



Schaefer Center for Public Policy

Annual Report 2024



UNIVERSITY OF
BALTIMORE

Schaefer Center for
Public Policy



A Message from the Director

Reflecting upon the past year, I am filled with immense pride in the work of the Schaefer Center team to develop the next generation of public leaders, support the professional growth of Maryland's public managers, and inform policy making through rigorous applied research.

This year, we hosted the 2024 William Donald Schaefer Conference and Award Ceremony. The event brought together public sector leaders and experts to discuss the transformative potential of artificial intelligence in governance. We were honored to present the 2024 William Donald Schaefer Award to U.S. Senator Ben Cardin for his distinguished public service and steadfast commitment to the people of Maryland.

Our NextGen Leaders for Public Service program continues to thrive, providing University of Baltimore students with invaluable opportunities to engage in public service through internships, academic coursework, and professional development activities. This year, we celebrated the achievements of our graduates, who have made significant contributions to various government and nonprofit organizations across Maryland.

The Maryland Certified Public Manager® (CPM) Program also saw tremendous success, with over sixty graduates from across Maryland enhancing their leadership and management skills. The program's reaccreditation by the National Certified Public Manager® Consortium is a testament to the quality of the program.

Our research division undertook a series of significant projects, providing essential staffing and research support for the Maryland Apprenticeship 2030 Commission, conducting organization-wide surveys for the Maryland General Assembly and the Maryland Department of Transportation, and evaluating initiatives funded with Baltimore City American Rescue Plan Act (ARPA) grants.

We look forward to continuing our contributions to informed policymaking and the next generations of public service employees and leaders in 2025 and years to come.



Ann Cotten, DPA
Executive Director



Portrait of William Donald Schaefer

Mission

As Maryland's preeminent public policy and research center, the William Donald Schaefer Center for Public Policy is Maryland's go-to resource for informed public sector decision-making and leadership development.

The Schaefer Center's mission is to help government and nonprofit organizations help people by leveraging the expertise of the university community in its work to:

Prepare public servants for the challenge of tomorrow through its professional development programs.

Develop future leaders through applied learning activities for students.

Inform decision-makers through applied research, technical assistance, and program evaluation.

Promote public discourse through policy analysis and conferences.

History

Established in April 1985, the center was named in honor of then-Mayor William Donald Schaefer, a University of Baltimore Law School alumnus, in recognition of his outstanding leadership and dedicated public service. His public service at both the state and local levels spanned more than 50 years.

Annual William Donald Schaefer Conference and Award Ceremony

AI and the Future of Government

On May 7, 2024, the Schaefer Center hosted the annual William Donald Schaefer Conference and Award Ceremony, gathering public sector leaders and experts to delve into the theme of “AI and the Future of Government.” The event featured engaging discussions on the evolving role of artificial intelligence in governance, emphasizing its potential to enhance public service and decision-making.

The conference commenced with a keynote presentation by Nishant Shah, Senior Advisor for Responsible Artificial Intelligence for the State of Maryland. His talk, titled “Integrating AI into the Work of the State Government in Maryland,” outlined key strategies for implementing responsible AI practices within state operations, with a focus on ethical considerations and effective integration methods.

The first session, “AI in Government,” featured Dylan Hayden, author of *The Public Administrator’s Guide to ChatGPT*. Hayden discussed how human-machine collaboration is reshaping public organizations and service delivery, offering insights into the transformative potential of AI in government operations.

The second session, “Integrating AI Technologies into Mission Delivery (AI @ Work),” examined AI’s role as a strategic decision-making tool in government. Panelists included Monica Casanas, Mayor of Colmar Manor, Maryland; Berke Attila, Director of the Baltimore City Department of General Services; and Babila Lima, Director of the Enterprise Management Office, Baltimore City Information and Technology. The speakers shared real-world examples of how AI is enhancing mission effectiveness and improving public service outcomes.



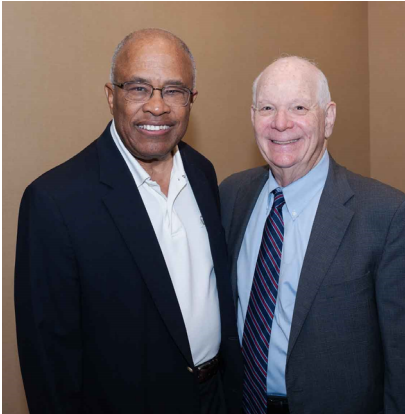
Keynote Speaker Nishant Shah, delivering the keynote presentation at the William Donald Schaefer Conference



Advisory Board Member Chichi Nyagah-Nash facilitating the panel discussion including Babila Lima, Mayor Monica Casanas, and Berke Attila



Secretary Paul Monteiro and Secretary Atif T. Chaudhry enjoying an intermission during the conference



University of Baltimore President Kurt Schmoke and William Donald Schaefer 2024 Awardee U.S. Senator Ben Cardin



U.S. Senator Ben Cardin delivering his acceptance speech



U.S. Senator Ben Cardin and Schaefer Center for Public Policy Executive Director Dr. Ann Cotten with his award

Senator Ben Cardin, honored with 2024 William Donald Schaefer Award

A highlight of the conference was the presentation of the 2024 William Donald Schaefer Award to United States Senator Ben Cardin for his distinguished public service and steadfast commitment to the people of Maryland. A third-generation Marylander, Senator Cardin has been a national leader on health care, retirement security, environmental issues, and fiscal policy while representing Maryland in the U.S. Senate and previously in the House of Representatives.

This prestigious award honors the legacy of former Governor, Comptroller, and Mayor William Donald Schaefer, celebrating the contributions of the honoree to effective government and their lifelong commitment to the well-being of Maryland's citizens. The award is designed to recognize lifetime achievement.

Previous honorees include:

- Congressman Elijah Cummings (2015)
- Dr. Nancy Grasmick (2016), former Maryland State Superintendent of Schools
- Honorable Carolyn Colvin (2017), former Acting Commissioner, Social Security Administration
- The Honorable Paul S. Sarbanes (2018), former United States Senator
- Sister Helen Amos (2020), Executive Chair of the Board of Trustees of Mercy Health Services
- The Honorable James T. Smith, Jr. (2021), former Secretary of Maryland Department of Transportation
- Dr. Carla Hayden (2023), Librarian of Congress

Developing Maryland's Public Service Pipeline

Empowering Future Leaders: The NextGen Leaders for Public Service Program



NextGen Leader Ambassador Divinevictory Amayo climbing the ropes during the Day 1 of the NextGen Retreat



NextGen Leaders and Calvin Brown, Internship Coordinator during their visit to the Maryland State House



2024 NextGen Leader Graduates with Dean Hartley of College of Public Affairs and Pat Mikos, Manager of the NextGen Leaders program

Launched in Fall 2022, the NextGen Leaders for Public Service program, an initiative by the Schaefer Center for Public Policy, aims to inspire and prepare University of Baltimore students from all majors for impactful careers in public service. This innovative program offers a blend of academic courses, paid professional experiences, co-curricular activities, and cohort experiences, providing flexible and comprehensive engagement opportunities.

Paid internships are a cornerstone of the program for University of Baltimore students interested in government and nonprofit careers. Students can explore diverse host sites, including Maryland state, local, and municipal government, Maryland nonprofits, and Baltimore community development organizations. Internships are augmented by the academic programming which allows students from any major to pursue a minor in public service (undergraduate) or a non-credit certificate in Public Service Leadership (undergraduate or graduate). Graduate programs in the College of Public Affairs also meet academic requirements.

Part of a National Network: The Volcker Alliance NextGen Service Corps

The NextGen program is a member of the Volcker Alliance NextGen Service Corps network. The NextGen Service Corps network includes 21 universities from across the U.S. This powerful network supports program development and provides opportunities for University of Baltimore students to network with students across the country.

NextGen Leaders benefit from public service events, conferences, professional development workshops, and government agency site visits. Participants collaborate with the Career Center for resume and interview preparation and receive mentoring for prestigious opportunities such as the Presidential Management Fellows, Fulbright Scholars, White House Fellows, and the Maryland Governor's Intern Leadership Program.

NextGen Impact

Leeman Harrington, Intern, Maryland Public Television ThinkPort

In 2024, the program celebrated its graduates, including Leeman Harrington, User Experience (UX) Design major, who interned at Maryland Public Television (MPT). Leeman worked on MPT's digital platform, ThinkPort, creating accessible digital resources for students and teachers. He shared, "On ThinkPort, a lot of what I'm doing right now is accessibility, auditing, and testing. Making sure that everything is screen reader compatible. Ensuring every website works if you're blind, deaf, not able to use a mouse, or anything like that. I go through everything and I test it. I document any errors that pop up, as I'm testing, and then I work with the department on fixing those problems."



NextGen Leader Leeman Harrington during the tour of the Maryland Public Television studios

NextGen: A Launchpad for Career Success

Leeman also reflected on the program's impact on his career path, saying, "As someone who has been looking for jobs for a long time, and trying to figure out how to develop my career for a long time. You know, there are career coaches and things like that, but it is very rare that you have an organization that is pulling for you as hard as the NextGen Leaders program does. Being a part of that, funding and enabling the program to keep doing its work is huge. Being a host site for it is also really big, because you have a lot of students like the University of Baltimore, students and faculty who are the most driven people ever, in terms of we're here to get our education and do some good work, a lot of scrappy young kids who are looking for their shot. I think this is a great opportunity."



Leeman with MPT HR Project Specialist Chloe Johnson, looking at MPT materials

NextGen Interns: Bringing New and Creative Talents to Employers

Chloe Johnson, HR Project Specialist for MPT, highlighted the program's benefits, stating, "I would advocate for this program 10 times over and over again, because really what it does is it allows students to come and get their feet wet in certain departments that we have here at MPT station, and see what works for them. Then it also works for us on our end, because we're finding that we have students that are bringing so much talent and creativity in different roles, and they're able to flourish in what they do. They cater to the vision that we have here at Maryland Public Television. It's not just me alone but all of the supervisors, that have a NextGen intern would definitely agree, promote, advocate and support all that this program represents."



Amivi Atsu, NextGen Leader at MPT during their workday

Expanding Horizons: NextGen Leaders at National Symposia

In late 2024, the University of New Mexico's School of Public Administration hosted the Volcker Alliance Next Generation Service Corps ambassadors for their STEM and Public Service Symposium. This event brought together leaders and students to explore the intersection of STEM (science, technology, engineering, and mathematics) and public service.

Insights from the Symposium

Two of the Schaefer Center's NextGen Leaders for Public Service, Precious Osakue and Kiara Deloatch, attended the retreat. Kiara Deloatch, intern with the Maryland Office of the Comptroller, IT Division, reflected on her experience:

"Something unexpected I learned was how interconnected everything is. We all play a role, and every job contributes to the bigger picture. Public service isn't just about being 'factual' or scientifically precise. It also requires a genuine passion for helping others. A panelist advised us to 'follow your love over logic,' emphasizing that when we pursue what we love, we often end up in places where we can make a real impact. This sentiment of valuing relationships over just competency was strong in New Mexico; community and support are vital for success. I left with a renewed appreciation for the unique personality and grounding it takes to thrive in this field."

Precious Osakue, intern with the Baltimore County Police Department, shared her insights:

"The most surprising aspect of the NextGen STEM and public service experience in New Mexico was witnessing the strong emphasis on community engagement. I didn't expect to see such a deep connection between STEM initiatives and local community needs. It was inspiring to learn how public service professionals are actively working to address pressing issues through innovative STEM solutions, illustrating the powerful impact we can have when we align our technical skills with community priorities. I am grateful for the opportunity that was given to me."

Building Connections in Washington, DC

In September 2024, University of Baltimore NextGen Leaders Ambassador Divinevictory Amayo attended the inaugural Public Service Career Exploration Symposium in Washington, DC, co-hosted by the University of Pittsburgh. This experience exposed students to a variety of public service careers, provided a view into the inner workings of the federal government, and built community within the NextGen Service Corps.

Ongoing Commitment to Public Service

The Schaefer Center continues to support and inspire the next generation of public service leaders through impactful programs and conferences like NextGen Leaders. These initiatives ensure that students are well-prepared to make meaningful contributions to their communities and beyond.



NextGen Leaders Kiara Deloatch and Precious Osakue with other NextGen Corps students

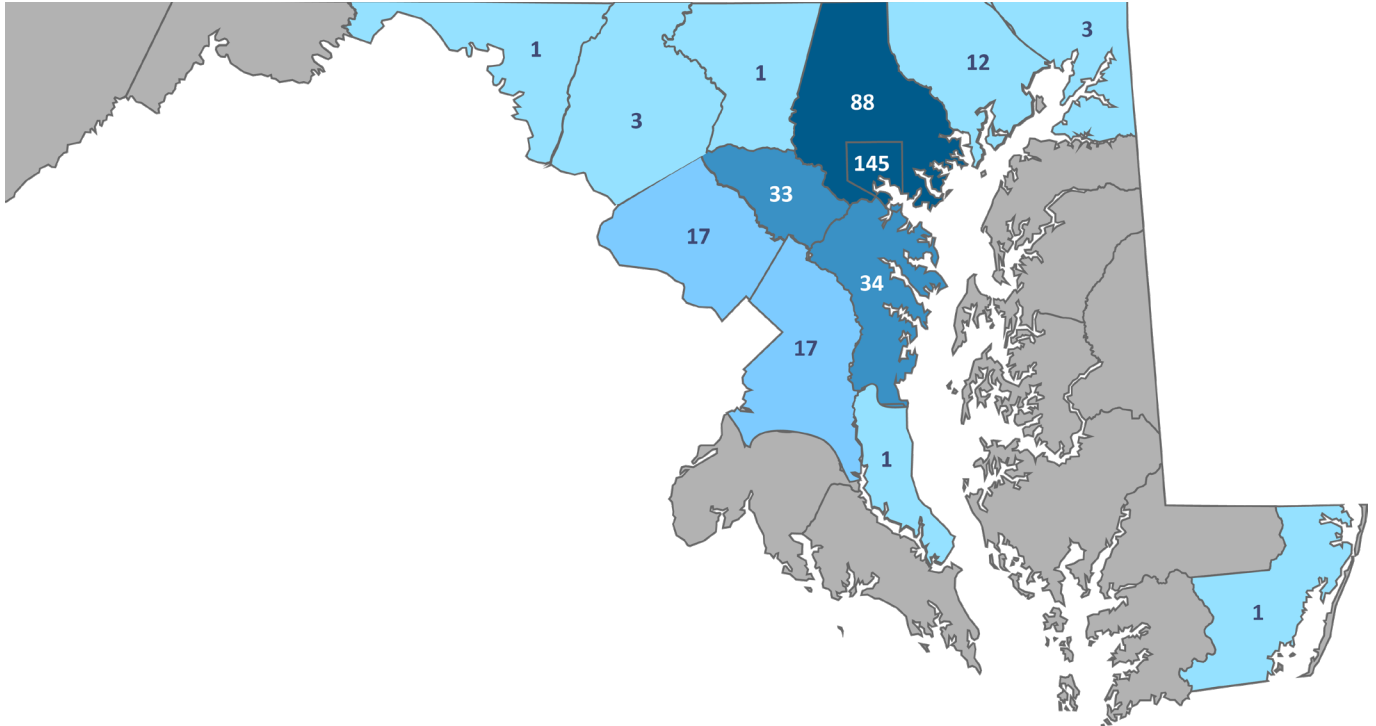


NextGen Leader Divinevictory Amayo with other NextGen Leaders at a symposium in Washington D.C.



The Volcker Alliance NextGeneration Service Corps Logo

NextGen Leaders for Public Service - Internship Placements by Interns County of Residence (2022-2024)



The NextGen Leaders for Public Service program has grown dramatically since its inception in 2022 with over 300 total internship placements. In 2024, University of Baltimore students, listed below, completed over 130 internships.

2024 NextGen Leaders for Public Service Interns and Host Sites

Adeola Adeyemo

Creative Nomads

Hernan Alvarado Chavez

City of Laurel

DivineVictory Amayo

Town of Cheverly, Prince George's County

Graham Antreasian

Enterprise Community Development

Naomi Atandi

Maryland Department of Environment

Amivi Atsu

Howard County Housing Commission

Todd Barnes

Baltimore City Council- Office of James Torrence

Carrie Shaffer Barthel

Baltimore County Police Department

Carolyn Bosley

Baltimore County Police Department

Caleb Bowers

Office of Comptroller - Policy Division

Antonio Bradley

Central Baltimore Partnership

Destiany Brockington

Baltimore City Council I- Office of Zeke Cohen

Destiny Brooks

St. Ambrose Housing Aid Center

Dahlia Casey

Town of Cheverly, Prince George's County

Esteban Cherquis

Office of Comptroller - Policy Division

Benjamin Coleman

International Rescue Committee

Grace Connell
Maryland Municipal League

Lacee Cottman
Baltimore City Council, Office of James Torrence

Dakota Cromer
Office of the Comptroller- Hearing and Appeals

Connor Curran
Maryland Department of Transportation
Government Relations

Miguel Denis
Maryland Department of Environment - Operations

Tricia Dookie-Shaw
Howard County Housing Commission

Kierra Dunleavy
Hamilton Lauraville Main Street

Derek Gardner
Maryland Commission on Civil Rights

Kalvin Garrah
St. Ambrose Housing Aid Center

Daniel Harrington
Maryland Public Television - ThinkPort

Cassandra Irani
Howard County Office of Human Resources
Howard County Corrections

Abduliwali Kasim
Maryland Department of Transportation - Planning

Emani Kelly
Central Baltimore Partnership

Noelani Kelly
Maryland Department of Emergency Management

Ida Kenna
Office of the Comptroller - Information Technology

Tatiana Kolani
Maryland Commission on Civil Rights

Evgenia Kutuzova
Maryland Department of General Services

Joshua Langley
Baltimore County Office of the County Executive

Steven Mackay
Maryland Department of the Environment- Operations

La'Shawn Manuel
Maryland Department of Environment

Brianna Mattoon
Baltimore City Police Department

Melat Mekonnen
Office of the Public Defender- Baltimore District

Kelly Michelo
Healthy Neighbors

Andrew Miller
Howard County Housing Commission

Brenda Mworia
Maryland Department of Emergency Management

Georgia Noone-Sherrod
Office of Comptroller - Strategic Planning

Rebekah Opher
Pennsylvania Avenue Main Street

Gialena Osborne
Baltimore County Office of the Executive

Sabrina Pereira
Office of Comptroller- Hearing and Appeals

Erin Piscitelli
Natural Born Champions

Rashika Rene
Howard County EcoWorks
No Boundaries Coalition

Kezia Robinson
Baltimore City Transit - Communications

Mohamed Sako
Maryland Commission for Civil Rights

Timothy Shorts
Maryland Department of Public Safety and
Correctional Services

Liz Solorzano
Healthy Neighborhoods

Olivia Springer
GEDCO

Kishona Steele
Baltimore City Council - James Torrence Office
Baltimore City Human Resources

Earl Thomas
GEDCO

Sierra Thomas
Baltimore County Police Department

William Toro
Maryland Department of the Environment- Operations

Jennifer Toro
Anne Arundel Police Department

Anujin Tuvshintugs
Maryland Department of the Environment-
Lead Poison Prevention

Rodney Walker
Baltimore City Council - Office of Zeke Cohen

Maryland Certified Public Manager[®] Program: Statewide Impact



Schaefer Center for Public Policy Executive Director Dr. Ann Cotten and Askew Awardee Heather McGee



2024 Maryland Certified Public Manager[®] graduates posing at the graduation ceremony



CPM participant working on an activity during one of the 2024 leadership luncheons

The Maryland Certified Public Manager[®] (CPM) Program, offered by the Schaefer Center for Public Policy at The University of Baltimore, is a nationally accredited leadership development initiative dedicated to empowering Maryland's public service professionals. This rigorous program equips leaders with essential management skills to navigate the complex challenges of modern governance.

Key features of the Maryland CPM Program

- **Comprehensive Curriculum:** A 300-hour, competency-based, academically grounded, and job-relevant program designed to build core leadership and management capabilities.
- **Results-Driven Capstone Projects:** Participants complete individual capstone projects aimed at enhancing agency performance, reducing costs, or increasing revenue, ensuring practical application of learned skills.
- **Proven Impact:** The program consistently enhances performance standards and promotes best practices for public and nonprofit sector managers.

Maryland CPM Program Receives 6-Year Reaccreditation

In November 2024, the Maryland CPM Program was reaccredited via unanimous vote during the annual meeting of the National Certified Public Manager[®] Consortium. The reaccreditation process was led by a three-person team headed by Linda Jimenez-Lopez, Director of the Florida Center for Public Management at Florida State University. The team conducted a thorough review, which included:

- reviewing the Schaefer Center's 200+ page reaccreditation application;
- conducting interviews with faculty, program staff, participants, and advisory board members; and
- observing capstone presentations from CPM participants during a site visit.

From CPM Training to Career Advancement

Maryland Certified Public Manager® Program Graduate, Orlando Lily, Superintendent of Maryland Natural Resources Police, discusses the program's impact on his career and how it can benefit other professionals.

"It's not just for work—some of the skills I developed in the CPM program even helped me stay better organized at home. From the literature provided to the leadership guidance offered throughout, I was able to share valuable insights with my team members. I've been a strong advocate for the program and encourage my team to apply every time the opportunity arises. I see learning as a continuous journey, not a destination. You don't just reach a certain position and stop learning. The CPM program has been instrumental for those aspiring to advance in their careers, not just for earning a certification but for building practical skills that can be applied daily in the workplace."

Superintendent Lily has had a long-standing career in law enforcement including numerous leadership positions. Within those positions came a lot of training opportunities and he shared that the CPM program was one of the standout training programs.

"I've been in law enforcement for almost 30 years, and there are two key experiences that have significantly contributed to my professional growth: attending the FBI National Academy and completing the Certified Public Manager® Program at the University of Baltimore. These experiences have provided the most substantial tools for my development. The CPM program broadened my perspective. While traditional college courses may touch on some leadership topics, CPM clearly defined our roles as leaders. CPM allowed me to dive deeper and apply logical models practically within the police department, enhancing the way I approach project planning and execution."

Editor's Note: At the time of the interview Superintendent Lily was in his previous position, Major, Commander of the Western Patrol Division, Baltimore County Police Department



Superintendent Lily in his previous role working



Superintendent Lily and his son pinning him when appointed into his Superintendent position.

Photo credit: Maryland Natural Resources Police

A map of Maryland divided into congressional districts. Each district is labeled with a number and a population count. District 184, located in the northern part of the state, is highlighted in dark blue. Other districts are shaded in lighter blue. The map shows the state's coastline and major water bodies.

District Number	Population
1	1
2	2
3	3
4	4
5	5
7	7
8	8
9	9
17	17
40	40
184	184

The Maryland Certified Public Manager® Program enrolled managers from state, county, municipal, and nonprofit organizations from across the state. Graduates of the class of 2024 are listed below.

Adria Allen
Office Supervisor
Baltimore City Department of Public Works

Dashaun Bell
City Clerk
City of Seat Pleasant, Maryland

Tia D. Brunson
Administrator
Maryland Department of Public Safety
and Correctional Services

Tarria Burwell
Manager
Maryland Transit Information Contact Center

Laura Cathcart
Training and Exercise Program Manager
University of Maryland
Baltimore Office of Emergency Management

Hilary Chester
Facility Portfolio Manager
Baltimore City Department of General Services

Samuel Durai Pandian
Director of Budget Administration
Maryland Higher Education Commission

Paul W. Fulk

Neighborhood Services Manager
City of Hagerstown, Maryland

James D. Gaston

President and CEO
Beyond the Bottom Line II

Carla Gerber

Deputy Director
Kent County Government, Department of Planning

Weronwon Gongar

Director, Office of Communications Systems
Maryland Aviation Administration

Vickie Grinder

Economic Development Manager
Town of Thurmont, Maryland

Theresa Grundy

Chief of Learning and Development
Baltimore City Human Resources

Cassandra Harley

Senior Benefits Manager
Baltimore City Department of
Human Resources

Sandra Allen-Herndon

Captain
Maryland Capital Police

Leon Henry

Director of Community Outreach and
Special Projects
Maryland Department of Safety and
Correctional Services

Jim Hicks

Director of Administrative Services
Baltimore City Office of Information
and Technology

Jennifer Hoffman

Marketing Specialist
Paths for Families, Inc.

Brittney Holden

Team Manager for the Office of
Community Engagement
Maryland Department of Housing and
Community Development

Shadae Hospedales

Assistant Director, Chief
Administrative Operations
Baltimore City Mayor's Office of
Employment Development

Gregory Hunt Jr.

Workforce Supervisor
Baltimore City Mayor's Office of
Employment Development

Arnold Jackson

Chief of Engagment and
Strategic Partnership
City of Baltimore Department of
Human Resources

Kursten Jackson

Chief of Engagment and
Strategic Partnership
City of Baltimore Department of
Human Resources

Sharon Jackson

Deputy Director
Baltimore City Mayor's Office of Correspondance
and Consitiuent Services

Kelsey Jensen

Human Resources Director
Town of Berlin, Maryland

Rhonda Johnson

Vice President of Facility Operations
The League for People with Disabilities

Tatiana Jones

311 Chief Operations Officer
Baltimore City Mayor's Office of Information
and Technology

John Kirk

Organizational Change Manager
Baltimore City Department of General Services

Kimberly A. Lyles

Senior Director of Population Health
HealthCare Access Maryland

Betty Logan

Chief Financial Officer
City of Seat Pleasant, Maryland

AnJanette Martin Cauley

Supervisor
Baltimore City Fire Police Retirement System

Julie Martorana

City Administrator
City of Brunswick, Maryland

Heather McGee

Stream Restoration Supervisor
Baltimore County Department of Environmental
Protection and Sustainability

Shantrice Cooper-McCoy

Executive Office Manager
Baltimore City Mayor's Office of
Employment Development

Belay Metaferia

Accountant Supervisor
Maryland Department of General Services

Chuma Amun Nkamhoua

Deputy Chief of Program Compliance
Maryland Department of Health

Tom Mogle

Town Manager
Town of Betterton, Maryland

Darin Newson

Director of IT Governance and Administration
Washington Metropolitan Area Transit Authority

Buthany Nuon

Associate Director of Risk Management
and Audit
Office of Risk Management, Comptroller
of Maryland

Bolu Oluwasuji

Department Chief Procurement Officer
Baltimore City Bureau of Procurement

Robert Paige

HRIS Manager
Baltimore City Department of Human Resources

Laura Reams

Director of Communications and Legislative
Services; City Clerk
City of Hyattsville, Maryland

Daniel Rohn

Deputy Chief for Innovation and Governance
Comptroller of Maryland

Anthony Russell Jr.

Deputy Director of Transportation
Baltimore County Public Works

Kirsten Scofield

Senior Director of Human Resources
Your Public Radio Corp.

Karin Ann Scott

Internal Auditor
Town of Ocean City, Maryland

Brenda Sierra

Access Points Manager
Baltimore City Mayor's Office of Employment
and Development

Timothy Simmons

Operations Engineer
Baltimore City Department of Public Works

Shilonda Waller

Finance Manager
Path for Families, Inc.

David A. Weiskopf

County Administrator
St. Mary's County Government

Lindsay Wines

Assistant Deputy Director
City of Baltimore Department of Human Resources

Randal Wolfe

Management Analyst III
Baltimore County Department of Environmental Protection
and Sustainability

Eric Yealdhall

Captain
Maryland Capitol Police



Maryland Certified Public Manager® Program graduates during Cohort 13-15 graduation in July



Maryland Certified Public Manager® Program graduates during Cohort 16 graduation in September

Urban Conflict Manager Program

The Urban Conflict Manager Program (UCMP) held its first cohort in January 2024, with twenty participants from Safe Streets including site directors, violence, and community leaders/partners in person at The University of Baltimore campus. The Urban Conflict Manager Program is co-sponsored by the City of Baltimore Mayor's Office for Neighborhood Safety and Engagement (MONSE), The University of Baltimore's Schaefer Center for Public Policy and Program Director, Dr. Yunzi "Rae" Tan.

This program is designed to provide Baltimore's Safe Streets leaders, staff, and community partners a unique, continued learning, and professional development opportunity that will enhance their knowledge and practice of conflict management and resolution--including violence prevention and intervention--at various levels and specifically in the urban context.

Over ten days, participants expanded their conflict management competencies in negotiation, mediation, group facilitation, dialogue processes, restorative practices, and conflict de-escalation. As well as broaden their understanding and assessment of urban conflict and violence dynamics and structures, using the trauma-informed and complex systems perspectives. Upon completion of the program, participants received a certificate.

The Mayor's Office of Neighborhood Safety and Engagement (MONSE) empowers community partners and city agencies to play a more active role in the co-production of public safety and prevention of violence through a trauma-responsive, healing-centered, and equity-based approach for the benefit of all Baltimoreans.



Urban Conflict Manager Program Graduates during the graduation ceremony in April

Applied Research Highlights

Completed Research Projects

The Schaefer Center advances evidence-based research to support public policy, government operations, and community programs. In 2024, the Research Division completed six projects, continuing work on four projects, and started four new projects.

Center for Public Safety Innovation (CPSI) at UBalt Evaluation:

This project examined five years of the Combating Overdose through Community-Level Intervention grant program data. The analysis highlighted funding trends, survey results, and insights from interviews with recipient organizations, providing a comprehensive overview of the program's impact.

Maryland Department of Legislative Services Organizational Climate Survey:

Launched in January, this survey assessed the workplace culture within the Maryland General Assembly (MGA) and DLS. It covered a variety of topics such as harassment, discrimination, inclusion, fairness, psychological safety, and workplace attitudes. With a 30.7% response rate, the survey's findings led to 14 actionable recommendations for improving the organizational climate. This semi-annual survey builds upon the previous survey conducted by the Schaefer Center in 2022.

Maryland Department of Legislative Services: Hiring Process Review:

The Schaefer Center examined the hiring process for Policy Analysts in the Office of Policy Analysis (OPA). Through comprehensive interviews, surveys with current managers and analysts, and benchmarking against similar agencies, the final report offered recommendations to refine and improve the hiring test process.

Maryland Department of Legislative Services: Maryland Racial Equity Profile

This second racial equity profile for the state compiled baseline data on 67 indicators across economic, educational, employment, health, and criminal justice sectors. The final deliverables included a dynamic Power BI dashboard for DLS analysts, enhancing their legislative research capabilities.

Maryland Legal Services Corporation: Access to Counsel in Evictions Client Survey

Researchers conducted an intercept survey at five state courthouses in central Maryland to assess the Access to Counsel in Evictions program. Forty-four clients participated, either on-site or via QR code, sharing valuable feedback on the program's effectiveness and areas for improvement.

Urban Conflict Manager Program: Supporting Program Development and Assessment

In support of the Schaefer Center's Urban Conflict Manager Program conducted for Baltimore City Safe Streets initiative, the research team conducted focus groups with Safe Streets Workers to inform the development of the Urban Conflict Manager Program curriculum. The research team also supported the evaluation of the training program by collecting and analyzing daily training evaluations, providing actionable insights to program



GENERAL ASSEMBLY OF MARYLAND

DEPARTMENT OF LEGISLATIVE SERVICES



UNIVERSITY OF
BALTIMORE

Center for Public Safety
Innovation



MLSC

MARYLAND LEGAL SERVICES CORPORATION

IOLTA - INTEREST ON LAWYER TRUST ACCOUNTS

New Research Projects

Maryland Department of Emergency Management: Grant Funding Formula Analysis

This project focuses on analyzing the current funding distribution formulas used by the Maryland Department of Emergency Management for the Federal Emergency Management Performance Grant and the State Homeland Security Grant Program. The Schaefer Center is studying distribution models used in comparable states and modeling the impact of alternative formulas on Maryland's counties, Baltimore City, Annapolis, and Ocean City. The project also includes a survey of local emergency managers in Maryland to gather feedback on the proposed funding allocation methods.

Maryland Department of Legislative Services: Apprenticeship 2030 Commission

Starting in Spring 2024, the Schaefer Center began staffing the Apprenticeship 2030 Commission. Created by the Maryland General Assembly in 2023, this two-year legislative commission comprised of state legislators, labor union representatives, and employers was charged with developing policy recommendations to increase the number of Registered Apprenticeships in Maryland to 60,000 by 2030.

The Schaefer Center played a critical role in supporting the Commission by staffing its public meetings and 70 workgroup meetings, providing essential research and administrative assistance. Additionally, the Center

designed, administered, and analyzed a telephone and online survey of Maryland employers and labor unions to assess the prevalence of apprenticeships, the challenges associated with hosting or expanding these programs, and broader concerns regarding workforce training and staffing.

To further support the Commission's work, the Schaefer Center coordinated site visits on the Eastern Shore, helped plan and attended an apprenticeship roundtable in central Maryland, and facilitated international site visits to England and Germany. The final report from the Apprenticeship 2030 Commission is expected to be released in early 2025.

Maryland Department of Transportation: Employee Engagement Survey

The employee engagement survey of over 10,000 MDOT staff will assess job satisfaction, work-life balance, career growth opportunities, safety and security, and overall workplace culture within MDOT. Employees will have multiple options for participating, including online, paper, and telephone responses. The survey is expected to launch in early 2025.

Maryland Nursery, Landscape, and Greenhouse Association: Industry Survey

This survey is designed to measure the scope and impact of Maryland's horticultural industry. This is the first year participants will be able to complete the survey online.

Results are expected in late 2025.



Ongoing Research Projects

Baltimore City: Evaluation of ARPA-Funded Projects

Schaefer Center researchers continued their collaboration with staff from the Jacob France Institute and the Baltimore Neighborhood Indicators Alliance, both applied research centers within the University of Baltimore's Merrick School of Business, to develop and implement evaluation plans for projects funded by the American Rescue Plan Act (ARPA) in the City of Baltimore. This ongoing project, which began in 2022, is expected to continue through 2026, when all ARPA funds must be spent. As part of this work, the Schaefer Center is conducting evaluations of five projects led by city agencies and nonprofit organizations while also providing additional support to the Mayor's Office of Recovery Programs as needed.

Maryland Department Public Safety and Correctional Services: Workload Study

The Schaefer Center continued research on a workload and staffing study for the Maryland Department of Public Safety and Correctional Services (DPSCS) Division of Parole and Probation. The research team is analyzing time study data collected in 2023, caseload data, transactional data, and qualitative data collected through interviews agents, subject matter experts, and agency leadership to develop a parole/probation agent staffing model. The report is expected to be released in early 2025.

University of Baltimore: Admitted Student Survey & Title IX Survey

The University of Baltimore engaged the Schaefer Center to conduct the biannual surveys of students admitted to the University of Baltimore and the biennial Title IX survey of students.

Research in Support of Schaefer Center Programs – NextGen Leaders for Public Service and Maryland Certified Public Manager® Programs

The Schaefer Center is dedicated to the rigorous evaluation of its NextGen Leaders for Public Service and Maryland Certified Public Manager® Programs. The research team has developed and administers the electronic application process for both programs, ensuring a seamless and efficient experience for applicants.

In addition, the research team collects participant feedback after each Certified Public Manager session and conducts a comprehensive evaluation at the end of each cohort. This valuable information drives the continuous improvement of the program and its curriculum, ensuring it meets the evolving needs of public service professionals.

For the NextGen Leaders for Public Service program, the research team has developed a comprehensive data system to track student internships and measure outcomes. This data system feeds into a Power BI

dashboard that provides a clear summary of the program's impact, highlighting its effectiveness in preparing students for careers in public service.



2024 Staff and Graduate Fellows



Group photo of 2024 staff at the William Donald Schaefer Conference and Awards Ceremony

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2024 Schaefer Center Advisory Board



Advisory Board Member Lainy LeBow-Sachs with University of Baltimore President Kurt Schmoke



Executive Director Ann Cotten with Advisory Board Member Chichi Nyagah-Nash



Advisory Board Member The Honorable James T. Smith during our William Donald Schaefer Conference and Award Ceremony

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Michael Golden (Vice Chair), Retired, Former Director of External Affairs, Maryland State Retirement and Pension System

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Ryan Fredriksson, Vice President of Government Affairs, National Aquarium

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