



2026

MAYOR'S ACTION PLAN




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**LETTER
FROM THE
MAYOR**

In 2021, I released my First Term Action Plan, which laid out concrete priorities and metrics for City government based on the needs of our city and our residents. We knew that to counter decades of intentional disinvestment, we had to be just as intentional with our work to create opportunity and drive progress in every neighborhood.

Five years later, we see the impact. Homicides and nonfatal shootings have fallen nearly 60%. We have eliminated more than 1 in 4 vacant properties citywide, bringing the total below 12,000 for the first time in decades. We've opened eight new or renovated rec centers and 13 schools, with more to come. We've invested in the heart of our city—Downtown—including upgrades to CFG Bank Arena, and launched redevelopment projects at Harborplace and Redwood Street. We've supported the continued growth of our economy—home to 18,000 businesses—by creating stronger workforce pipelines, signing the first-ever PLA for City projects, offering new investment incentives, and beginning to revamp our outdated permitting system.

This Second Term Action Plan will build on our work, and challenges City workers and agencies to continue innovating and expanding the proven, successful programs we've built. It outlines new goals on issues like public safety, support for older adults, young people, and historically underserved communities, health and sustainability, City infrastructure, and more.

It's a tool for accountability and transparency that gives residents a closer look at exactly how we're working to improve their neighborhoods. As is the case for all of our work, this is a living document, and we will continue to update our goals and strategies as the needs of the City and our residents evolve.

We know from experience that it takes all of us, working together, to drive real, sustainable change. I look forward to working with you to build the safer, healthier, more equitable Baltimore our residents deserve.

In service,



Mayor Brandon M. Scott

DEVELOPING THE PLAN

Mayor Scott's Second Term Action Plan will align the work of City government with the needs and priorities of Baltimore residents. Building on the progress made during the Mayor's first term, the plan establishes clear goals, coordinated strategies, and measurable outcomes that will guide how the city delivers essential services and invests resources. Alongside the City's 10 Year Financial Plan, it provides a framework for decision making that will mean more efficient and effective government operations.

The development of this plan was grounded in data and accountability, including a comprehensive review of agency performance data, review of service delivery trends, and analysis of community needs. Through this process, the City identified a set of core priority areas: enhancing public safety; prioritizing youth, older adults, and vulnerable

communities; clean, healthy, and sustainable communities, equitable economic development, responsible stewardship of City resources, and modernizing public infrastructure. Each priority is supported by specific, measurable goals and targeted strategies. City agencies will align their work to meet these goals and incorporate these strategies.

To ensure this plan leads to tangible results, the City has established a performance framework that will track progress on key metrics and include regular public reporting. This framework promotes transparency, supports informed decision making, and holds the City accountable to residents. It will keep the City focused on improving the delivery of core city services, while building a stronger, more resilient, and equitable Baltimore for all residents.



CITY OF BALTIMORE

VALUES

During the development of Mayor Scott's Second Term Action Plan, the Mayor's Office and City agencies developed a set of values to guide City operations. These values will guide the work of City employees, shape how services are delivered across agencies, and foster a more resilient and equitable government.

INTEGRITY

ACT WITH HONESTY AND TRANSPARENCY IN ALL DECISIONS.

RESILIENCE

PERSIST THROUGH CHALLENGES AND ADAPT TO CHANGE.

INNOVATION

EMBRACE CREATIVITY AND DATA-DRIVEN SOLUTIONS.

EXCELLENCE

DELIVER HIGH-QUALITY SERVICES AND OUTCOMES.

EQUITY

ENSURE FAIRNESS AND INCLUSION FOR ALL RESIDENTS.



1. ENHANCING PUBLIC SAFETY

PILLAR LEAD: DEPUTY MAYOR, PUBLIC SAFETY

Baltimore takes an all-of-the-above approach to public safety, holding violent offenders accountable while offering concrete pathways out of criminal activity to those willing to accept. The Scott Administration will build on our successful public safety strategies by continuing to address the root causes of violence, removing firearms from our communities, investing in data-driven proven community violence intervention strategies, responding effectively and efficiently to emergencies, and ensuring accountability and trust across public safety systems.

| Pillar Metrics |
|---|
| Homicides per 100,000 residents, including by community |
| Non-fatal Shootings per 100,000 residents, including by community |
| Violent (Group A) Crimes per 100k residents, including by community |
| Percent of Consent Decree Assessments on Track or Better |
| Percent of Baltimore residents who cite crime and drugs as a top two most important issue for local and state government action |
| Percent of uniformed positions filled |
| Percent of eligible 911 calls appropriately diverted |

Disrupt Violent Networks, Stop Gun Trafficking, and Break the Cycle of Repeat Offending Through Evidence-Based Crime Reduction Strategies

Goal Lead: Director, Mayor's Office of Neighborhood Safety and Engagement

- 1.1.1** Institutionalize Group Violence Reduction Strategy (GVRS) and intelligence-led policing
- 1.1.2** Increase coordination among community violence intervention programs
- 1.1.3** Strengthen and evolve Safe Streets operations and conduct updated data analysis
- 1.1.4** Disrupt gun trafficking and illegal supply chains

Goal 1.1

Develop a National Model for 911 Diversion and Community-Based Interventions

Goal Lead: Director, Mayor's Office of Neighborhood Safety and Engagement

- 1.2.1** Expand alternative and community-based response pathways to reduce avoidable Police and EMS calls

Goal 1.2

Build a Culture of Accountability and Deliver Effective, Equitable Public Safety

Goal Lead: Police Commissioner and Director, Office of Equity and Civil Rights

- 1.3.1** Strengthen police accountability and oversight systems to ensure timely and transparent internal investigative practices
- 1.3.2** Sustain compliance with the federal consent decree
- 1.3.3** Improve hiring and retention
- 1.3.4** Build sustainable fire and police cadet program

Goal 1.3

2. PRIORITIZING YOUTH, OLDER ADULTS, AND VULNERABLE COMMUNITIES

PILLAR LEAD: DEPUTY MAYOR, HEALTH AND HUMAN SERVICES

The Scott Administration will prioritize youth, older adults, and diverse communities by investing in workforce pipelines, mentorship opportunities, schools, and recreation facilities; protecting the legacy residents who built our city and deserve to age in place; and delivering intentional investment to counter decades of intentional disinvestment.

Pillar Metrics

Percent of City Schools students reading at grade level by grade three, according to the Maryland Comprehensive Assessment Program (MCAP)

Number of quality early childhood seats funded by Baltimore City

Percent of Youth Ages 16–24 not in school nor working

Number of youth placed in paid Employment, apprenticeships, or pre-employment programs annually

Language access compliance rate

Percent of legacy homeowner households contacted and remain in homes on priority blocks (no transition to vacancy within 12–24 months)

Number of households served by Safe City Baltimore and the Baltimore New American Access Coalition

Percentage of employees who have completed LGBTQ+ Equity and Inclusiveness training



Improve Citywide Academic Achievement

Goal Lead: Assistant Deputy Mayors, Health and Human Services

- 2.1.1** Build provider capacity to create new high-quality childcare seats and support increased pre-Kindergarten enrollment in Baltimore City
- 2.1.2** Partner with City Schools to improve grade-level academic performance, attendance, and chronic absenteeism
- 2.1.3** Expand access to in-school athletic opportunities at the elementary and middle school level

Goal 2.1

Create Comprehensive Employment, Career Pathways, and Mentorship Opportunities for Youth and Young Adults

Goal Lead: Assistant Deputy Mayor, Health and Human Services and Director, Department of Human Resources

- 2.2.1** Create coordinated, data-driven education-to-career pathways across City agencies and partners
- 2.2.2** Expand paid employment, apprenticeships, and pre-apprenticeships in priority sectors
- 2.2.3** Connect disengaged youth to education, training, and employment through targeted outreach and coordinated re-engagement services
- 2.2.4** Provide structured mentorship and wraparound supports to improve engagement, persistence, and long-term outcomes for youth and young adults through age 24

Goal 2.2

Ensure that Older Adults Can Age with Dignity, Independence, and Security

Goal Lead: Health Commissioner and Director, Mayor's Office of Older Adult Affairs and Advocacy

- 2.3.1** Improve access to coordinated, home and community-based services for older adults
- 2.3.2** Improve housing stability and financial security for older adults
- 2.3.3** Strengthen intergenerational engagement and digital inclusion

Goal 2.3

Foster a Welcoming, Inclusive City Where Immigrants, LGBTQ Residents, and Other Historically Underserved Communities Thrive

Goal Lead: Executive Director of Community Affairs and Engagement

- 2.4.1** Embed inclusive and culturally responsive engagement across all city agencies through training and equitable service delivery
- 2.4.2** Expand access to Municipal ID, language services, and digital inclusion resources to reduce barriers
- 2.4.3** Provide support to vulnerable immigrant families through legal, health, and human services

Goal 2.4



3. CLEAN, HEALTHY, AND SUSTAINABLE COMMUNITIES

PILLAR LEADS: DEPUTY MAYOR, OPERATIONS AND DEPUTY MAYOR, HEALTH AND HUMAN SERVICES

Baltimore promotes clean, healthy, and sustainable communities by tackling environmental health disparities, improving quality of life, and advancing long-term sustainability for current and future generations. We are committed to clean streets, green spaces, and public health systems that meet the needs of our communities. Building a cleaner, healthier Baltimore takes active, daily commitment, block by block, neighborhood by neighborhood.

| Pillar Metrics |
|---|
| Percentage of overdose mortality reduction from baseline of 777 deaths in 2024 |
| Infant mortality rate |
| Homes weatherized or treated for lead hazards |
| Rate of reported dirty streets and alleys per 1,000 residents, including by community |
| Maryland Recycling Act diversion rate, including source credit |
| % of City government electricity usage from renewable sources |
| Point-in-Time Count of individuals experiencing homelessness |

Eliminate Environmental Health Disparities and Advance Environmental Justice

Goal Lead: Health Commissioner and Commissioner, Department of Housing and Community Development

- 3.1.1** Reduce exposure to environmental hazards in high-risk households through targeted remediation and prevention
- 3.1.2** Expand environmental monitoring and mitigation in historically overburdened communities

Goal 3.1

Improve Resident Health Through Expanded Outreach & Prevention Programs

Goal Lead: Health Commissioner and Director, Mayor’s Office of Homeless Services, and Director, Mayor’s Office of Overdose Response

- 3.2.1** Strengthen overdose prevention, response, and recovery systems.
- 3.2.2** Broaden access to health services (prenatal, older adult, chronic disease)
- 3.2.3** Improve access to safe, permanent housing for individuals experiencing housing insecurity and homelessness

Goal 3.2

Improve Neighborhood Livability Through Clean Streets & Green Spaces

Goal Lead: Director, Department of Public Works

- 3.3.1** Maintain safe, accessible, and high-quality green spaces across all neighborhoods
- 3.3.2** Improve street cleanliness through optimized street sweeping and waste removal operations

Goal 3.3

Accelerate Transition to Sustainability and Zero Waste

Goal Lead: Director, Department of Public Works

- 3.4.1** Implement residential and commercial waste diversion
- 3.4.2** Expand government composting, green procurement, and energy-efficient buildings

Goal 3.4

4. EQUITABLE ECONOMIC DEVELOPMENT

PILLAR LEAD: DEPUTY MAYOR, COMMUNITY AND ECONOMIC DEVELOPMENT

Baltimore drives equitable economic growth by investing in neighborhoods that have faced intentional disinvestment, supporting local and minority-owned businesses, strengthening workforce pathways, and positioning the City as a competitive and welcoming destination for investment.

Pillar Metrics

| |
|--|
| Total Vacant Building Notices, including by community |
| Cost-burdened homeowners rate |
| Cost-burdened renters rate, including by community |
| Baltimore City Individual Average Taxable Gross Income |
| Unemployment rate |
| Labor force participation rate, including by community |
| Downtown office occupancy rate |
| Estimated total visitation to Baltimore |



Revitalize Neighborhoods Through Strategic, Equitable Investment that Expands Opportunity and Strengthens Communities

Goal Lead: Commissioner, Department of Housing and Community Development

- 4.1.1** Reduce vacant and blighted properties through coordinated redevelopment, streamlined disposition, and strategic investment
- 4.1.2** Deliver block-level, whole-neighborhood revitalization
- 4.1.3** Create a high-performing permitting process that is efficient, predictable, and user-centered
- 4.1.4** Expand pathways to stable and affordable housing through the creation of new housing, preservation of current housing, and prevention of housing vacancy

Goal 4.1

Position the City as a Competitive and Welcoming Destination for High-growth, Value-added Industries and Employers, Including Minority and Women-Owned Businesses

Goal Lead: President and CEO, Baltimore Development Corporation

- 4.2.1** Increase economic activity and occupancy in Downtown and key commercial corridors
- 4.2.2** Strengthen and expand place-based marketing and branding to attract visitors, residents, and businesses
- 4.2.3** Support growth of local, small, and minority-owned businesses

Goal 4.2

Build Workforce Development Systems for All Residents that Lead to Quality Jobs and Career Advancement

Goal Lead: Director, Mayor's Office of Employment Development

- 4.3.1** Align workforce pipelines to growth sectors (Creative, Life Sciences, Tech, Healthcare)
- 4.3.2** Provide occupational skill trainings, career navigation support, and apprenticeship opportunities to job seekers, including returning citizens

Goal 4.3



5. RESPONSIBLE STEWARDSHIP OF CITY RESOURCES

PILLAR LEAD: DEPUTY CITY ADMINISTRATOR

Baltimore will continue to manage public resources responsibly, maintaining fiscal stability, operating an inclusive, high-performing workforce, delivering reliable City services for all residents, and governing with transparency and accountability. In order to meet our short- and long-term goals, the City must maintain a strong organizational foundation.

| Pillar Metrics |
|--|
| City credit rating |
| Percent of vacant city positions |
| City employee retention rate |
| 311 service requests resolved within SLA |
| Resident satisfaction with City services and government responsiveness |

Maintain Strong Fiscal Health Through Disciplined Budget Management and Financial Accountability

Goal Lead: Director, Department of Finance

- 5.1.1** Expand automation and digital tools across budgeting, procurement, grants, and revenue collection to improve efficiency, accuracy, and transparency
- 5.1.2** Strengthen financial planning, forecasting, and reporting to support informed decision making
- 5.1.3** Improve oversight and management of grants, revenues, and expenditures

Goal 5.1

Make the City of Baltimore an Employer of Choice

Goal Lead: Director, Department of Human Resources

- 5.2.1** Improve recruitment, onboarding, and retention across all agencies
- 5.2.2** Implement inclusive workplace practices that ensure City employment and work environments are accessible, equitable, safe, and supportive for all employees
- 5.2.3** Strengthen employee development and leadership pathways to build a skilled, resilient City workforce

Goal 5.2

Deliver Excellent, Equitable Customer Service Across All City Agencies

Goal Lead: Deputy City Administrator

- 5.3.1** Establish citywide customer service standards
- 5.3.2** Optimize the 311 customer experience to deliver timely, accessible, and resident-centered service across all neighborhoods and populations
- 5.3.3** Expand self-service, multilingual, and accessible service options

Goal 5.3

Drive Innovation, Transparency, and Accountability to Improve City Decision-Making and Service Delivery

Goal Lead: Executive Director, Mayor's Office of Performance and Innovation

- 5.4.1** Require agencies to publish annual performance plans aligned to city goals with oversight and accountability
- 5.4.2** Expand innovation and user-centered design practices that incorporate equity assessment and inclusive engagement
- 5.4.3** Improve automation and data collection for all city services

Goal 5.4

Engage Residents as Partners and Co-Creators in City Decision-Making

Goal Lead: Director, Mayor's Office of Community Affairs

- 5.5.1** Strengthen boards and commissions with training and accountability criteria
- 5.5.2** Conduct regular resident surveys to gauge satisfaction with city services
- 5.5.3** Establish proactive, structured Cabinet-level engagements that involve residents in City decision-making

Goal 5.5



6. MODERNIZING PUBLIC INFRASTRUCTURE

PILLAR LEAD: DEPUTY MAYOR, OPERATIONS

The Scott Administration will modernize public infrastructure by maintaining safe and reliable facilities, transportation, utilities, and digital systems that support equitable access, economic growth, and long-term resilience. Building a stronger, healthier city requires us to invest in safe roads, clean water, connected communities, and accessible, responsible technology.

| Pillar Metrics |
|---|
| Facility Conditions Index |
| Average age of fleet |
| Linear miles of bike infrastructure constructed |
| Lane miles repaved |
| Water main breaks per 100 miles |
| Sanitary sewer overflows per 100 miles |
| Serious fatal crashes and serious injury crashes, per capita |
| Linear footage of conduit rehabilitated |
| Estimated percentage of low-income households participating in Water4All, based on American Community Survey income distributions |
| Percentage of households with a broadband internet subscription, including by community |

Maintain Safe, Functional, and Efficient City Facilities and Fleet

Goal Lead: Director, Department of General Services

- 6.1.1 Optimize and modernize the City's government footprint
- 6.1.2 Effectively maintain the City's current building portfolio
- 6.1.3 Modernize and maintain the City government's vehicle fleet

Goal 6.1

Maintain and Enhance the City's Transportation Network to Ensure Safety, Reliability, and Efficient Mobility for All Users

Goal Lead: Director, Department of Transportation

- 6.2.1 Modernize and maintain City transportation infrastructure, prioritizing equitable investment
- 6.2.2 Create a first-in-class traffic and parking safety program

Goal 6.2

Implement Government-Wide Technologies That Improve Resident and Employee Experience

Goal Lead: Chief Information Officer, Baltimore City Information and Technology and Executive Director, Mayor's Office of Performance and Innovation

- 6.3.1 Establish enterprise technology governance and investment prioritization
- 6.3.2 Deliver timely and accurate data to improve transparency, operations, and AI adoption
- 6.3.3 Build a secure, resilient, and risk-informed technology environment to protect city operations, data, and services

Goal 6.3

Ensure Reliable, Well-Maintained, and Resilient Utility Systems that Meet Current and Future Demand

Goal Lead: Bureau Head of Water and Wastewater, Department of Public Works

- 6.4.1 Maintain and modernize the City's conduit, water, stormwater, and wastewater infrastructure
- 6.4.2 Promote enrollment in water affordability programs

Goal 6.4



WHAT'S

NEXT

The goals and strategies outlined in the Mayor's Action Plan are one part of a broader citywide performance management framework.

STARTING IN SUMMER 2026:

Goal teams will establish implementation milestones and document publicly.

Agencies will develop performance plans that explain how they will implement the goals and strategies outlined in the Mayor's Action Plan and establish measures to evaluate the success of their core services.

STARTING IN FALL 2026:

Execution of the Mayor's Action Plan will be monitored through the CitiStat program.



2026

MAYOR'S ACTION PLAN