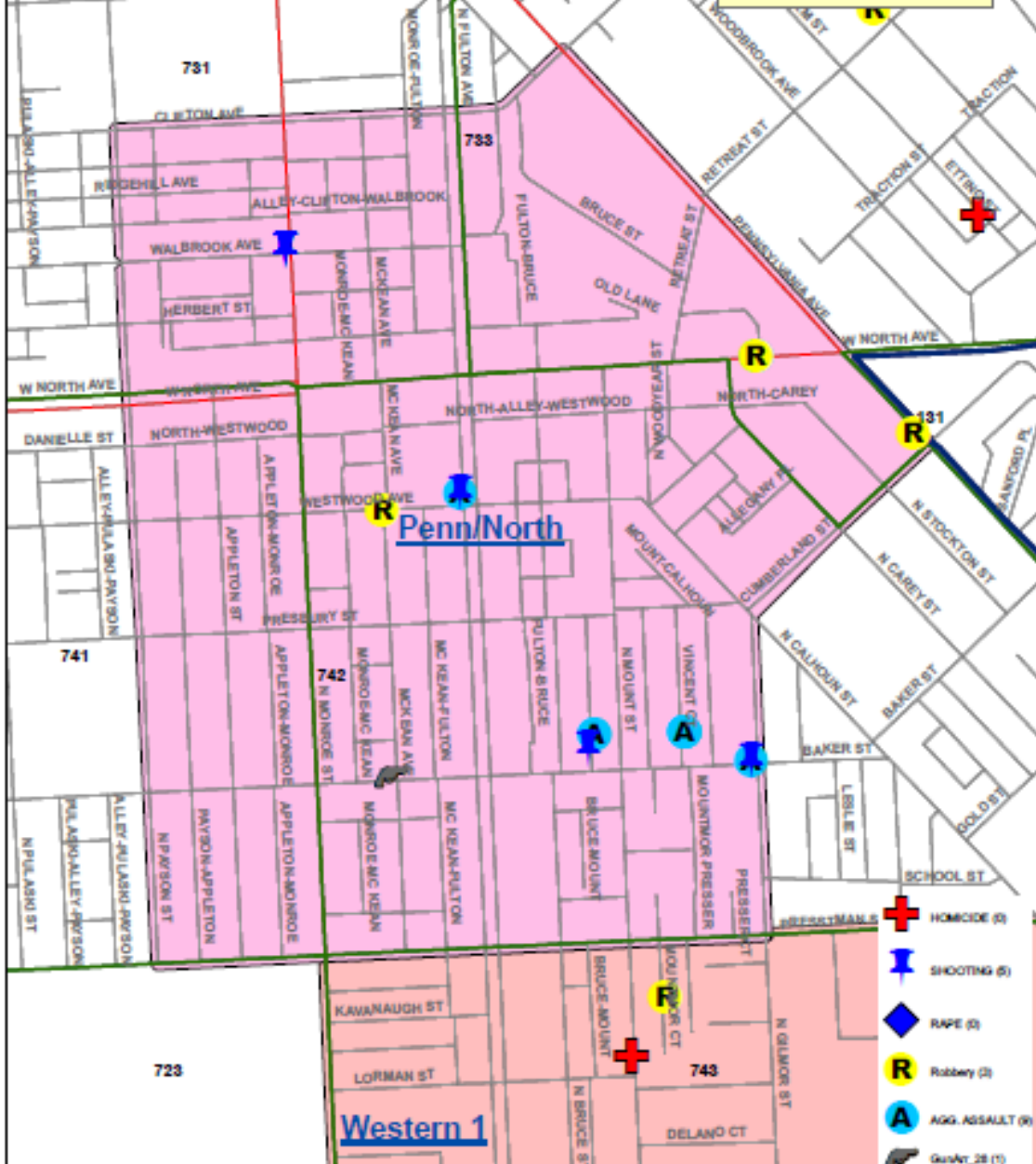5100 Park Heights   FI's, CarStops, and Arrests

5100 Park Heights

Northwestern 1

Arrests_28Day (12)
FI FIELD INTERVIEW 28 Day (5)
CAR STOP 28Day (140)
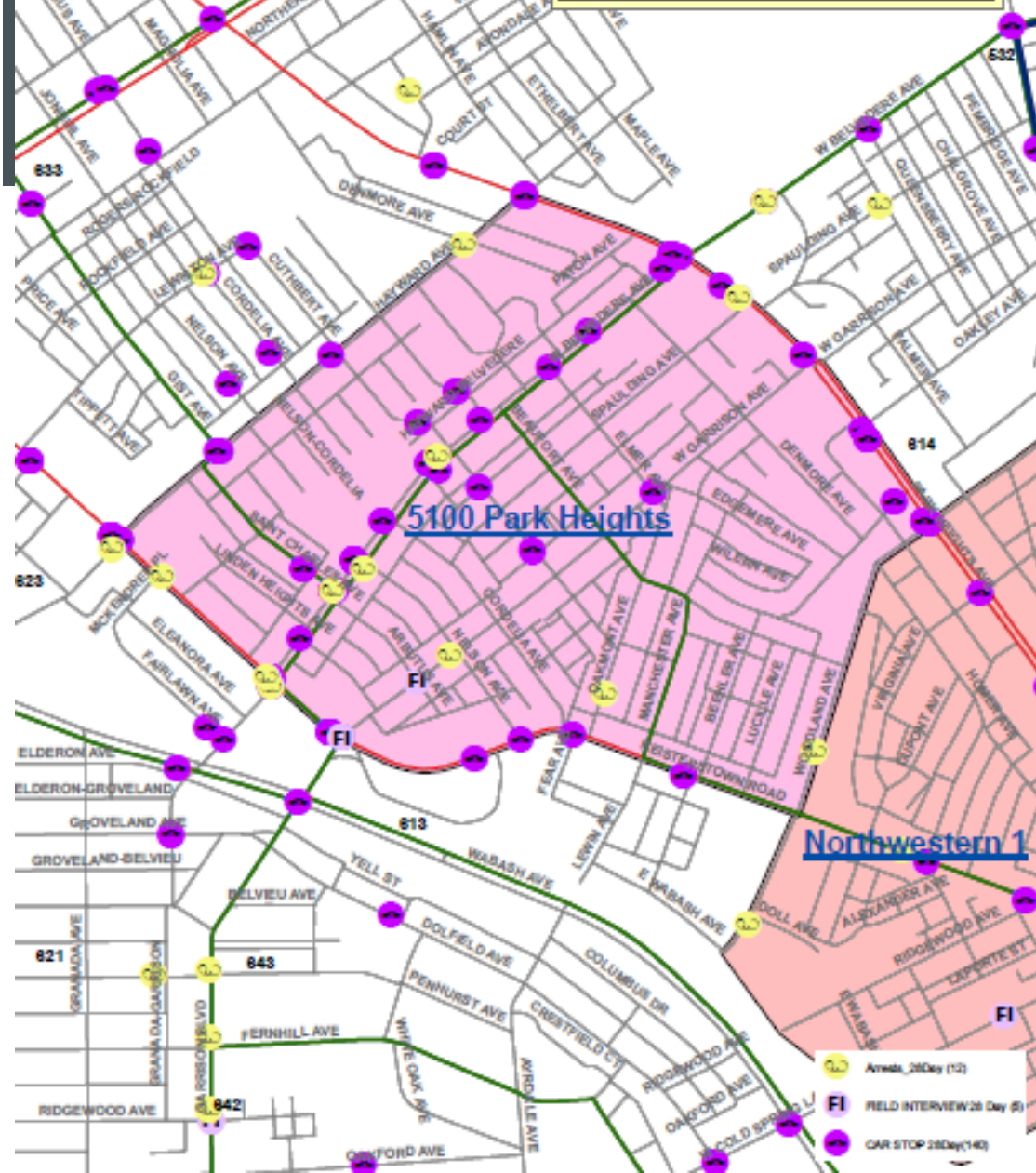
COMMAND AND TRANSFORMATION ZONES
28 DAY   (9/10/2017 TO10/07/2017)

5100 Park Heights   Firearm Related

5100 Park Heights

Northwestern 1

HOMICIDE (0)
SHOOTING (1)
RAPE (0)
R Robbery (1)
A AGG. ASSAULT (2)
GunArr_28 (2)
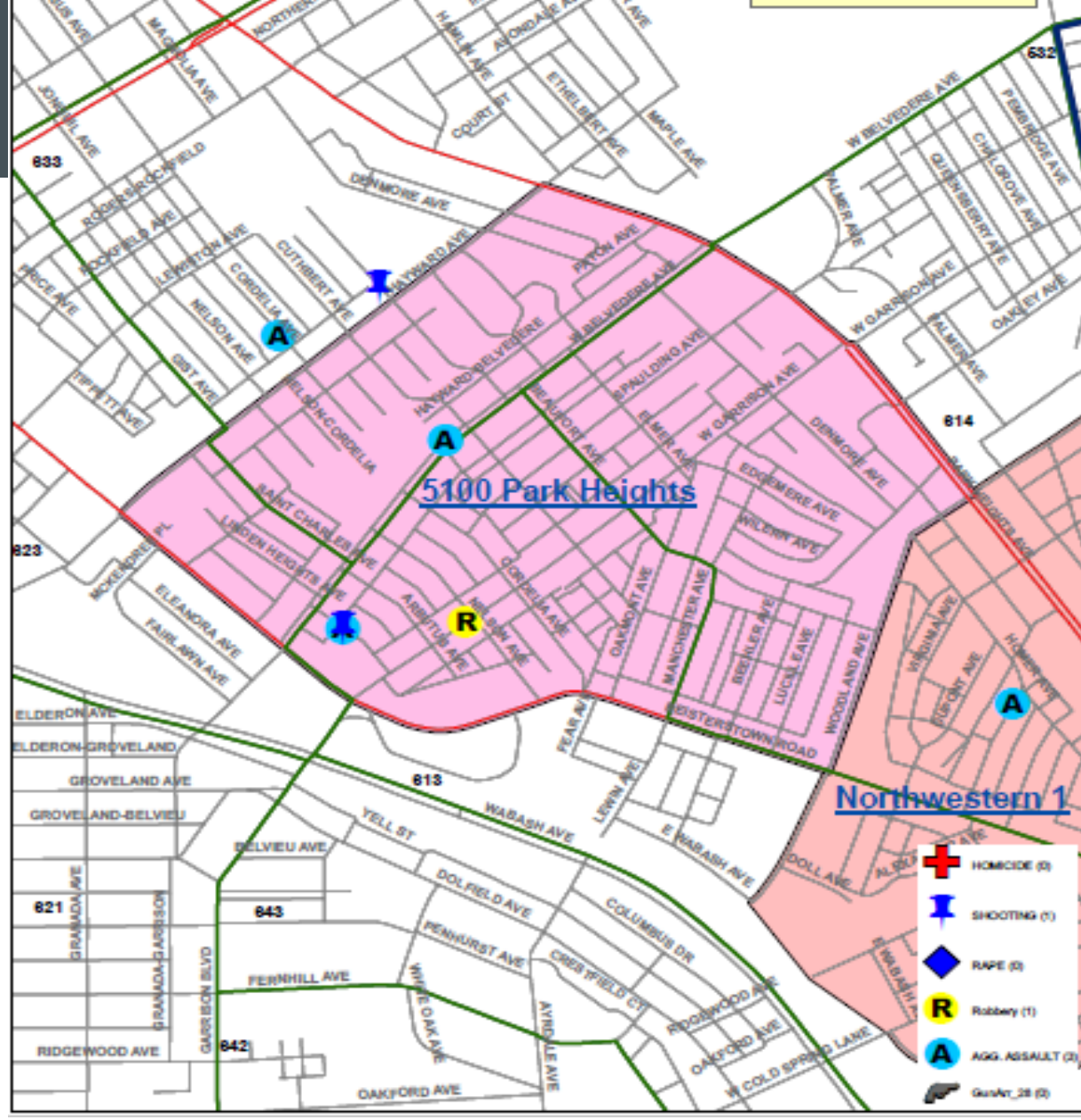
COMMAND AND TRANSFORMATION ZONES
28 DAY (9/10/2017 TO10/07/2017)

Penn/North — FI's, CarStops, and Arrests
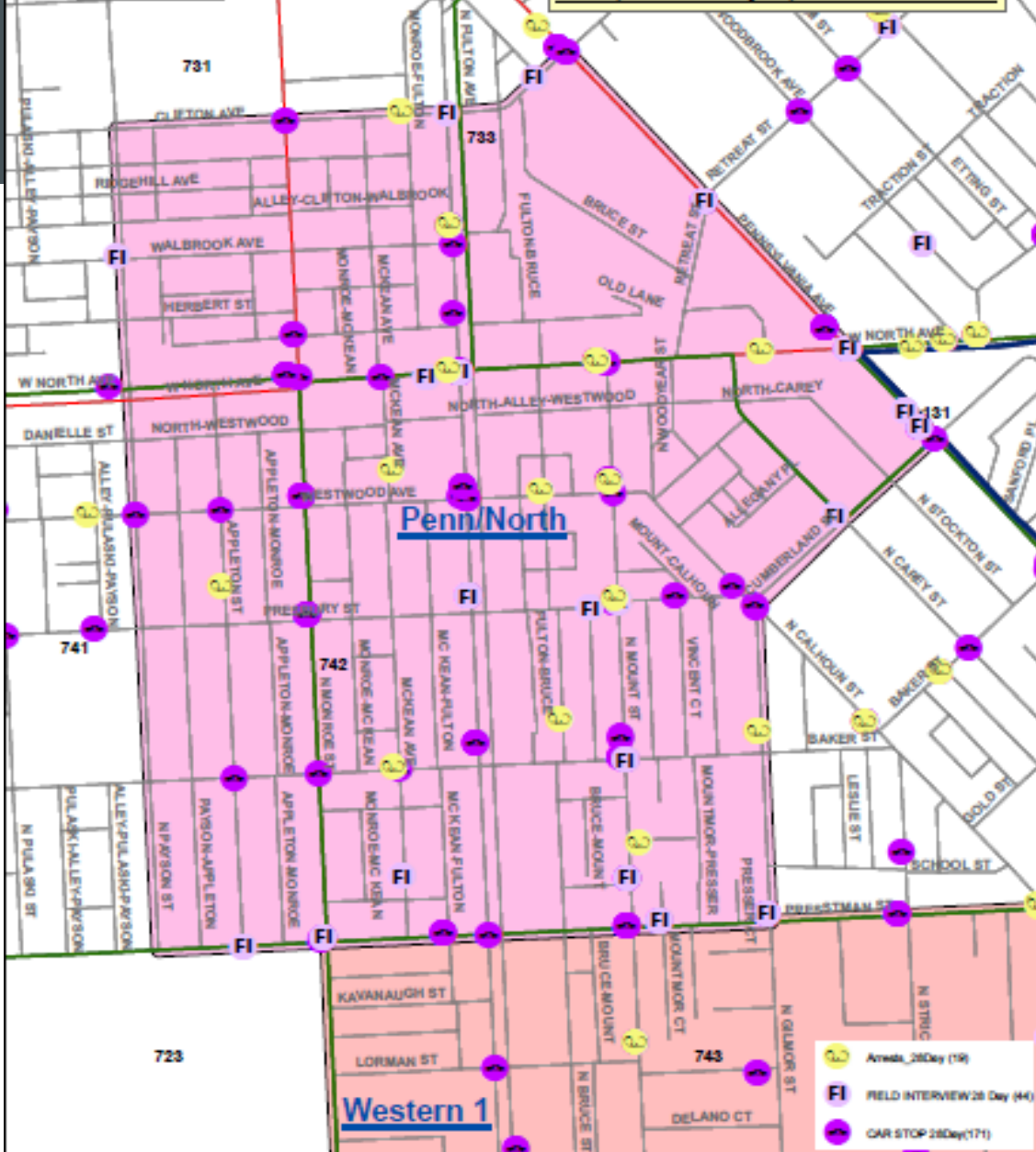
COMMAND AND TRANSFORMATION ZONES
28 DAY (9/10/2017 TO10/07/2017)

Penn/North — Firearm Related

COMMAND AND TRANSFORMATION ZONES
28 DAY   (9/10/2017 TO10/07/2017)

Tri-District

FI's, CarStops, and Arrests

COMMAND AND TRANSFORMATION ZONES
28 DAY   (9/10/2017 TO10/07/2017)

Tri-District

Firearm Related

GUN ARRESTS AND GUN VIOLENCE

Gun Arrests vs Total Homicides & Shootings

GUN ARRESTS AND GUN VIOLENCE

Gun Arrests	2016	2017	% Change
January	129	146	13%
February	121	124	2%
March	155	88	-43%
April	164	76	-54%
May	158	87	-45%
June	138	87	-37%
July	157	111	-29%
August	132	82	-38%
September	95	105	11%
TOTAL	**3265**	**2923**	**-10%**

MAKING BALTIMORE SAFE PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	10-13-17 Agenda Items
Enhance and Expand Cross-Agency Coordination	**Improve coordination and communications within City government**	• **# of special events staffed (incl. sporting events)** • **% of cost reimbursed by event organizers for which BPD bills**	• **City service request closure rates inside the transformation zones** • **Identification of problem businesses**

TRANSFORMATION ZONES
PUBLIC SAFETY CROSS-SECTOR FOCUS AREAS

Physical / Environmental Conditions

Problem Business Establishments

Coordinated Outreach
[Employment/Training + Health/Substance Abuse Services]

Community Engagement and Partnership

TRANSFORMATION ZONES
PROPOSED INDICATORS AND MEASURES

		Indicators	Performance Measures	Strategy
	Physical/ Environment Condition	- Quality of life - Property value	- # 311 SRs submitted by NCOs and total - % 311 SRs closed on time - # Interagency monthly site visits	- Identify and improve physical condition in areas most affected by criminal activity - Implement 311 Auditing
	Problem Business	- Crime/business nexus analysis	- # of Problem business violations - # Businesses provided assistance	- Develop toolkit of services for problem businesses - Convene interagency working group to implement toolkit
	Coordinated Outreach	- Unemployment - School enrollment - Overdoses	- # of High-risk individuals contacted - # of People served with targeted resources	- Identify high risk individuals - Pair NCOs with outreach workers - Convene interagency workgroup to expand access to service needs identified
	Community Engagement & Partnership	- Agency effectiveness - Community trust - Collective efficacy	- # of People reached with listening tours - # of People attending TZ resource fairs	- Utilize the Mayor's Call to Action to build leadership - Include community partners in Transformation Zone meetings - Prioritize agency activity and align private resources with community input - Utilize technology for improved communication

TRANSFORMATION ZONE – TOP SERVICE REQUESTS

5100 Park Heights NCO Top 15 SR's		Penn/North NCO Top 15 SR's		Monument St NCO Top 15 SR's		Tri-District NCO Top 15 SR's	
SR Type	Count	SR Type	Count	SR Type	Count	SR Type	Count
HCD-Sanitation Property	480	SW-Rat Rubout - Proactive	509	SW-Rat Rubout - Proactive	2597	SW-Rat Rubout - Proactive	911
SW-HGW	325	HCD-Sanitation Property	335	SW-HGW	498	HCD-Sanitation Property	593
SW-Bulk-Scheduled	187	SW-HGW	298	HCD-Sanitation Property	478	SW-HGW	370
SW-Dirty Alley	135	SW-Dirty Street - Proactive	259	SW-Dirty Alley	326	SW-Dirty Street	269
TRS-Abandoned Vehicle	97	SW-Dirty Alley	179	SW-Bulk-Scheduled	212	HCD-Vacant Building	212
HCD-Vacant Building	94	SW-Cleaning	141	SW-Cleaning	195	SW-Dirty Alley	212
ECC-Vehicle Look Up	93	SW-Bulk-Scheduled	107	SW-Dirty Alley-Proactive	148	SW-Cleaning	145
TRS-Vehicle Removal	57	HCD-Vacant Building	100	HCD-Vacant Building	121	SW-Dirty Street - Proactive	142
SW-Cleaning	56	SW-Boarding	74	SW-Dirty Street - Proactive	118	SW-Boarding	111
SW-Dirty Street - Proactive	52	ECC-Vehicle Look Up	62	SW-Boarding	111	WW Water Leak (Exterior)	84
HCD-Abandoned Vehicle	49	SW-Dirty Alley-Proactive	52	SW-Dirty Street	100	SW-Dirty Alley-Proactive	79
HCD-Illegal Dumping	48	SW-Dirty Street	48	TRS-Parking Complaints	98	SW-Bulk-Scheduled	76
HCD-Maintenance Structure	43	SW-Bag Pickup	46	SW-Graffiti Removal Proactive	92	TRS-Abandoned Vehicle	55
SW-Dirty Street	40	SW-Rat Rubout	45	TRS-Abandoned Vehicle	85	TRS-Parking Complaints	54
SW-Boarding	39	HCD-Maintenance Structure	42	SW-Mixed Refuse	72	BGE-StLight(s) Out	42
SW-Dirty Alley-Proactive	39						
Grand Total	1834	Grand Total	2297	Grand Total	5251	Grand Total	3355

PERFORMANCE MEASURE REVIEW & MANAGEMENT – CITISTATSMART & BBMR

Performance Measures Background

- Review training on "What is a Performance Measure?"
- Review (I)Scorecard Measures, (II)Measures suggested with VRP, (III) other suggested measures
- Review Performance Measure survey and Data Validation results
- Review existing CitiStat data template

Align on Performance Measures

- Establish Headline Performance Measures
- Establish other Performance Measures
- Establish Agreement

Scorecard/ Turn the Curve Set-up

- Design process and owners for updating (monthly or bi-monthly)
- Agencies trained
- Update Scorecard database

CitiStatSMART Meetings

- Monthly or bi-monthly analysis of data
- CitiStatSMART Meetings focused on priority outcomes and selected accountability goals

BACK-UP SLIDES

MAKING BALTIMORE SAFE
INCREASE EFFECTIVE POLICING IN BALTIMORE

Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative Status
Increase the number of sworn officers on patrol	• **% of time patrol officers spend on proactive policing (CAD/RMS)** • **Total number of crimes reported (RMS)** • **# of CFS diverted from Patrol to the Telephone Reporting Unit (RMS)**	• **# of officers supplementing patrol# of Cadets hired by BPD** • **# of Cadets that enter the Police Academy** • **# of applicants compared to prior year** • **Diversity of applicants** • **# of trainees in the Academy** • **Graduation dates and number of officers entering the police force** • **# of positions civilianized** • **# of officers reassigned to patrol as a result** • **# of retirees hired and employed at BPD**	• **Hire civilians to perform administrative/clerical work now being done by 100 sworn officers and return these officers to patrol duty** • **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**
Review and enhance the structural and organizational effectiveness of BPD	• **% of internal affairs investigations completed within 6 months** • **# of discourteous and misconduct complaints (per 100 officers)**	• **# of hearings conducted** • **# officers required to staff the schedule** • **# of officers currently in Patrol** • **Status of staffing study (required by the consent decree)**	• **Continue to review data to evaluate the effectiveness of the current District boundaries and make adjustments as necessary**

MAKING BALTIMORE SAFE
INCREASE EFFECTIVE POLICING IN BALTIMORE

Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative Status
Improve the training of our police	• **# of integrity tests conducted** • **# of discourteous & misconduct complaints**	• **# of officers found compliant/non-compliant in routine BPD auditing** • **# of officers receiving discipline for BWC-related policy violations** • **# of use of force complaints/investigations** • **# of individuals served by BPD's Crisis Intervention Team (CIT) unit** • **# of trainings** • **# of individuals trained per predetermined time period** • **Curriculum for in-service and new trainees at the Academy** • **# of use of force complaints/investigations** • **# of individuals served by BPD's Crisis Intervention Team (CIT) unit** • **# officers enrolled in BCCC Tuition Assistance Program** • **# officers taking advantage of current tuition assistance program**	**Initiated:** **Implemented: 1** **Ongoing: 3** **No update: 1** • **Adopt the Integrative Communications, Assessment, and Tactics (ICAT) Training for officers throughout BPD – ICAT 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 a Police Officers Tuition Assistance program in collaboration with BCCC**

MAKING BALTIMORE SAFE PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative Status
Reduce the number of VROs	Focus on strategic patrols and community enforcement		• # arrests by DAT teams • # of gun arrests by DAT teams • # of arrests by DAT teams that include a felony charge • Crime stats for Transformation Zones versus outside of zones • Crime stats surrounding identified problem businesses • Crime stats for juveniles during the school months • Crime stats (robberies and assaults) within 500 of a school or bus stop	• Launch the recently redesigned District Action Teams to conduct strategic operations on organizations and individuals in each police District with uniformed officers
Reduce the number of VROs	Go after illegal gun possession, which is the leading cause of violence in the City	• # of arrest warrants obtained by investigative units • Violent crime clearance rate • Homicide clearance rate • # of gun arrests (OID only)	• # of registered gun offenders • # of GORA home visits/knock and talks conducted by BPD • # of violations recorded • Gun case dispositions based on tracking database • Verdicts received and sentences given	• 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)

MAKING BALTIMORE SAFE PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)	Initiative Status
Reduce the number of VROs	**Enhance operational and strategic intelligence gathering methods**	• **Arrests attributable to CCTV intelligence** • **% of critical infrastructure in camera footprint**	• **# of CitiWatch cameras - operational versus non-operational** • **% crime reduction in CitiWatch areas** • **Crime reduction in CitiWatch coverage area** • **# of arrests assisted by CitiWatch monitors** • **# of knock and talks conducted** • **# of parole and probation interviews** • **# of violations** • **# warrants served by MSP at request of BPD** • **Status of locating and opening prisoner debriefing center. #arrestees debriefed** • **Tracking of trigger-puller targets** • **# arrested for guns** • **# arrested for felony-offenses**	• **Continue debriefings in close proximity to prisoner Intake Booking to avoid two stops and transfers following a person's arrest**
Reduce the number of VROs	**Focus on de-escalation**		• **# of Safe Streets sites** • **$ raised for expansion of Safe Streets and similar models** • **# of Youth served as mediators**	

MAKING BALTIMORE SAFE PERFORMANCE METRICS

Objective	Strategy	Performance Metrics (Scorecard)	Performance Metric (Survey)
Enhance and Expand Cross-Agency Coordination	**Improve coordination and communications within City government**	• **# of special events staffed (incl. sporting events)** • **% of cost reimbursed by event organizers for which BPD bills**	• **City service request closure rates inside the transformation zones**
Improve Community Engagement	**Expand official community oversight roles/ Improve and expand direct interaction with City officials**		