

Smarter Government — the Data, the Map, & the Method

University of Virginia
Data Science for the Public
Good Forum
Distinguished Speaker Series

Governor Martin O'Malley

Democrat
Maryland 2007–2015

*The ability to model, measure, and map
our built and our natural environment — in
real-time — in ways all can see...*

*The ability to manage dynamic systems
— regardless of scale — in order to
achieve better results for individual
people.*

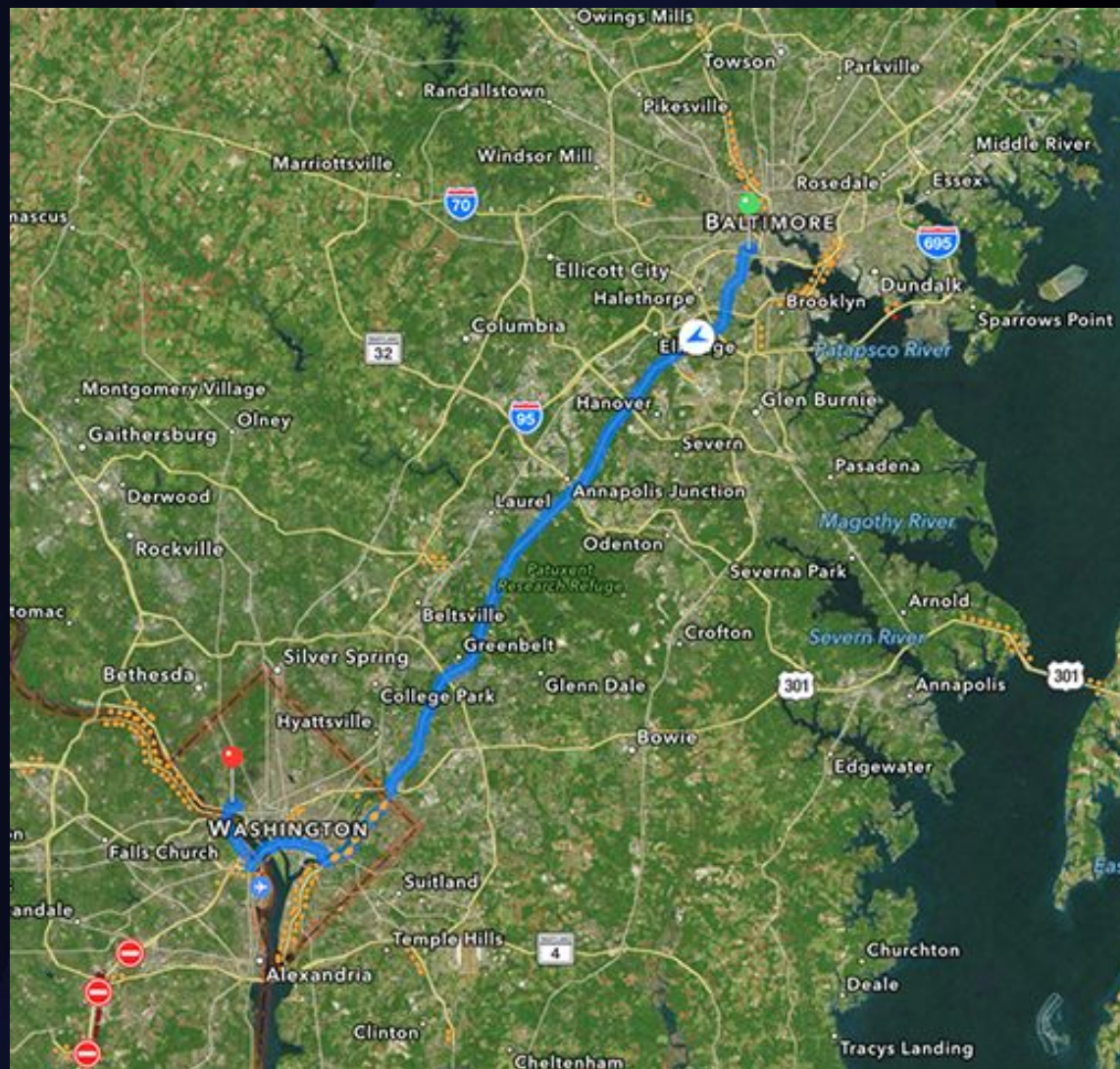
*In this new way of governing,...
collaboration is the new competition.*



“It is from the numberless diverse acts of courage and belief that human history is shaped. Each time a man stands up for others, or strikes out against injustice, he sends forth a tiny ripple of hope.”

– Robert Kennedy

Belief Space and the Internet of Things





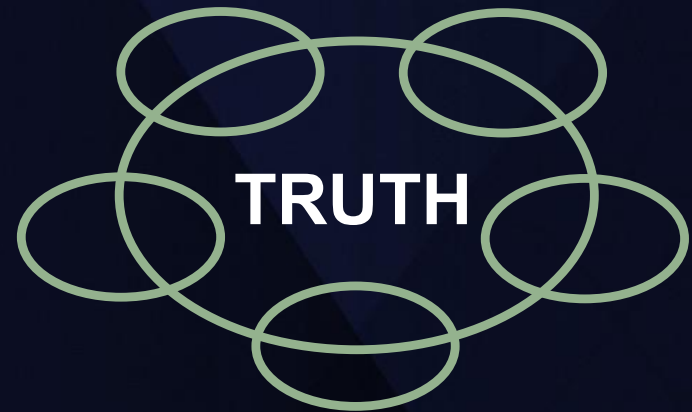
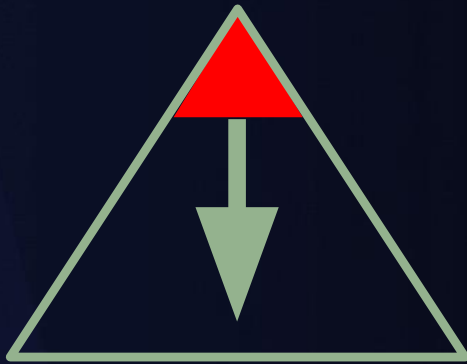
- ◆ Entrepreneurial
- ◆ Performance Measured
- ◆ Interactive
- ◆ *COLLABORATIVE*

**A new way of
leadership**

The Changing Nature of Leadership

Transforming organizations

AUTHORITY



Shared Understanding

?



Old Tenets of City Government

- ◆ If the Mayor really wants to know, we can find out. But we'll have to pull all of our people off their other jobs. And it will take weeks.

Old Tenets of City Government

- ◆ If the Mayor really wants to know, we can find out. But we'll have to pull all of our people off their other jobs. And it will take weeks.
- ◆ We'll get to that as soon as we can, but it will take a few months because our budget was cut last year.

Old Tenets of City Government

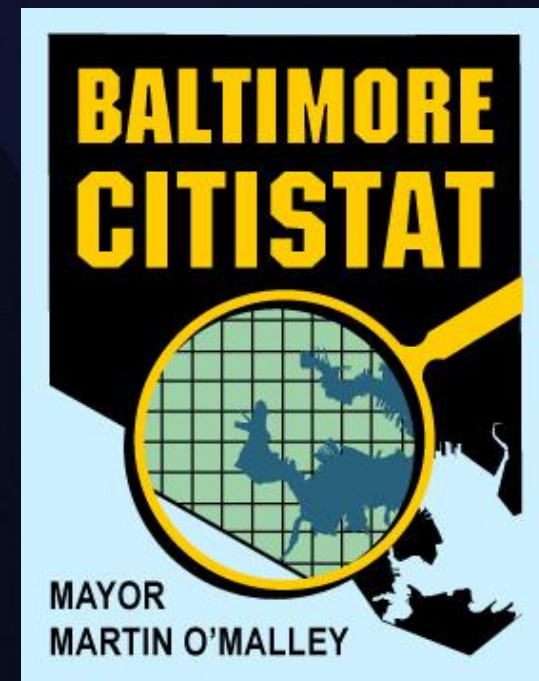
- ◆ If the Mayor really wants to know, we can find out. But we'll have to pull all of our people off their other jobs. And it will take weeks.
- ◆ We'll get to that as soon as we can, but it will take a few months because our budget was cut last year.
- ◆ That wouldn't work, here, because: a) This is the way we've always done it; b) We're already doing that; or c) We tried that once and it didn't work.

Old Tenets of City Government

- ◆ If the Mayor really wants to know, we can find out. But we'll have to pull all of our people off their other jobs. And it will take weeks.
- ◆ We'll get to that as soon as we can, but it will take a few months because our budget was cut last year.
- ◆ That wouldn't work here because: a) This is the way we've always done it; b) We're already doing that; or c) We tried that once and it didn't work.
- ◆ I hope everyone forgets about this question before next year's annual budget hearing...

CitiStat Tenets

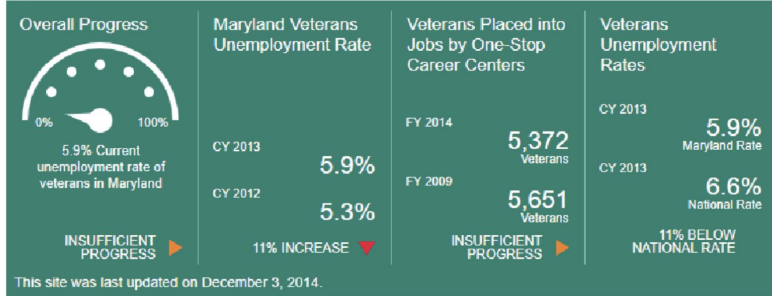
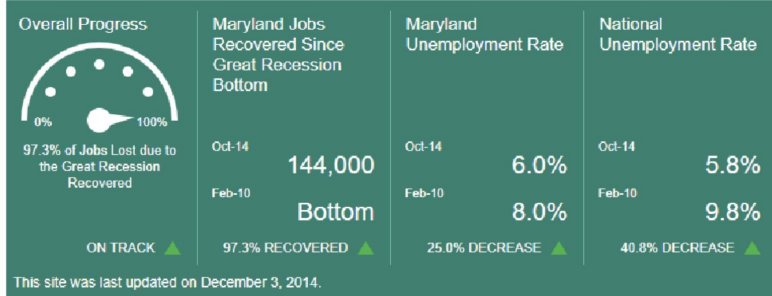
- ◆ Accurate and timely intelligence shared by all
- ◆ Rapid deployment of resources
- ◆ Effective tactics and strategies
- ◆ Relentless follow-up and assessment



Strategic Goals with Public Deadlines

3:24 PM Thu Apr 18 53%

Category	Goal	Status
OPPORTUNITY	Jobs	ON TRACK ▲
	Education	ON TRACK ▲
	Skills	PROGRESSING ►
	Veterans	INSUFFICIENT PROGRESS ►
SECURITY	Violent Crime	ON TRACK ▲
	Violence Against Women and Children	ON TRACK ▲
	Homeland Security	ON TRACK ▲
SUSTAINABILITY	Bay Restoration	PROGRESSING ►
	Transit Ridership	INSUFFICIENT PROGRESS ►
	Energy Efficiency	ON TRACK ▲
	Renewable Energy	PROGRESSING ►
HEALTH	Greenhouse Gases	PROGRESSING ►
	Childhood Hunger	PROGRESSING ►
	Infant Mortality	ON TRACK ▲
	Substance Abuse	LAGGING ▼
	Preventable Hospitalizations	ON TRACK ▲



Public Facing Dashboards

But, here's the *thing*,...

None of this works unless the leader insists — *and drives* — a repeating cadence of collaboration and follow-up.

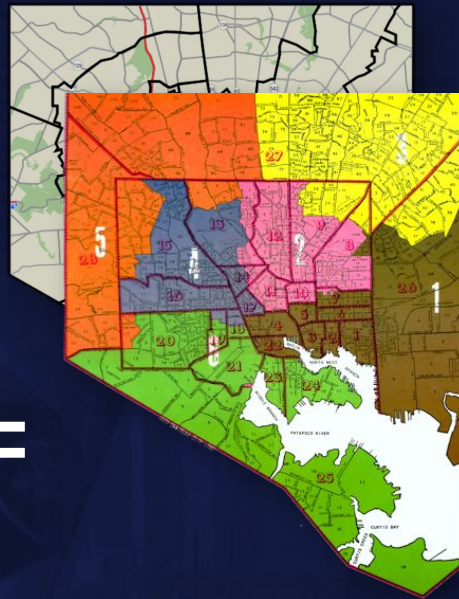
Repeating Cadence of Collaboration



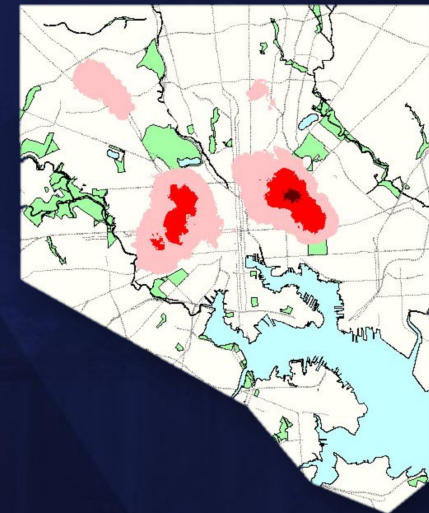
Improving Public Safety

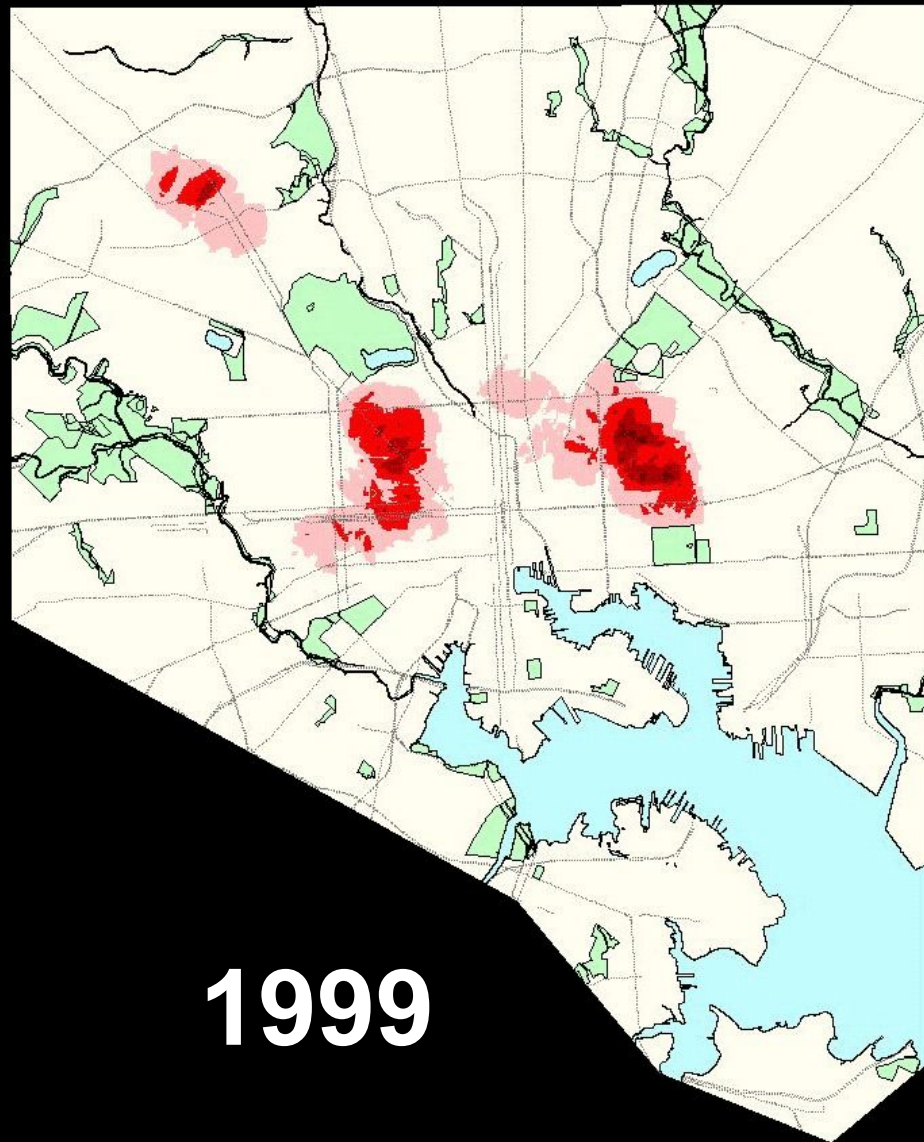
We deployed police to where crime was actually happening...

200 Police thru COPS =



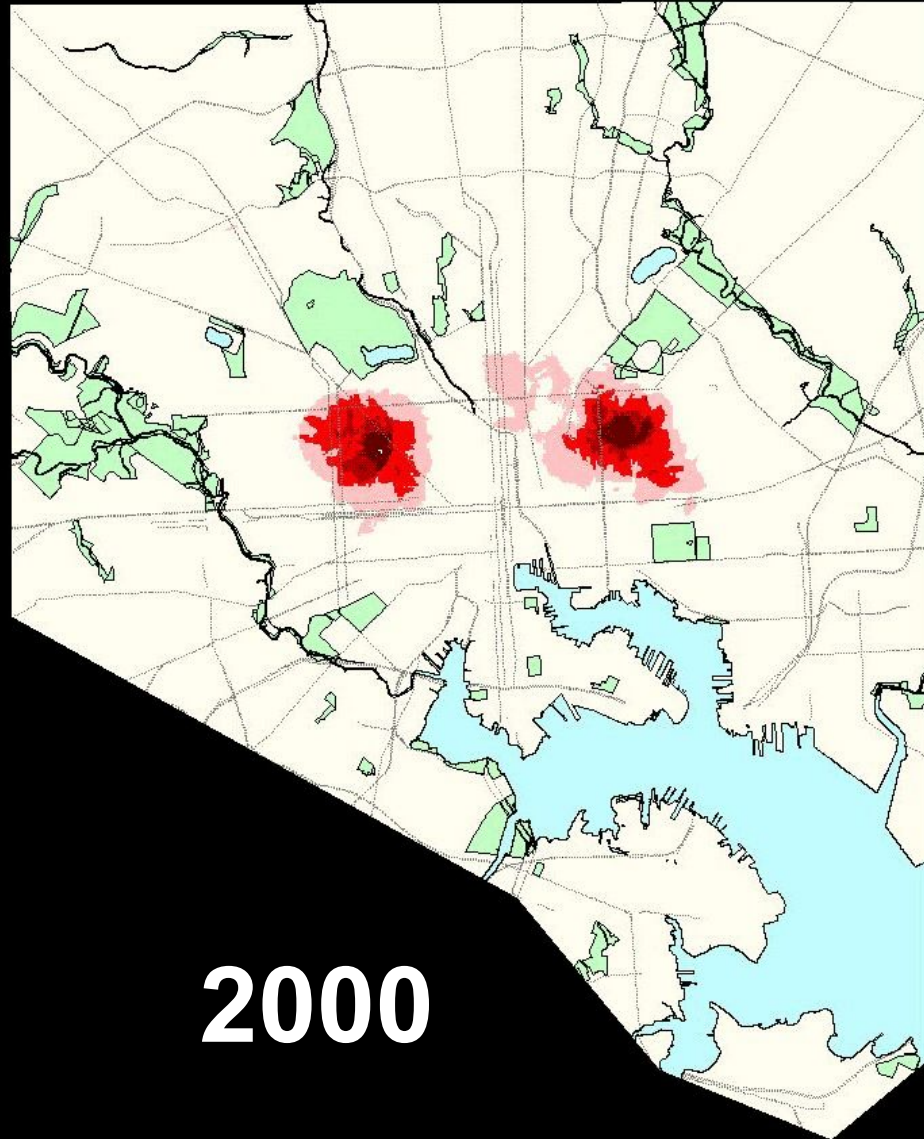
OR





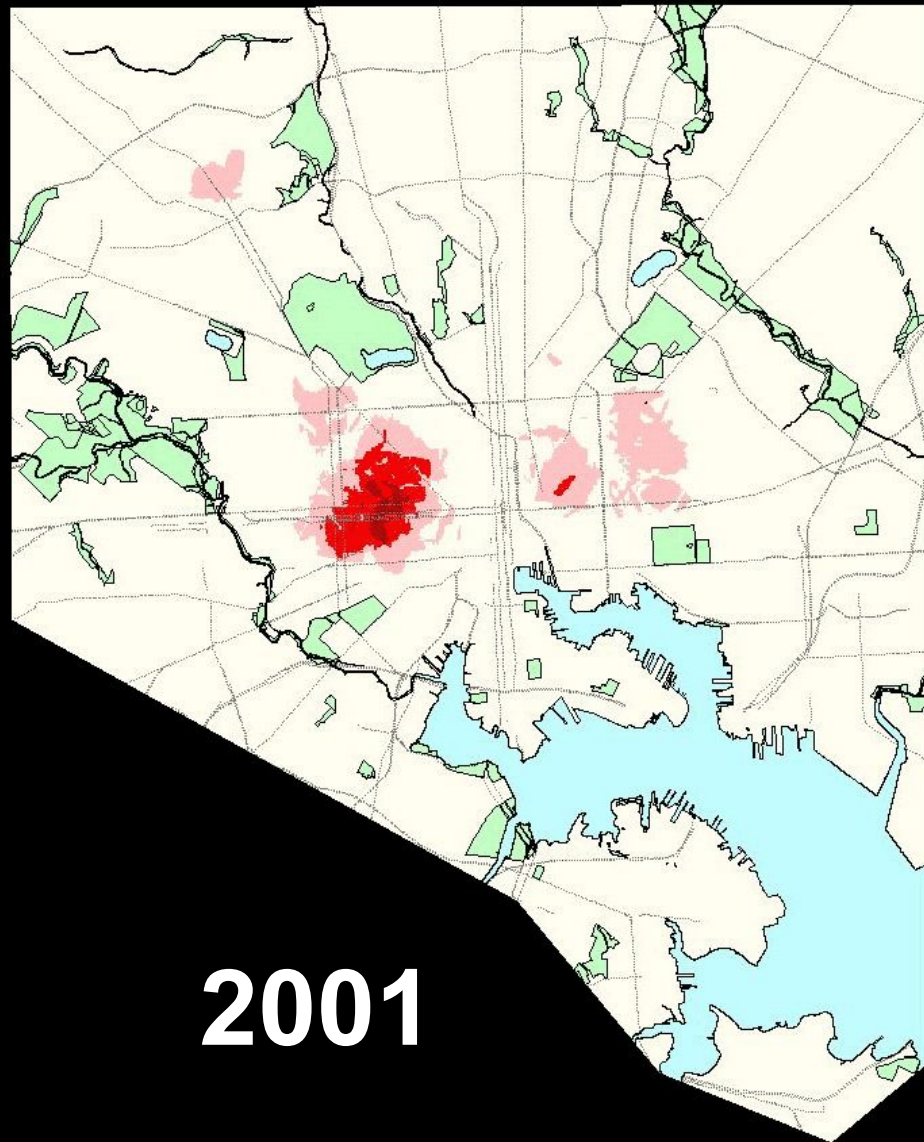
Baltimore City Homicides and Shootings

1999



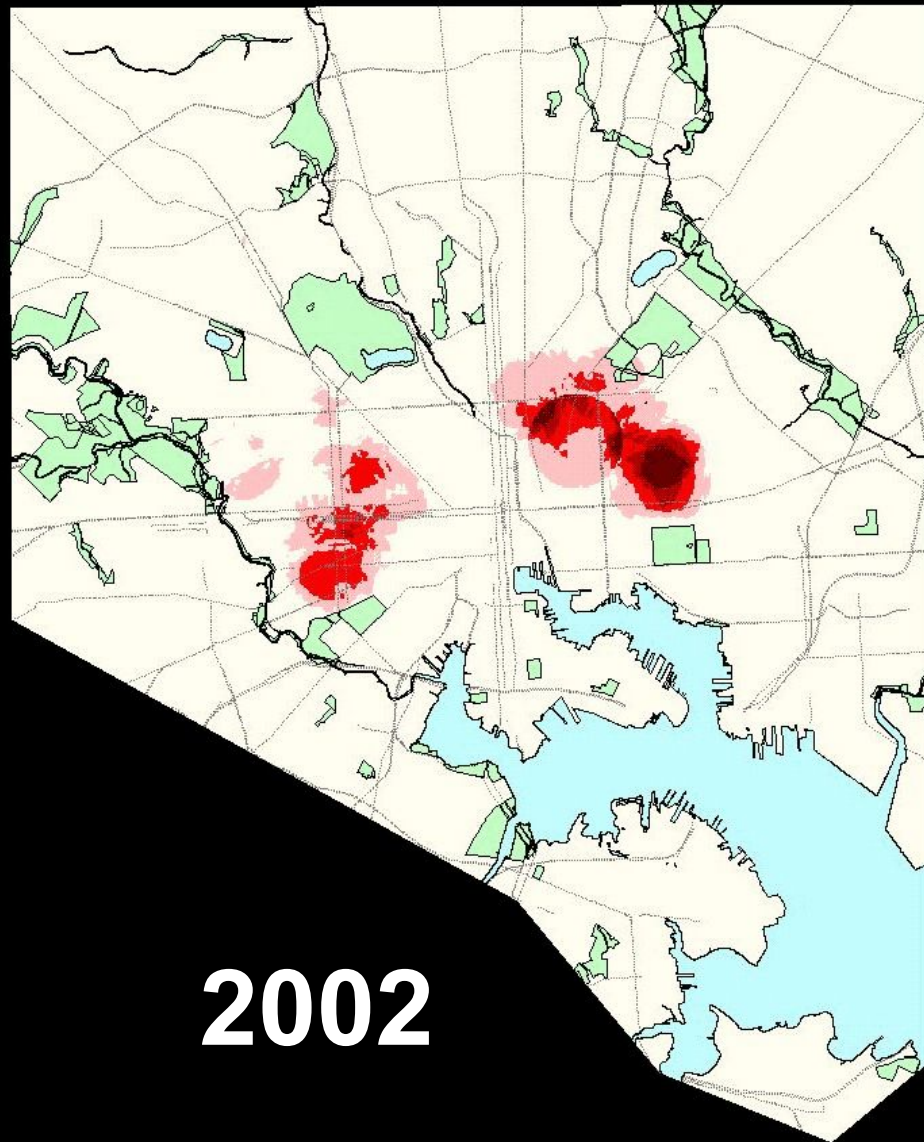
Baltimore City Homicides and Shootings

2000



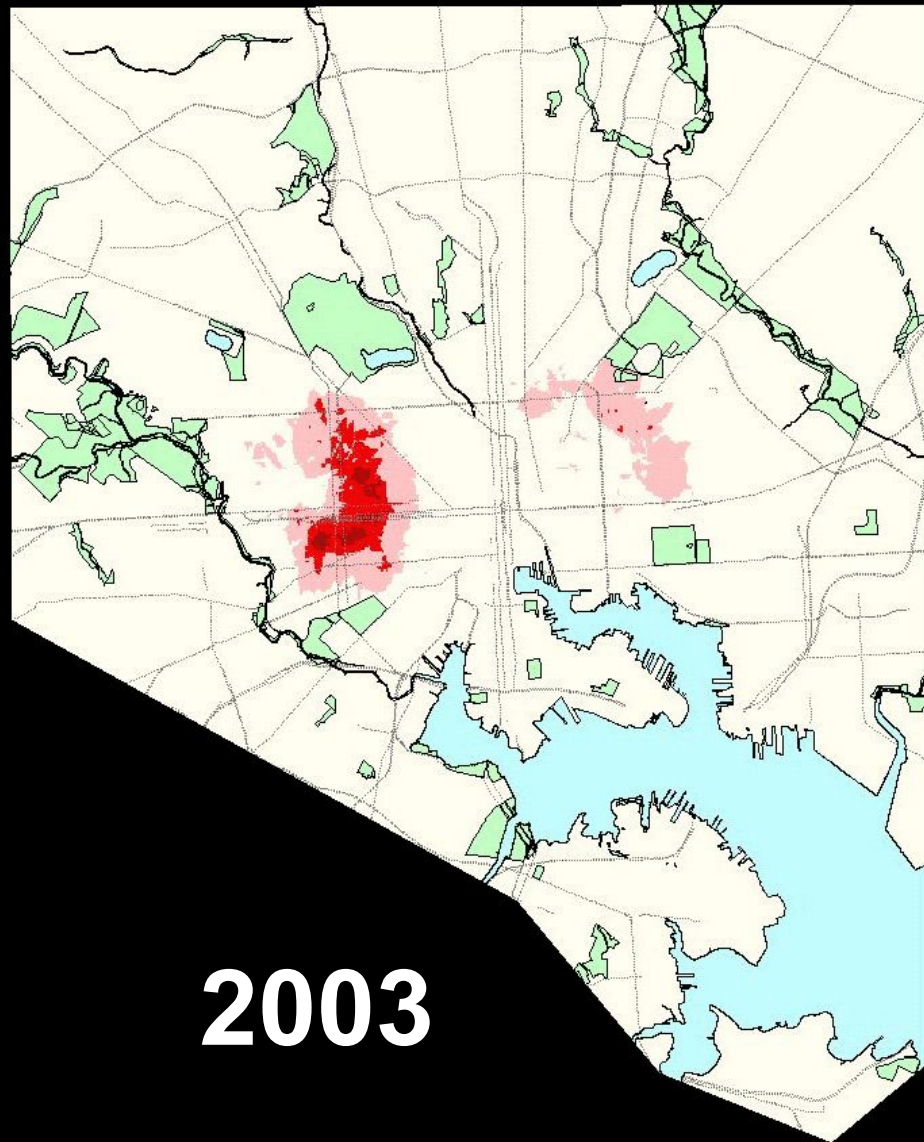
Baltimore City Homicides and Shootings

2001



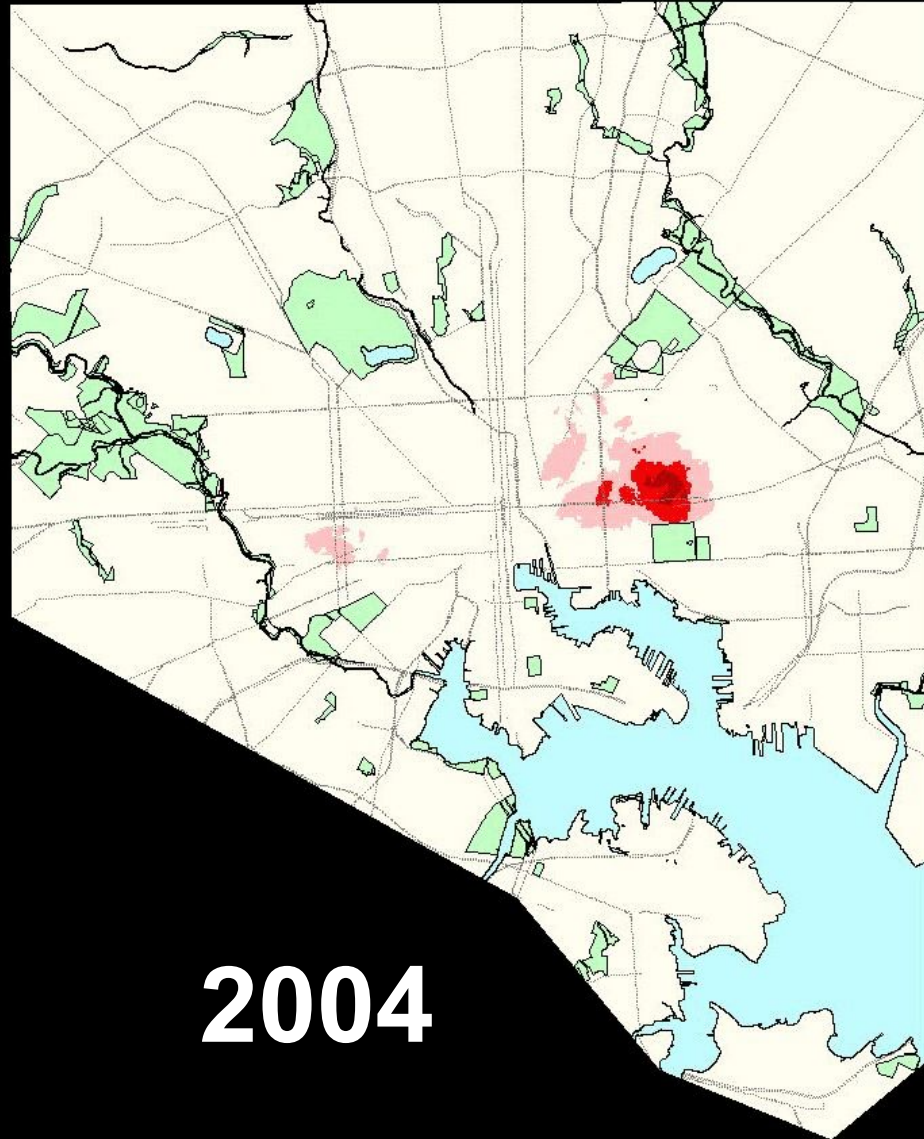
2002

Baltimore City Homicides and Shootings



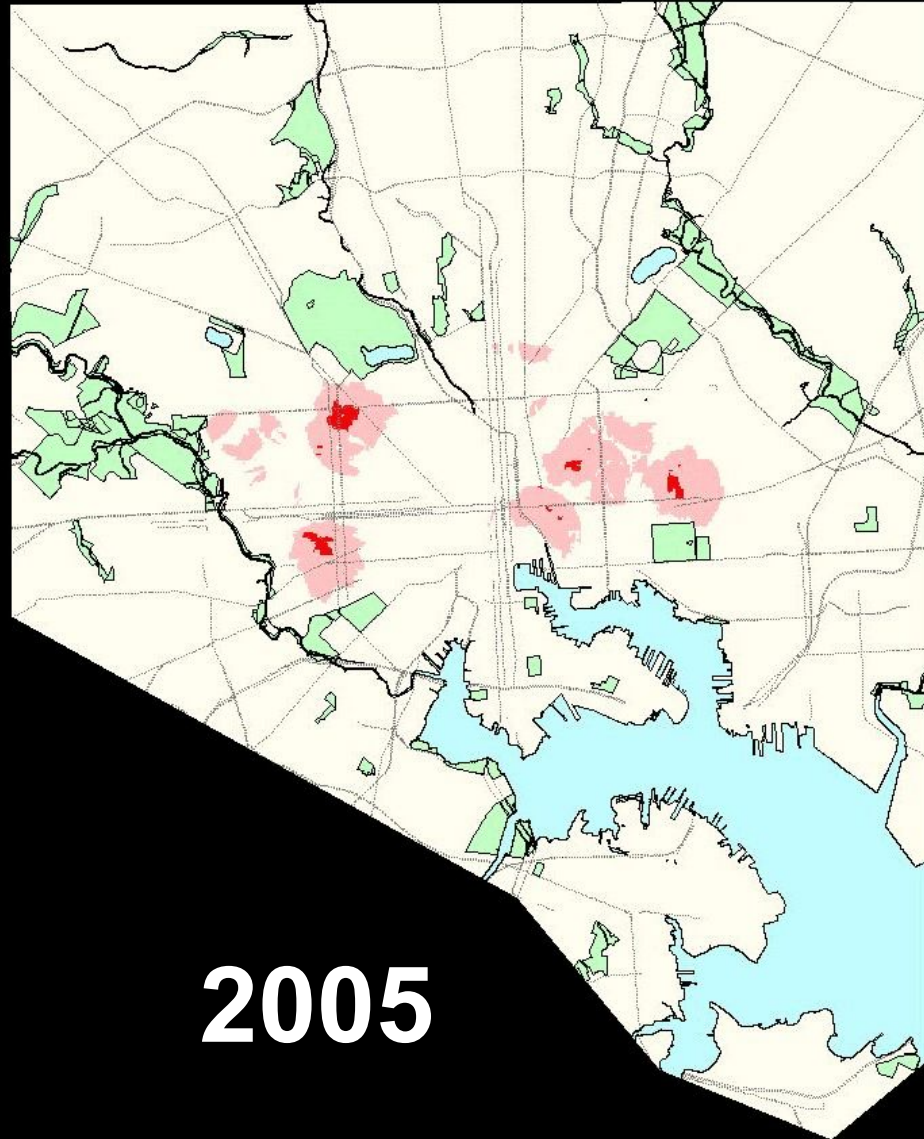
Baltimore City Homicides and Shootings

2003



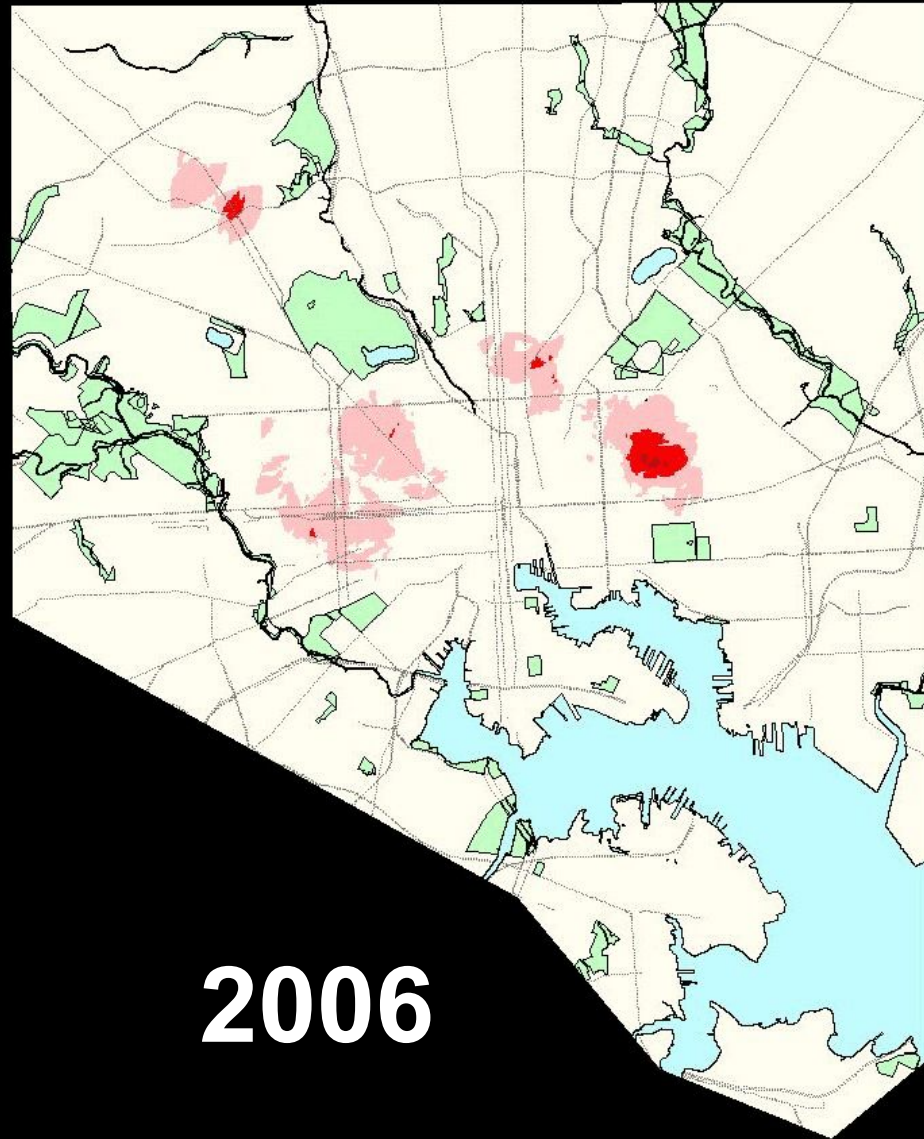
Baltimore City Homicides and Shootings

2004



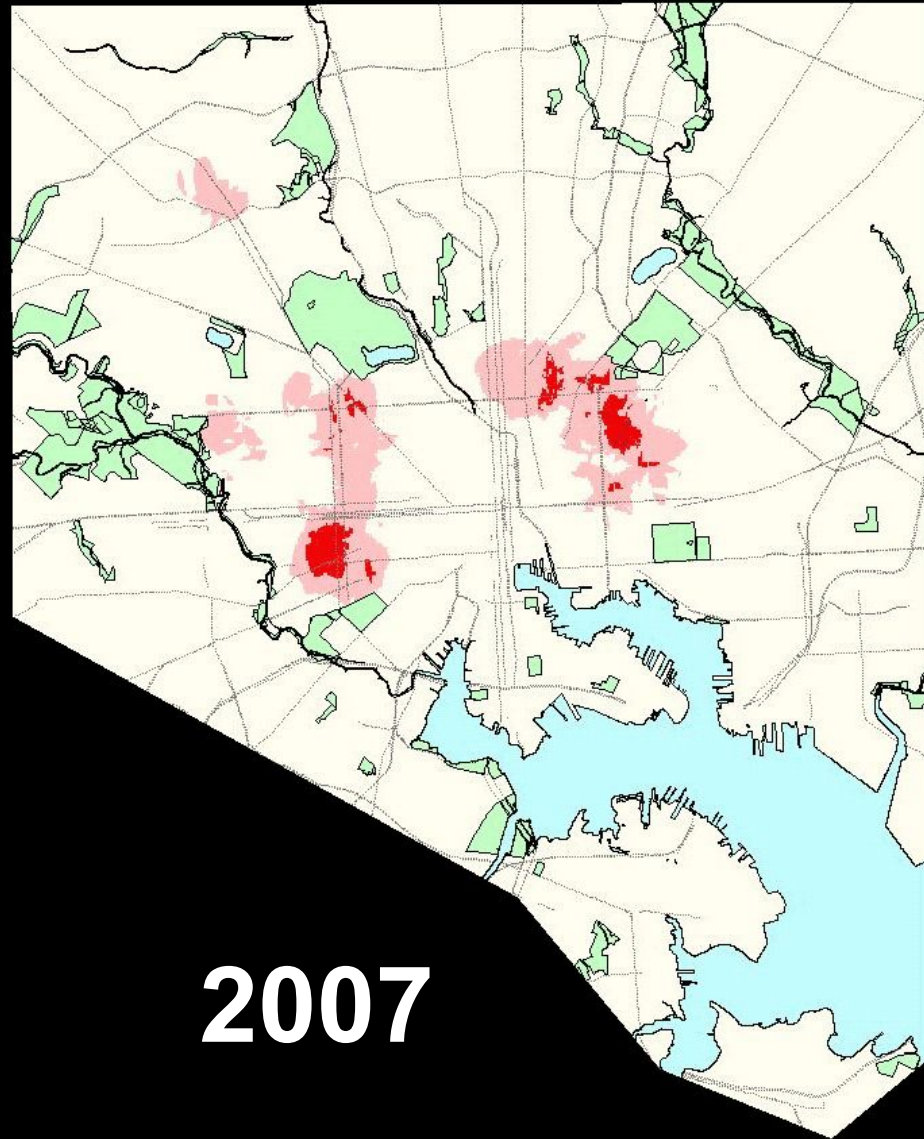
Baltimore City Homicides and Shootings

2005



Baltimore City Homicides and Shootings

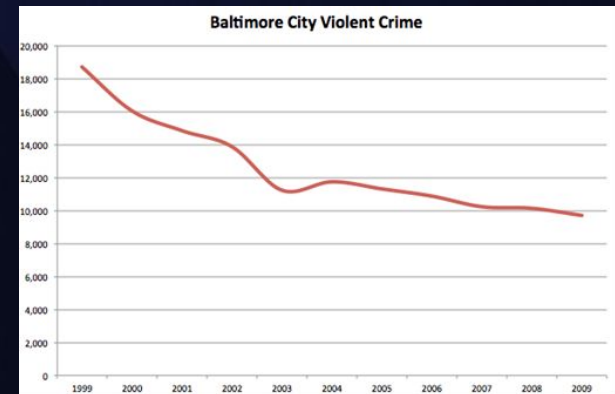
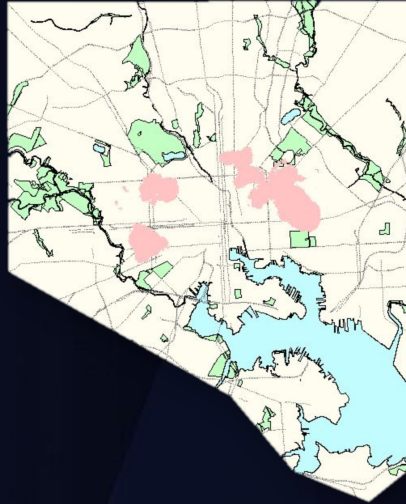
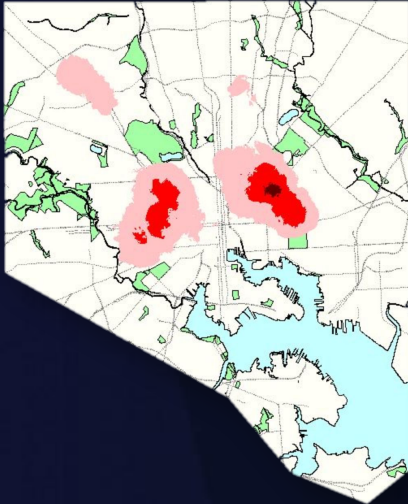
2006



Baltimore City Homicides and Shootings

2007

Managing by politics and excuses....
...giving way to managing for better results

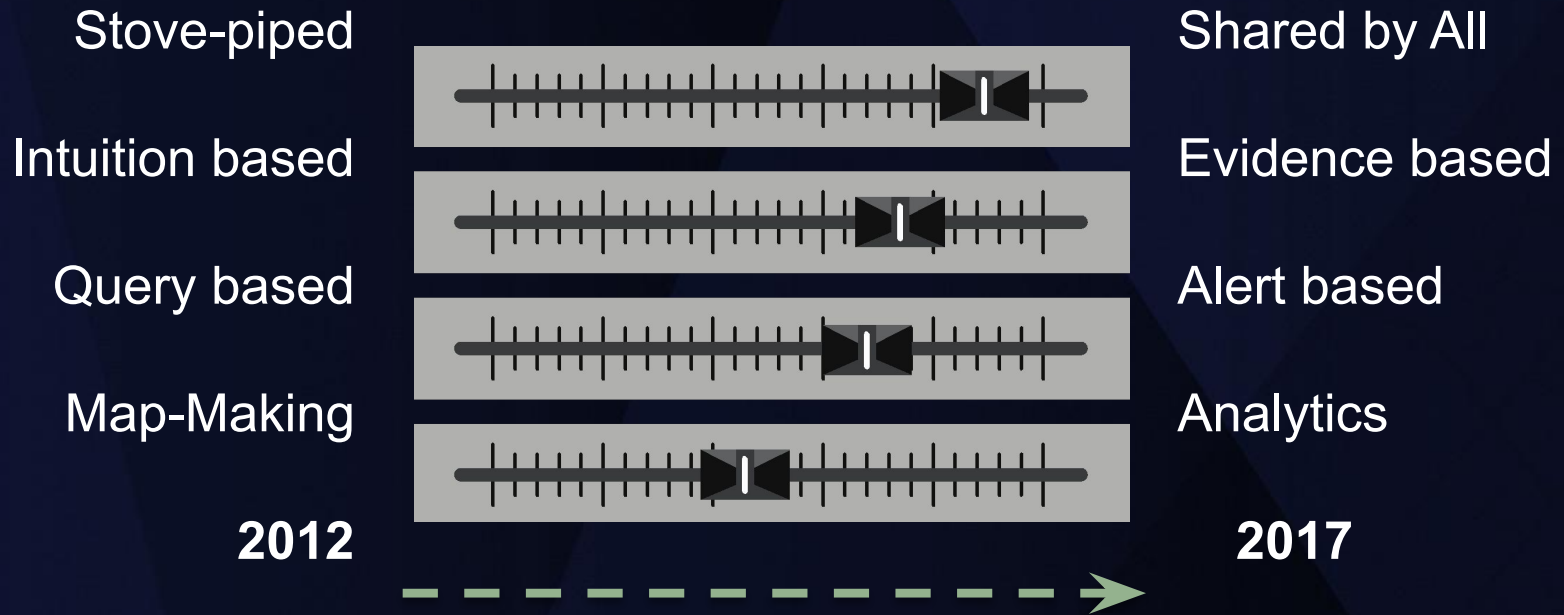


Results: From 2000 – 2009
Baltimore Achieved the Biggest Reduction in Part One Crime of any Major City in America



Data-driven Decision Making

LAPD's data-driven crime fighting evolution



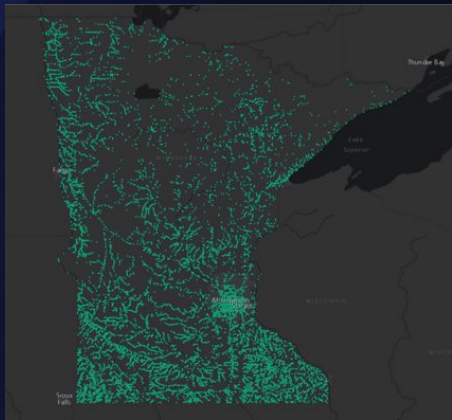
Repairing Roads and Bridges

Minnesota's I-35w
Bridge Collapse
Evening Rush Hour
August 1, 2007



A New Way of Governing is Emerging

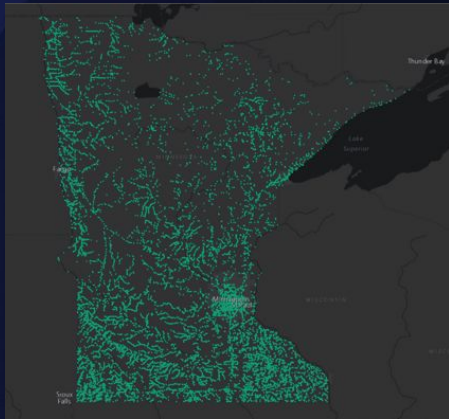
Focused on results; driven by “what works?”



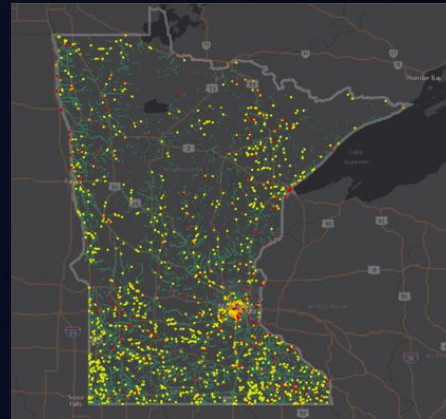
All Bridges

A New Way of Governing is Emerging

Focused on results; driven by “what works?”



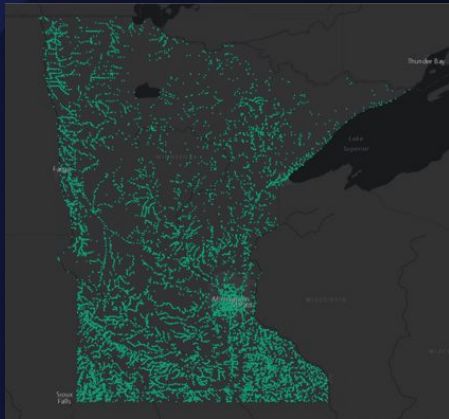
All Bridges



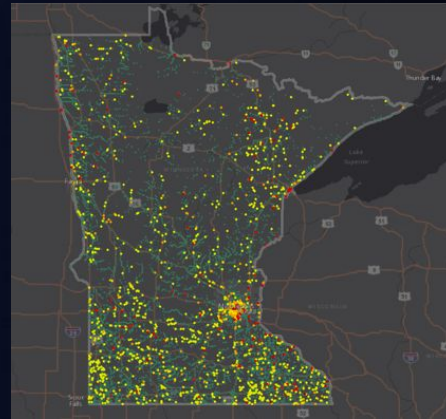
Bridge Conditions

A New Way of Governing is Emerging

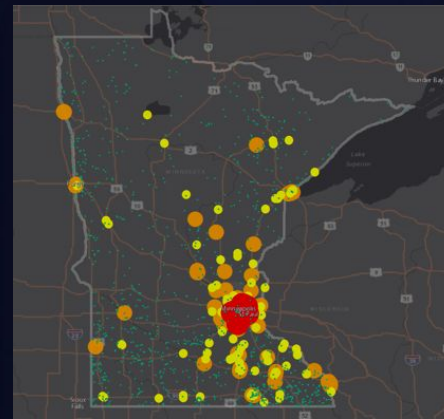
Focused on results; driven by “what works?”



All Bridges



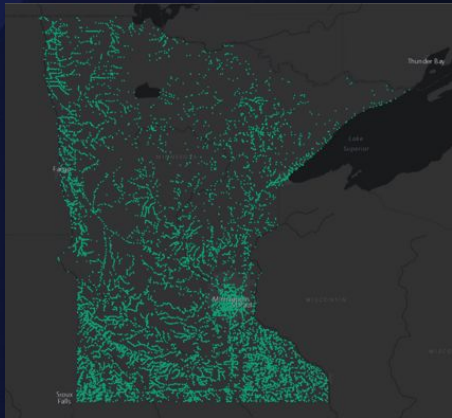
Bridge Conditions



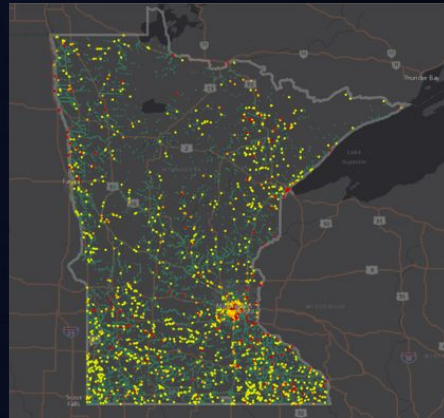
Traffic Volume

A New Way of Governing is Emerging

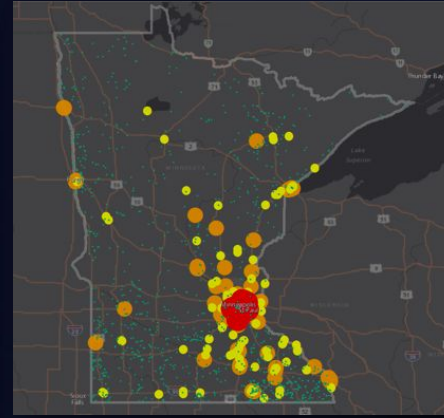
Focused on results; driven by “what works?”



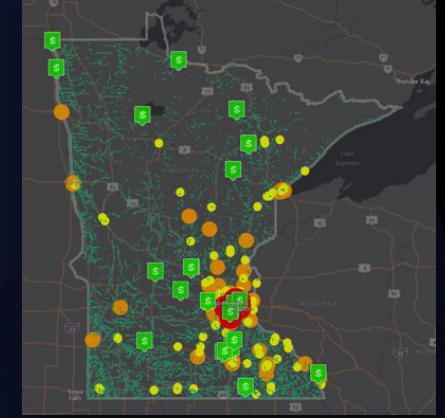
All Bridges



Bridge Conditions



Traffic Volume

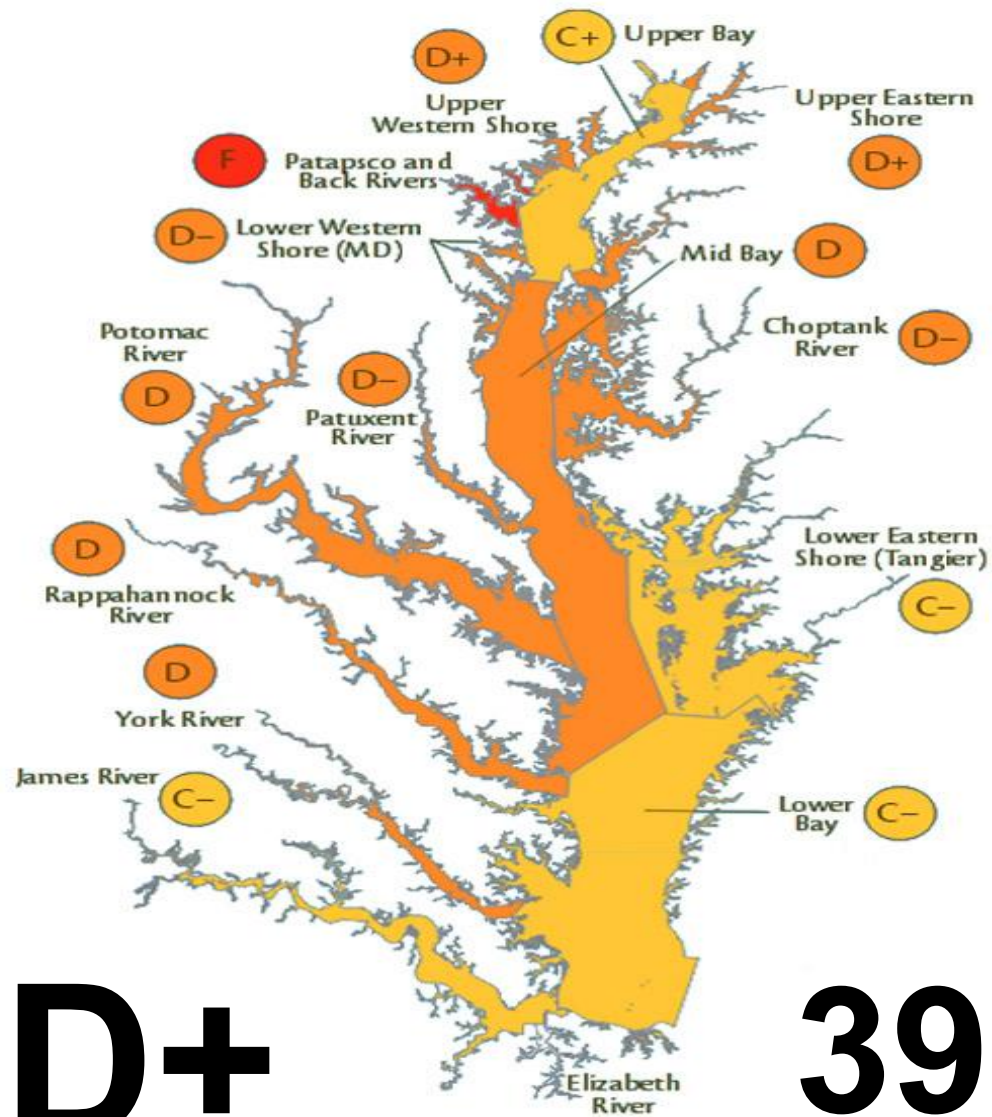


Bridge Investments



Clean Water

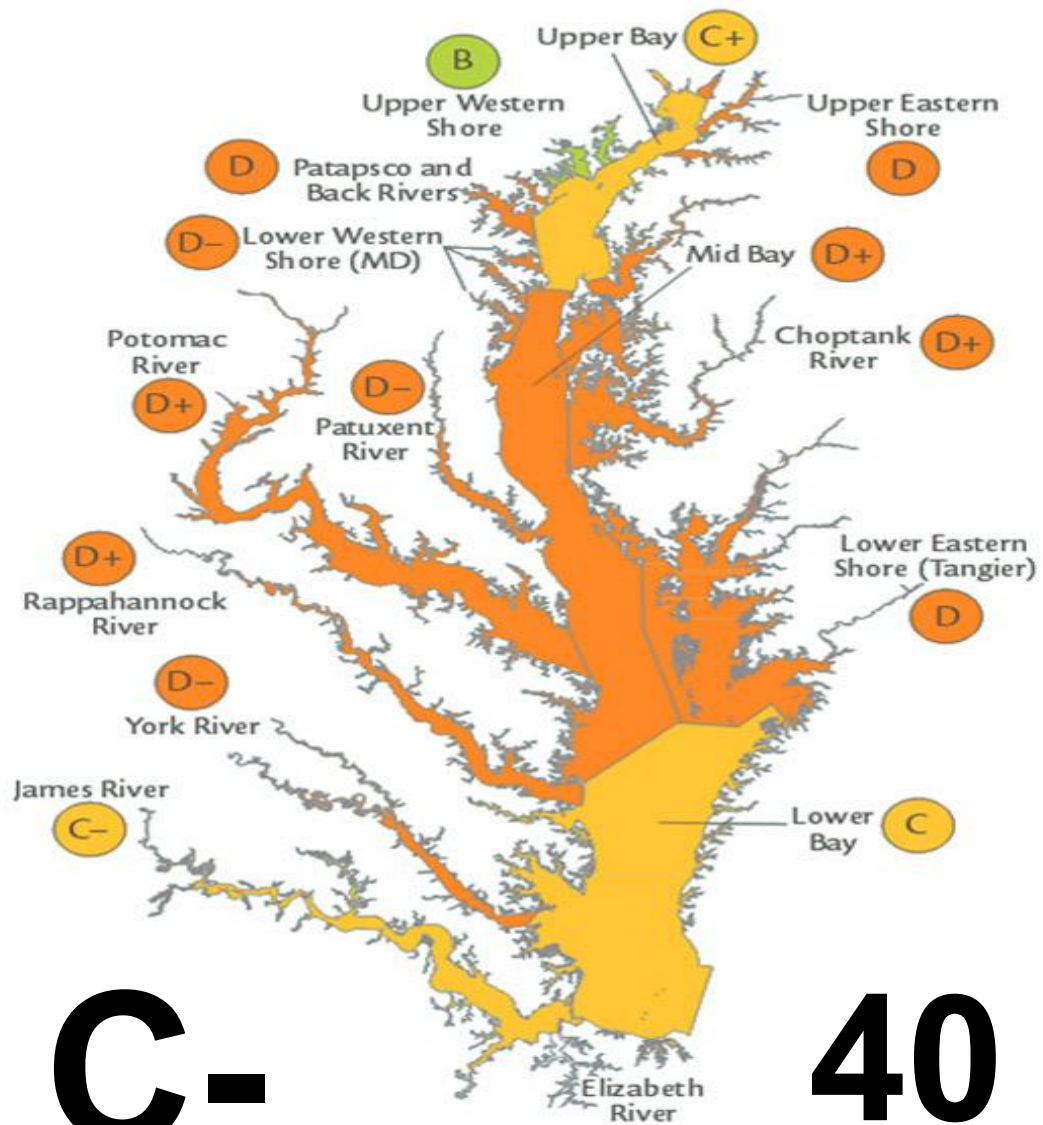
2006 Chesapeake Bay Health Report Card



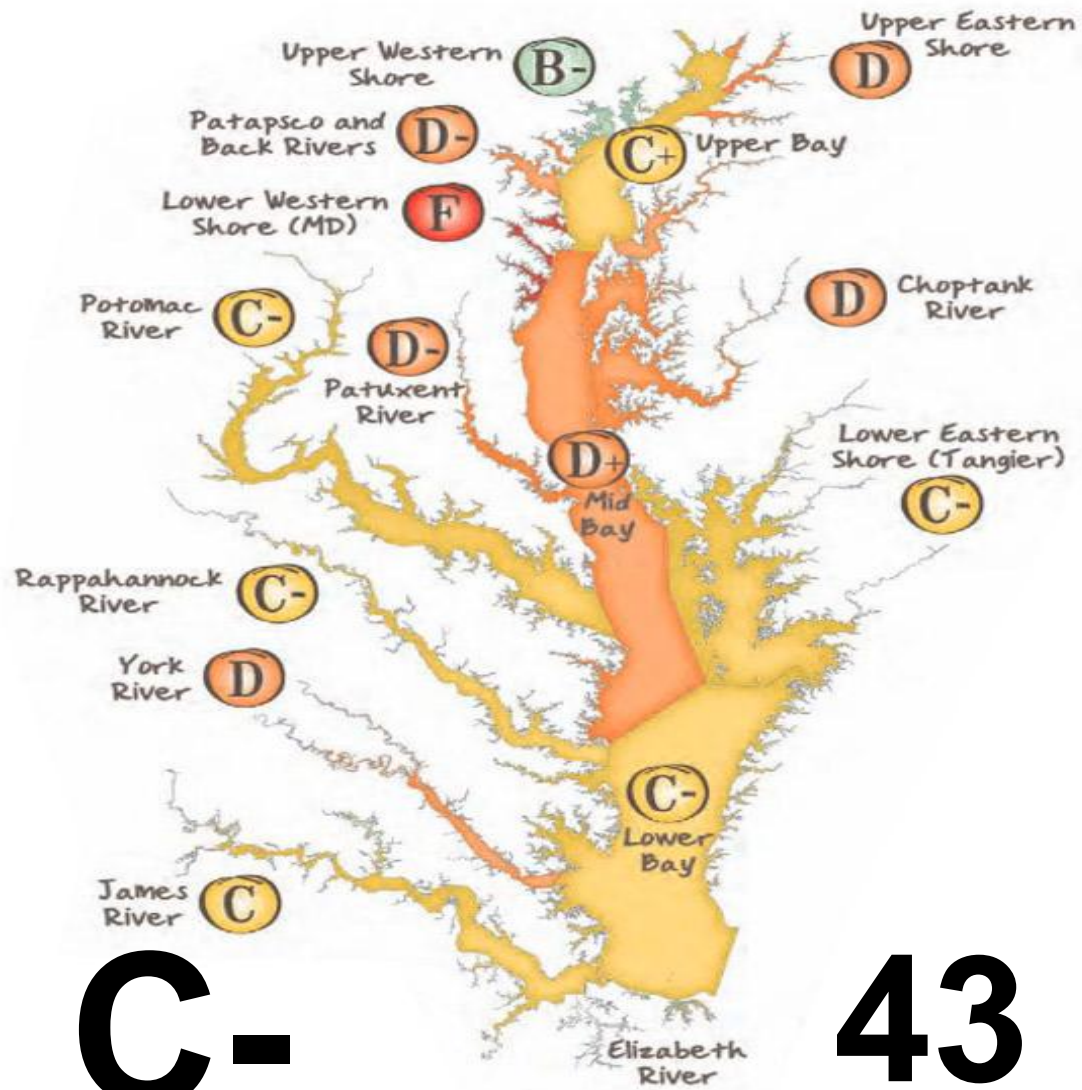
D+

39

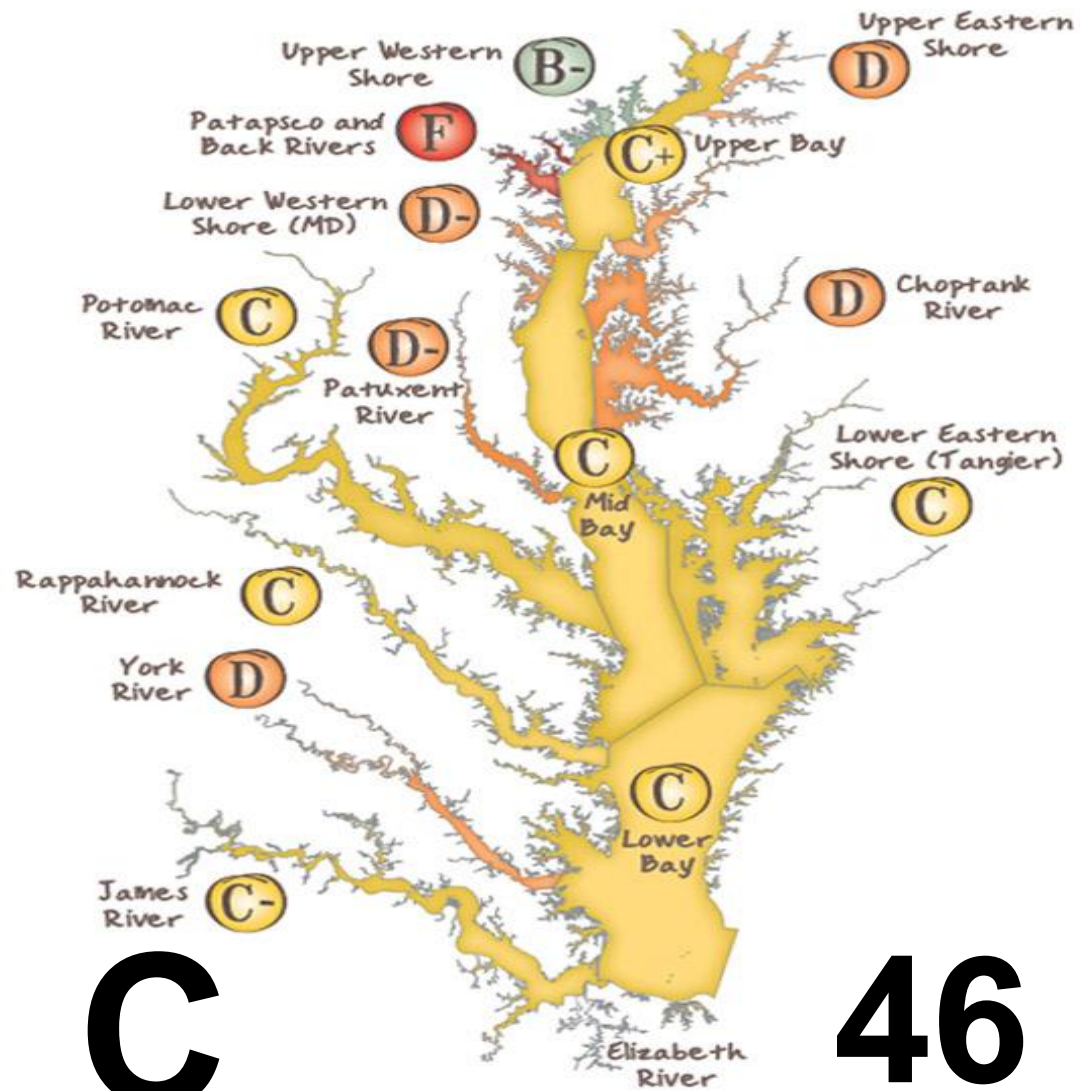
2007 Chesapeake Bay Health Report Card



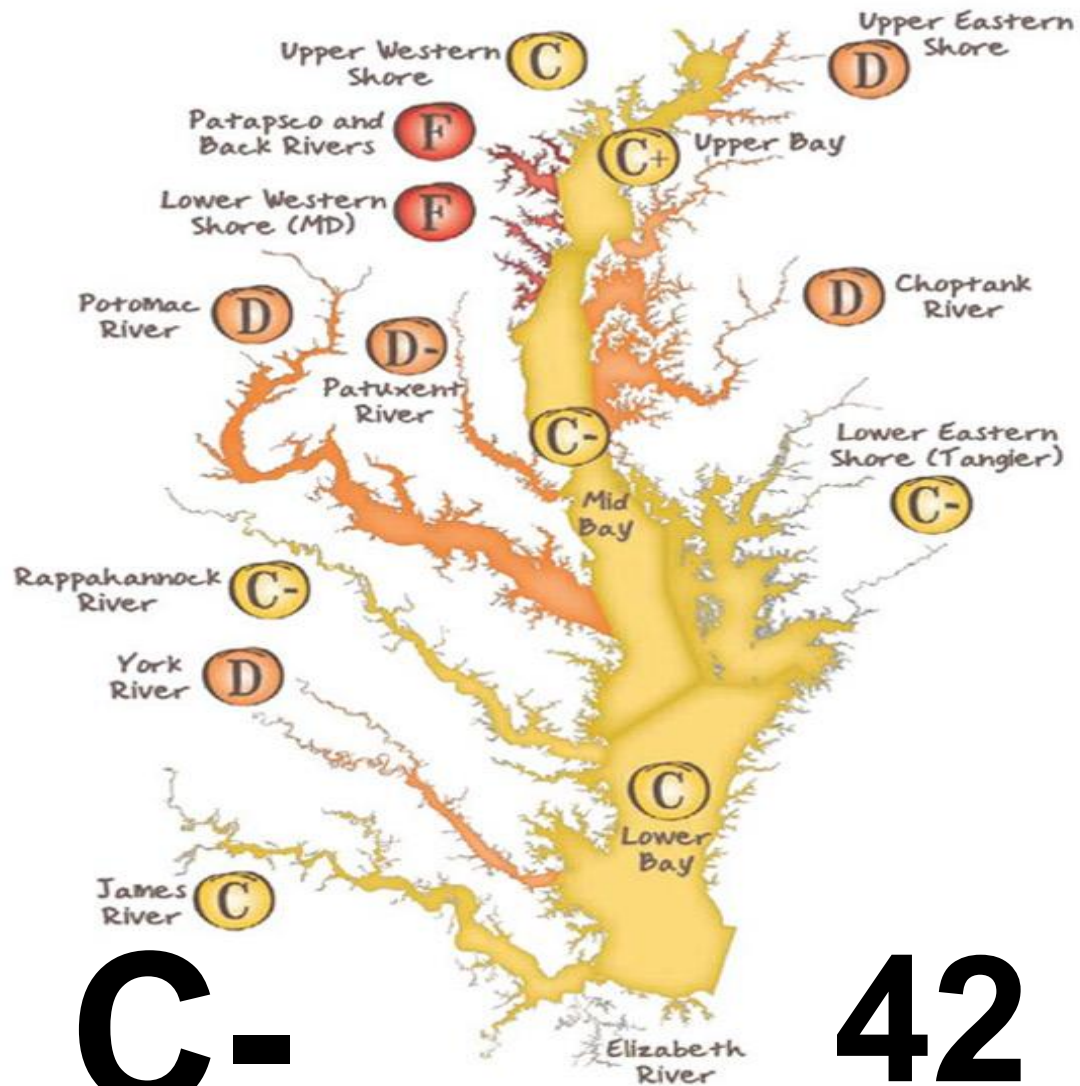
2008 Chesapeake Bay Health Report Card



2009 Chesapeake Bay Health Report Card



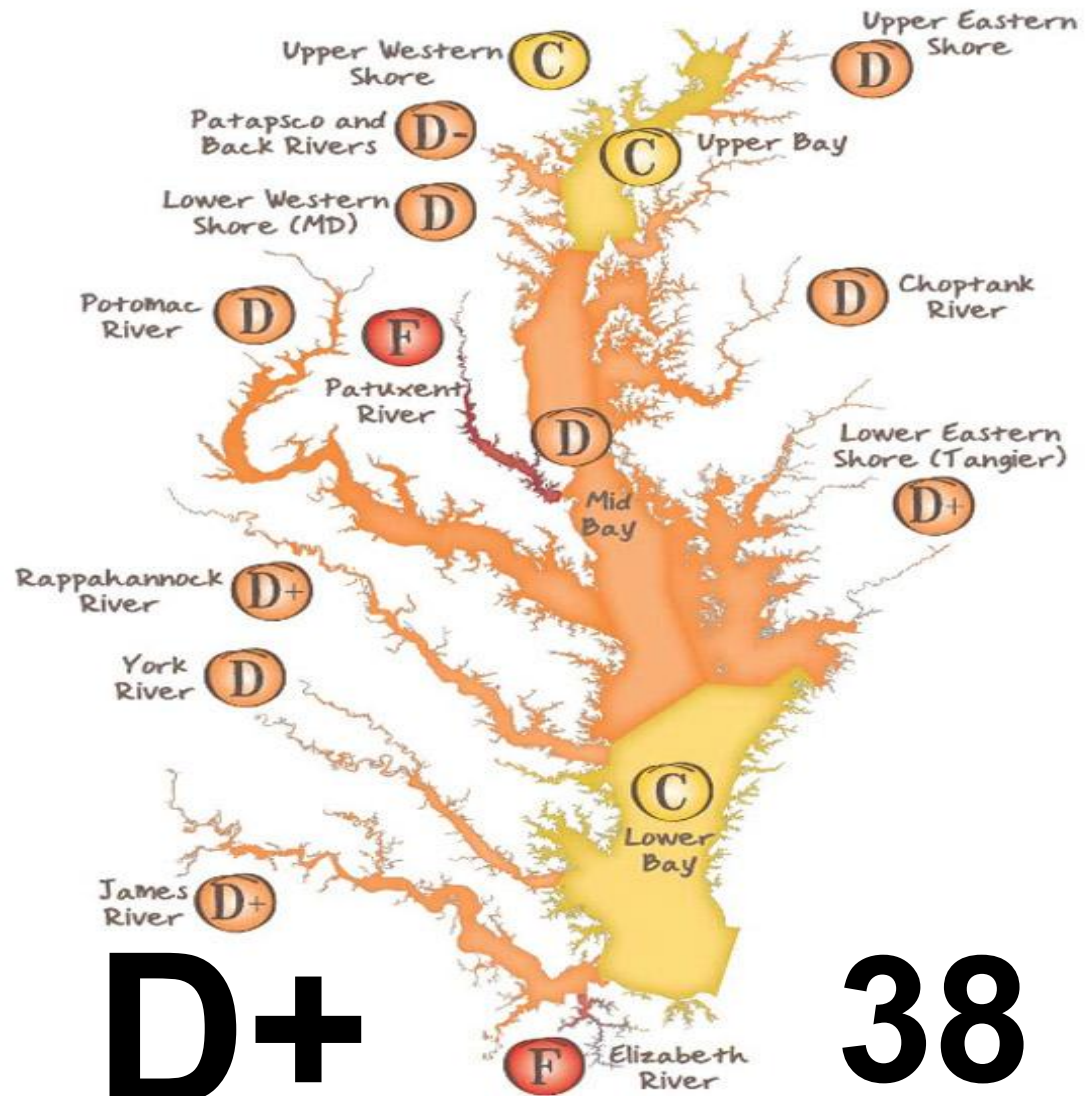
2010 Chesapeake Bay Health Report Card



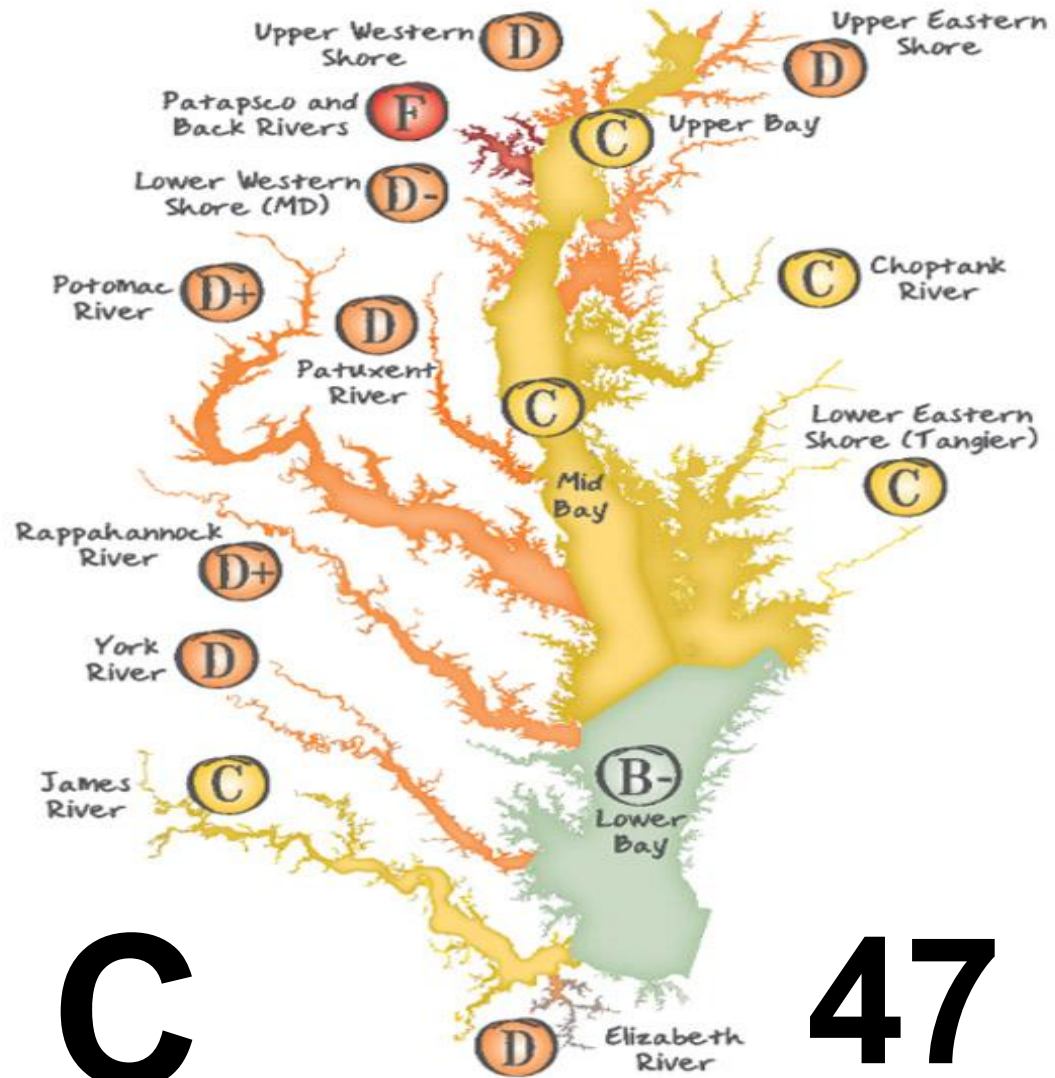
C-

42

2011 Chesapeake Bay Health Report Card



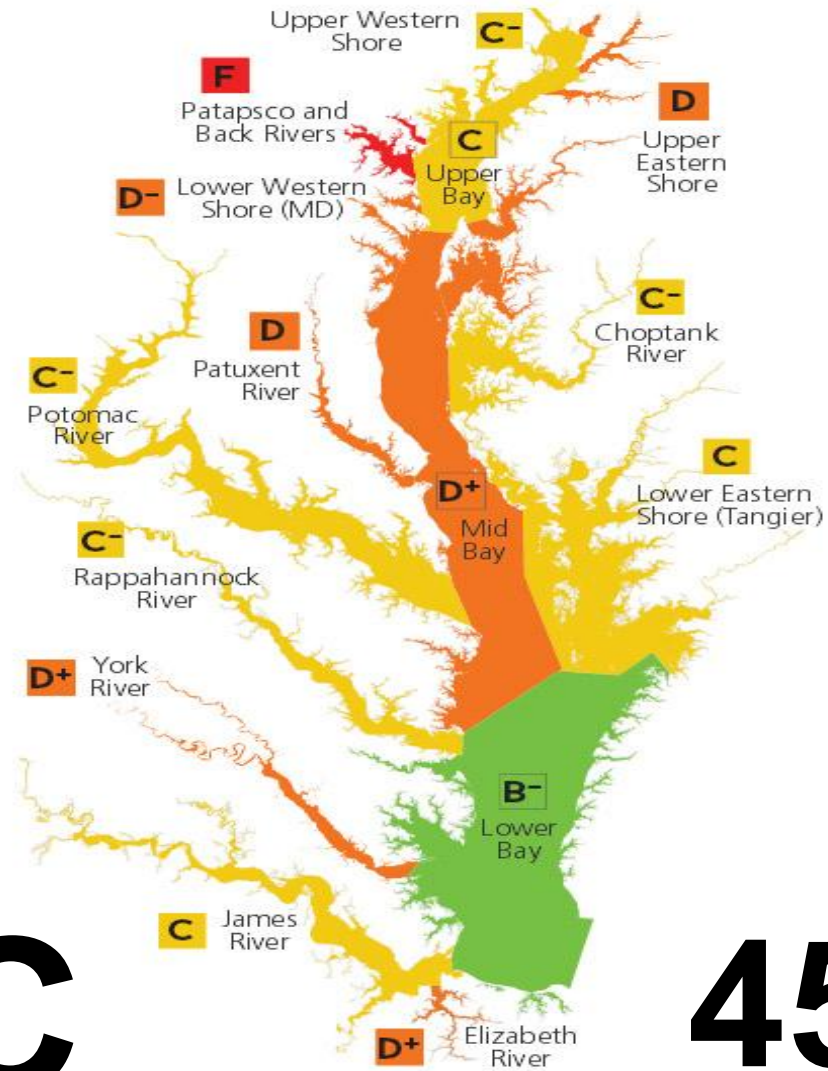
2012 Chesapeake Bay Health Report Card



C

47

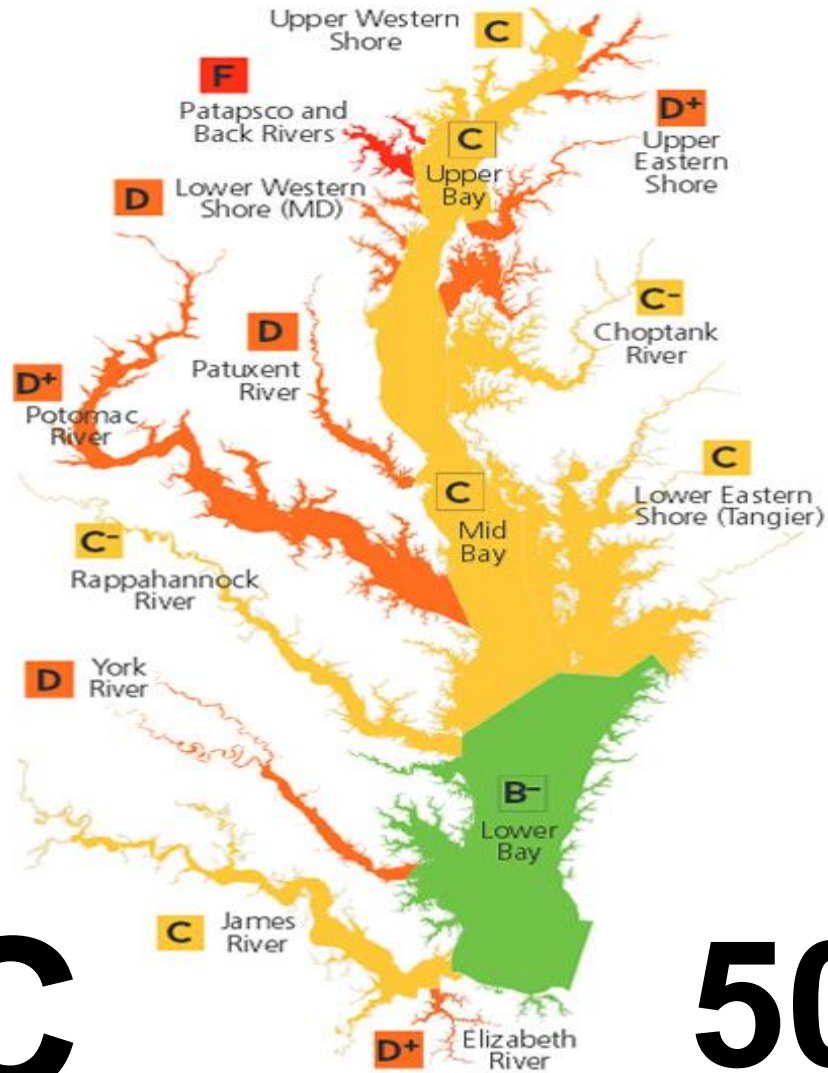
2013 Chesapeake Bay Health Report Card



C

45

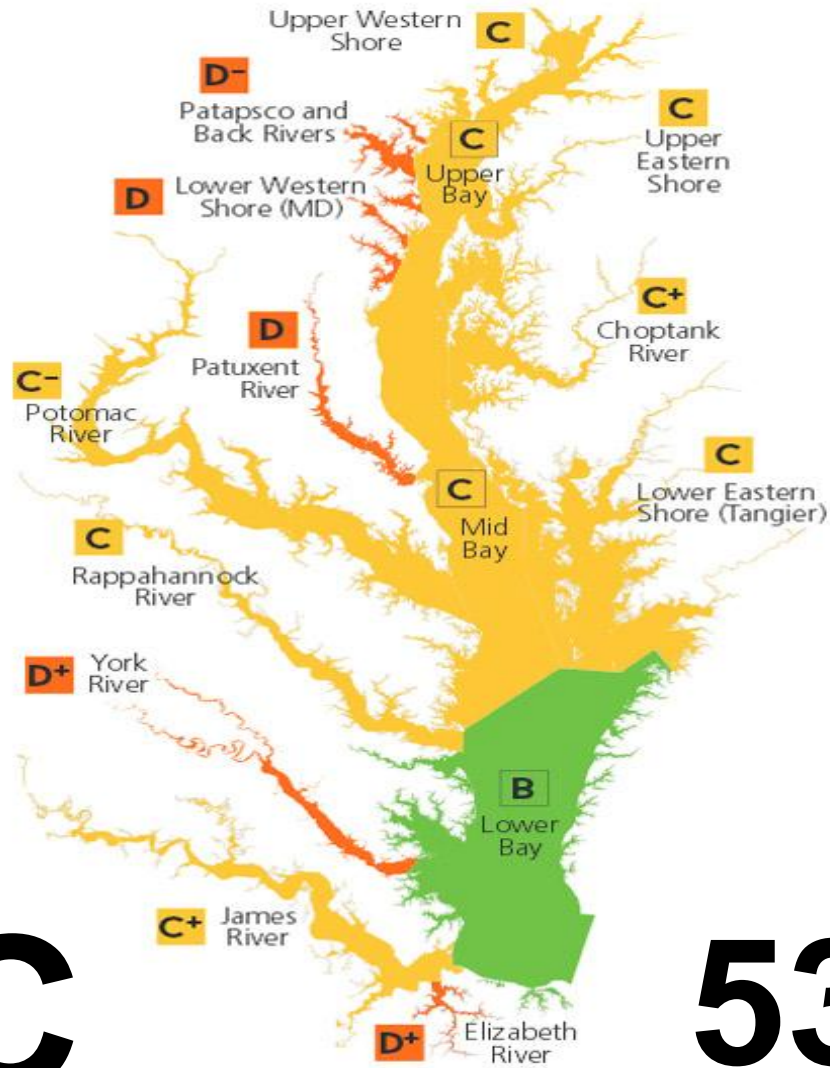
2014 Chesapeake Bay Health Report Card



C

50

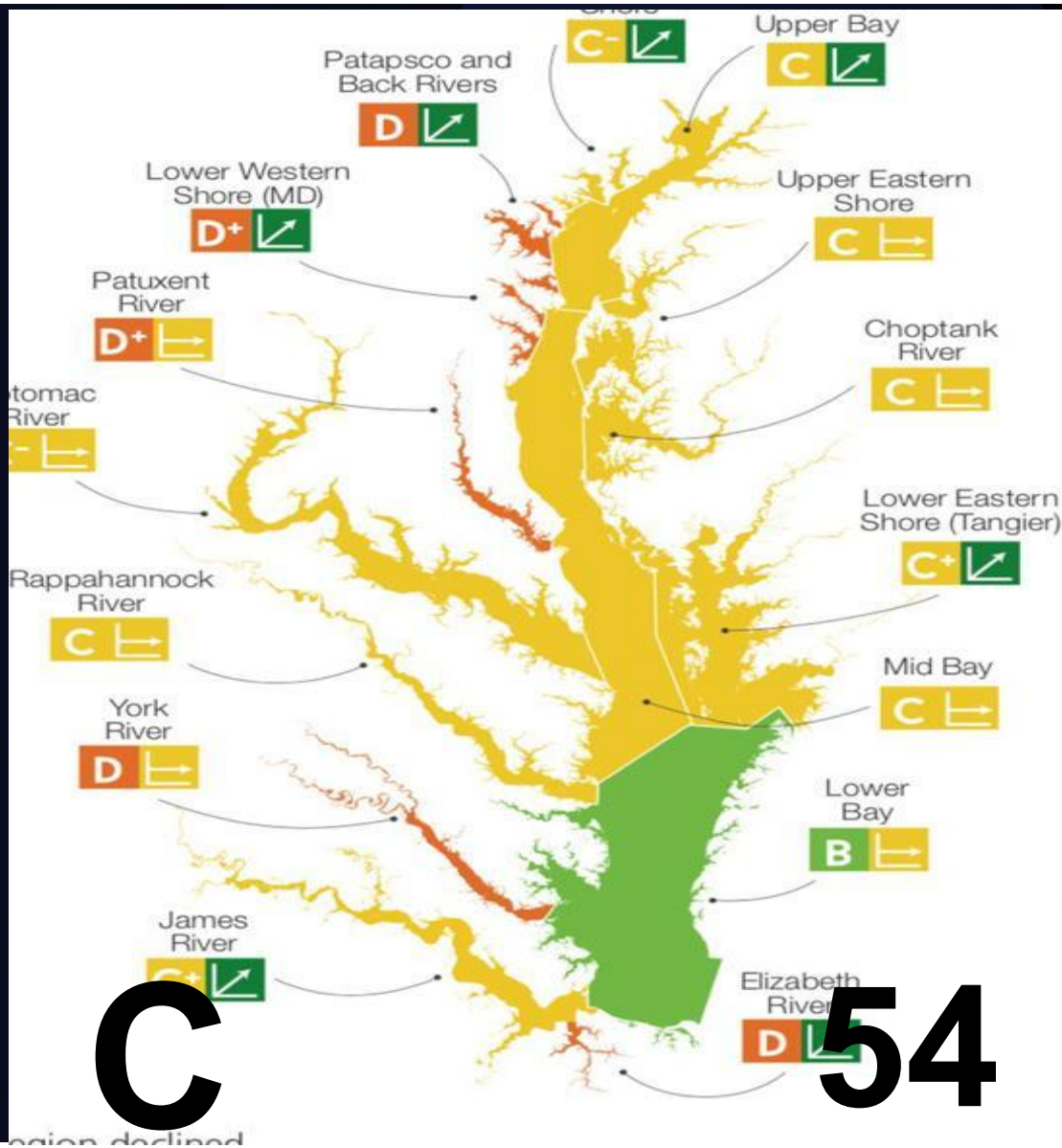
2015 Chesapeake Bay Health Report Card



C

53

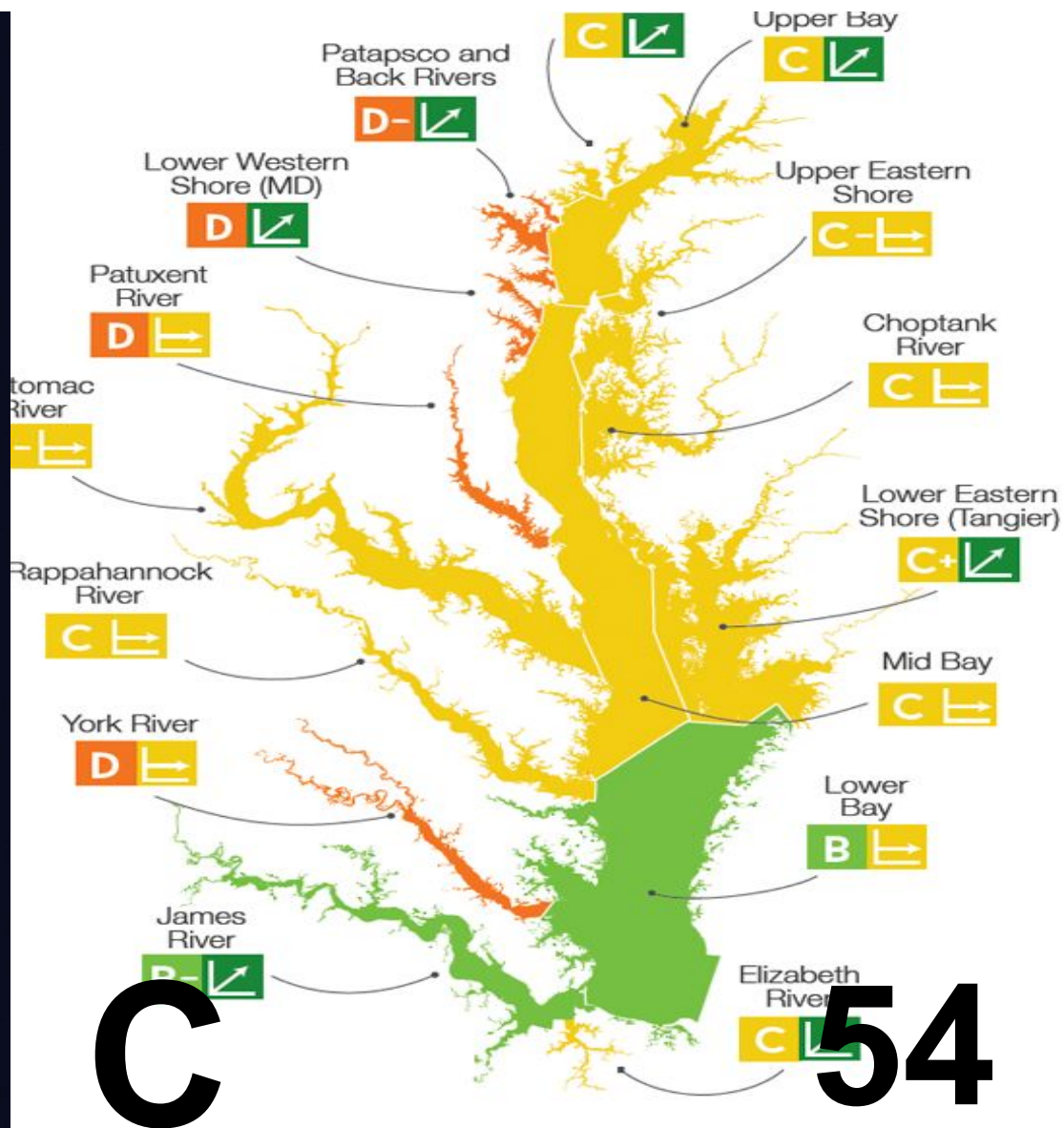
2016 Chesapeake Bay Health Report Card



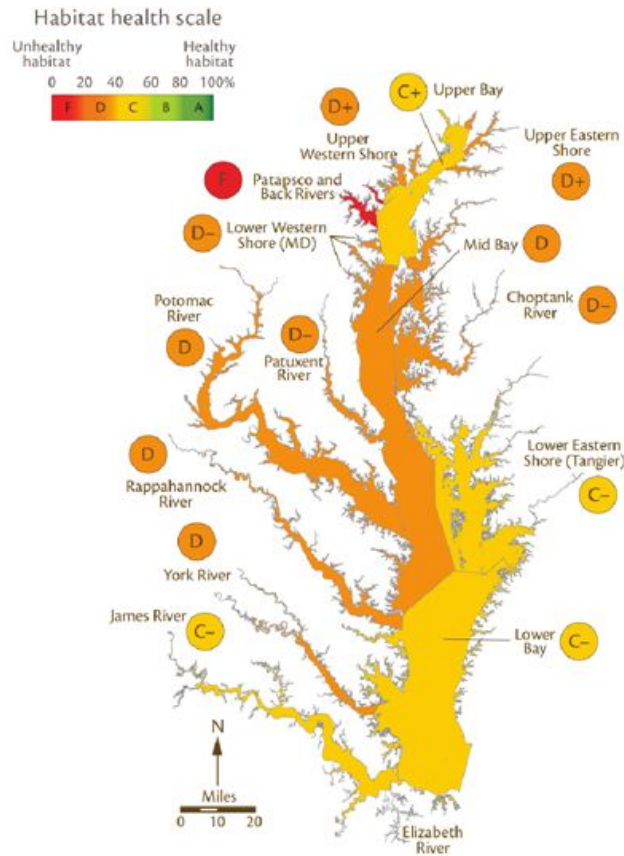
C

54

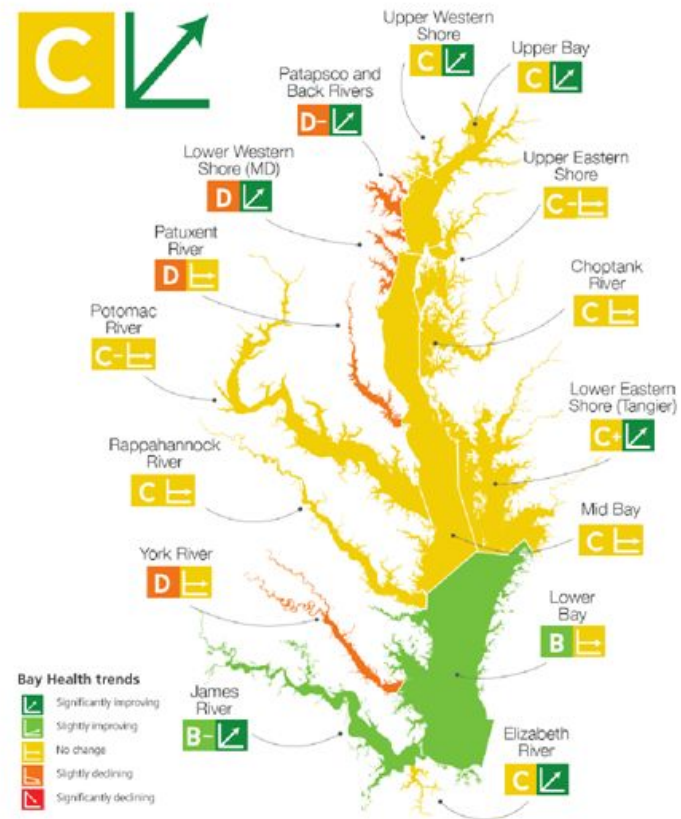
2017 Chesapeake Bay Health Report Card



2006



2017



Chesapeake Bay health shows a significantly improving trend despite many pressures on the Bay and its watershed. From 2006 to 2017, the overall average grade improved from a D+ to a C. For more information, visit chesapeakebay.ecoreportcard.org.

So,...

Embrace a radical commitment to openness and transparency.

Measure Performance to lift up your leaders.

Have the courage to set Public Goals with Deadlines.

Start, and don't stop.

Getting things done

Citizens Affecting Real Change

