



MAYOR CATHERINE E. PUGH TRANSITION REPORT



CITY OF BALTIMORE

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As the 50th Mayor of Baltimore, I am honored to lead this city, and it is my pleasure to present this Transition Report.

Hundreds of people listened and worked together to produce this document. It began with a vision to move from where we are and what we've accomplished to creating a more inclusive and diverse distribution of our city's assets and resources and creating a city that meets the needs of all of its citizens.

We asked teams of individuals to examine and provide solutions for some of Baltimore's most visible problems, like crime, to challenges that were not as visible, like obtaining a permit to do work in the city. Committees were also reminded that diversity and inclusiveness are essential ingredients in creating a robust and vibrant economy.

Baltimore is a city with great potential. However, in some of our neglected neighborhoods, that potential is very hard to recognize. I raised the question of how do we create amenities for every neighborhood like sit-down restaurants, movie theaters, supermarkets, and businesses that provide for our everyday needs? Shouldn't every neighborhood be treated the same and have access to the same resources?

Many of the recommendations in this report are easily blended into our vision for a bright and beautiful Baltimore. Others will require more concentrated efforts like ensuring great schools, clean mixed-income neighborhoods, and jobs for every citizen that wants to work.

On behalf of my administration, I want to thank the Chairs, Vice Chairs, members of the committees, agency support staff, and everyone who contributed to their efforts, for their time, expertise, and passion. The commitment they have shown to their neighbors and this City throughout this process has been inspiring.

These recommendations, along with the input of other stakeholders such as the Open Society Institute (OSI), will help guide this administration in the days, months, and years ahead. Together, I know that we will build on our progress and make Baltimore the best city in America to live, work, and play.

Please join me on this exciting journey.

A handwritten signature in purple ink that reads "Catherine E. Pugh". The signature is fluid and cursive.

Catherine E. Pugh
Mayor

EXECUTIVE SUMMARY

Jane Jacobs, a renowned journalist and activist, once wrote, “...cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.” For more than 200 years, the people of Baltimore have worked together to build something truly special. From Baltimore’s historic neighborhoods and cutting-edge businesses to its inclusive communities and vibrant artists, the residents of this City know firsthand the potential of an American city. Every generation of Baltimoreans has had the responsibility to carry on the work of those who came before them—to build a better city for all of their neighbors. And the Pugh Administration is committed to helping this generation continue to build a vibrant and prosperous community today and for the generations yet to come.



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Whether it is building a safer city, spreading economic revitalization to all of the City’s neighborhoods, or creating a transit system that provides equitable service to every resident, the challenges that face Baltimore cannot be ignored. But if its people work together, there is nothing that they cannot overcome. Because, like any great city, Baltimore is at its best when everyone works together.

As Mayor Pugh takes office, she and her entire administration are optimistic about the potential of this City. But they are also realistic about the challenges that confront everyone in Baltimore. This Administration sees an opportunity to unite the people of Baltimore, and help them collaborate and cooperate to create a better quality of life for everyone who calls this City home. The Pugh Administration knows that any progress must begin with the people of Baltimore. And the people of Baltimore are ready to meet these challenges because the road ahead has been paved for success by generations who have come before us. It is hard work, but it is work that everyone in Baltimore is ready and willing to take on.

To demonstrate her commitment to action, Mayor Pugh and her senior staff traveled to neighborhoods throughout Baltimore on the day of her inauguration to make sure residents were a part of her transition process from the very beginning. The Mayor has subsequently led her cabinet on tours of the City to ensure all neighborhoods are getting equal focus; to highlight areas of concern; and to brainstorm new solutions to solve longstanding problems. The Administration has also begun outreach efforts to neighboring jurisdictions and to the business community to find common ground to serve as a foundation for the City’s future.

Mayor Pugh is advocating for Baltimore in forums as diverse as the National Conference and Global Forum on Science, Policy, and the Environment and the Total Health Forum sponsored by Kaiser Permanente and the National Basketball Association. This effort is already paying dividends, having earned the City a multi-year Bloomberg Grant, designed to hire experts to focus on a single intractable problem facing a city.

Public safety is the most important priority for any elected official, and it has been a driving force for the Pugh Administration. As part of her effort to keep all residents of Baltimore safe, Mayor Pugh has already taken immediate steps to protect the City’s neighborhoods, such as removing the hiring freeze for the Police Department. Another task Mayor Pugh accomplished soon after taking office was finalizing the Department of Justice Consent Decree. Following months of hard work, on January 12, Mayor Pugh announced the signing of a Consent Decree between the City of Baltimore, the Baltimore Police Department, and the U.S. Department of Justice. This agreement will ensure that the City and the Baltimore Police Department will protect individuals’ statutory and constitutional rights; treat individuals with dignity and respect; and promote public safety.

Mayor Pugh led two days of citywide canvassing with the Fire Department to make sure residents have working smoke detectors. She has also convened the Safe Arts Space Task Force to quickly address housing issues of the local arts community.

EXECUTIVE SUMMARY

From her many years in public service, Mayor Pugh knows the kind of positive impact that government programs can have in a community. That is why her administration has already moved forward on several initiatives to improve the quality of life in Baltimore City. She has started work on Project C.O.R.E., which will replace a troubled apartment complex with new housing, new school construction, and green and open spaces. The Administration led the Point-in-Time (PIT) count, which is a federally required annual count of homeless persons using emergency shelters, transitional housing, or Safe Havens. This initiative is essential to understanding the needs of Baltimore's homeless population. Mayor Pugh also announced the Central Baltimore Future Fund, a \$10 million fund dedicated to making investments in high-impact real estate projects. This will be done in partnership with The Reinvestment Fund, HCPI Development Fund, and the Central Baltimore Partnership in the communities surrounding the Johns Hopkins University Homewood Campus. She also led a kick-off of the CASH Campaign, which provides free tax preparation and financial literacy training to local residents, saving them money and helping them prepare for the future. To support Baltimore's home and property owners, Mayor Pugh has also begun the City's move toward issuing building permits online.

The City of Baltimore offers many services throughout its neighborhoods, but not everyone is aware of what is available to them. Consequently, the Pugh Administration has begun coordinating promotional efforts for campaigns ranging from recycling to pre-K enrollment and school attendance activities. The Mayor has also begun working closely with the major philanthropic partners throughout Baltimore and leveraging the leadership, funding, and knowledge they have to offer the City's communities.

While the actions mentioned above are significant accomplishments in such a brief period of time, Mayor Pugh understands that the vision she shares with the people of this City for a better, stronger Baltimore will not become a reality without collaboration, partnership, and years of hard work.

If Baltimore's neighborhoods are going to succeed, the City needs to have a thriving economy that benefits all of its residents. Baltimore is now home to a diverse economy focused on entrepreneurship, innovation, health care, education, and logistics. Despite progress in recent years, Baltimore still lacks a cohesive economic development framework. While efforts to attract and bring new businesses to Baltimore are important, there must also be a focus on providing services to help existing businesses grow and create more jobs. Small, neighborhood businesses and minority and women-owned businesses would benefit from more targeted support.

There are great opportunities in Baltimore, from the City's existing business base to its cultural institutions to the untapped potential of the arts as an economic driver. Across all areas of economic development in Baltimore, there is a need for more connections and stronger relationships, as well as a focus on the areas of the economy that would benefit most from an infusion of financial and technical resources.

As important as it is to work with business owners, the City also has a responsibility to job seekers in every community of Baltimore. While most of the City has recovered from the Great Recession, many lower income communities have yet to experience this recovery due to historic inequalities and structural barriers. To overcome these barriers, the Pugh Administration must commit to strengthening Baltimore's workforce development and youth employment strategies, initiatives, and programs. The City must create alignment among workforce training programs, workforce needs, and industry clusters.

Creating economic opportunity is vital to Baltimore's future, but it is impossible in a city without effective transportation options. Fortunately, with its large downtown, dense pattern of development, relatively small land area, and historically strong transit network, Baltimore is a community that is well-suited to the benefits of public transportation. Today, the City is served by an array of transit options that are full of potential but face many significant challenges.

Answering those challenges begins by placing a bold leader at the Department of Transportation to increase focus on meeting the City's basic needs while exploring ways to increase travel options. Along with consistent leadership, Baltimore needs a clear vision and agenda for its transportation system. The Pugh Administration should develop a five-year Comprehensive Transportation Strategic Plan that purposefully targets available resources to achieve desired outcomes; maximizes their impact; and clearly defines the charge and mission of the City's transportation system. This is a vast and complex system, and it will take robust strategic partnerships to help the City find current and potential revenue sources to meet its goals and outcomes.



Baltimore's future success depends on the preservation and improvement of its neighborhoods. The City's communities, and the diverse population that call them home, are what make Baltimore truly special. The City has a responsibility to help all residents contribute to their communities so that they can live in safe, affordable homes and lead healthy lives in a sustainable environment.

This process begins by engaging principal stakeholders of those communities to help them develop neighborhood revitalization strategies that leverage public dollars with significant private investment. To support the efforts of local leaders, the Mayor should reorganize City agencies, specifically the Department of Housing and Community Development, to create a quasi-public Community Development Agency with flexible tools and procedures for revitalization. As part of the broader push to revitalize Baltimore neighborhoods, the Pugh Administration's community development strategy should also work to improve the health of the residents themselves. In addition, the City must work to improve the environment. This can be done through increased park services and resources as well as by creating more open spaces in all of the City's neighborhoods.

There is no priority more important for the Pugh Administration than ensuring that Baltimore's neighborhoods are safe. Every member of this Administration is committed to developing solutions to enhance the safety and quality of life for the citizens of Baltimore. Those solutions must begin by building and strengthening strong relationships between the community and the Police Department that are grounded in mutual respect and collaboration.

At the same time, it is imperative that the Police Department reduce response time to violent crime scenes and improve focus on investigatory work that increases the Police Department's clearance rate and takes violent criminals off the streets. This will not be possible if the Baltimore Police Department continually operates from a position of personnel deficits. Proper staffing will reduce overtime costs, improve morale among officers, allow the Police Department to dramatically reduce violent crime, and help citizens have consistent and positive interaction with the police in their communities. Baltimore must also support all of our emergency and homeland security services with a state-of-the-art, fully consolidated emergency communications center where all call-taking and dispatch services are located in the same location with a single management structure.

In addition, to create safer neighborhoods, it is crucial that the City develop a comprehensive re-entry strategy to connect high-risk ex-offenders to workforce development and good jobs.

The City is also committed to living up to its obligations under the Consent Decree, and to ensuring that all of the recommended actions in this report are consistent with the Department of Justice Report and the Consent Decree.

It is essential that Baltimore strives to give its young people every opportunity to succeed. The entire community has a responsibility to provide them with recreational, cultural arts enrichment, and personal capacity-building opportunities so they are able to realize any future that they can imagine. Baltimore must become known as a community that puts children first.

EXECUTIVE SUMMARY

In Baltimore, babies need to be born healthy. Young people must have places to grow, play, and learn. They need to be able to walk safely down the street, and be able to rely on transportation to get to where they need to go to succeed. They deserve equitable access to comprehensive career choices—through education opportunities, workforce development, and access to entrepreneurial capital. Children are this City’s greatest resource, but they can only succeed if Baltimore gives them the tools they need to thrive. We must work together with partners in both the public and private sphere. At the Open Society Institute of Baltimore’s Solutions Summit, activists and organizations throughout the City gathered to find actionable recommendations to move the City forward, ranging from improved treatment and recovery services to increased access to social workers for students and their families. Another example of this kind of collaboration in the City can be found in Baltimore’s Promise, which brings together concerned organizations to help better meet the needs of every child that calls Baltimore home.

To create a dynamic economy in every part of the City, the responsibility of the Baltimore Development Corporation (BDC) is to implement long-range real estate strategies that encourage public and private development to increase the City’s tax base; enhance and improve the physical and cultural environment of the City; improve the economic health of the City through attraction of new businesses and the retention of existing businesses; and increase minority and women business participation in economic activity.

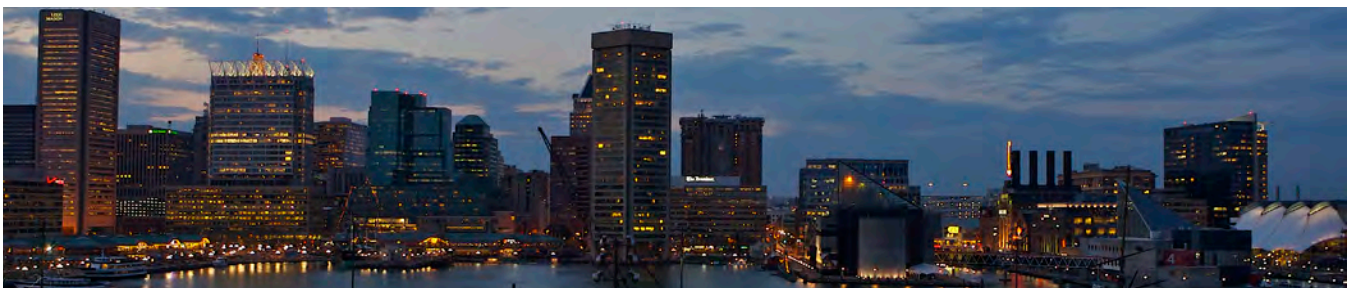
In the last decade, BDC has focused primarily on real estate development while not fully executing the remaining elements of its mission. By refocusing on the full mission of the BDC, the Pugh Administration can ensure that Baltimore will build on its current economic strengths, while expanding economic opportunity to all businesses, communities, and residents.

One of Baltimore’s most important sources of investment are its buildings. Every year, more than 30,000 building permits are issued in Baltimore, representing more than a billion dollars of investment in the City. It is vital that Baltimore ensures that this process is as transparent, efficient, and predictable as possible.

In recent years, permitting required engineered drawings to be brought online through the City’s ePlans system. Now, the Pugh Administration has the opportunity to bring building permit issuance online, so that customers will no longer need to travel downtown to submit and pay for applications. Staff resources can then be reallocated to provide better customer service. The launch of this system can be coupled with other improvements such as: enacting public-service guarantees so that customers know what to expect and agencies are accountable for deadlines; streamlining pieces of the permitting process that cause delays and frustrations; and working more closely with BGE and other partners to eliminate inefficiencies.

Clean streets are essential to successful neighborhoods, and every neighborhood has a right to expect clean and attractive streets. The Pugh Administration is committed to a cleaner, more vibrant, more beautiful Baltimore City—a City where all residents are proud to live. The long-term goal of the City must be zero-waste. By improving recycling rates, placing 1,500 additional corner cans throughout the City, and educating and engaging residents, the City should achieve this goal. Baltimoreans should expect nothing less from themselves or from their government than to be a national leader in waste management and to live in one of the cleanest cities in America.

Baltimore is a city that has something to offer everyone, and it is a city built by everybody who calls it home. Every neighborhood brings its own unique voice and provides its own diverse assets in order to create a whole that is greater than the sum of its parts. Mayor Pugh and her Administration are excited to work with the men, women, and children in every community to build upon the progress they have already made and to support them in making Baltimore the greatest city in the United States.



TRANSITION COMMITTEES

TRANSITION EXECUTIVE TEAM: TISHA EDWARDS, JIM SMITH, PETE HAMMEN

TRANSITION LEADERSHIP TEAM

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Calvin Butler
Keenen Geter
Rachel Garbow Monroe
Chuck Tildon

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Robbyn Lewis
Theodore Ngongang
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Klaus Philipsen
Ben Rosenberg
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Liz Glenn
Steve Gondol
Cheo Hurley
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Nate Loewentheil
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Michael Miller
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Izzy Patoka
Tim Pula
Nan Rohrer
Chris Ryer
Mark Sapperstein
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Bill Miller
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Thiru Vignarajah
Jed Weeks
Nathan Willner
Michelle Wirzbirger

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Faviola Donato-Galindo
Cody Dorsey
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Quincy Gamble
Sarah Hemminger
Tomi Hiers
Jeanne Hitchcock
John Hoey
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Keith Kormanik
Fred Lazarus
Philip Leaf
Bonnie Legro
Ginger Mihalik
Lourde Montes-Greenan
Wes Moore
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Jeffrey Zwillenberg

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Augie Chiasera
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Jim Kennedy
Theo Rodgers
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Anwer Hasan
Christopher Kelley
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Jenny Morgan
George Pedikakis
Tom Prevas
Laurie Schwartz
Leanna Wetmore

CITY AGENCY SUPPORT STAFF

Kim Barranco
William Cole
Julie Day
Robert Maloney
Kim Morton
Frank Murphy
Allison Perkins-Cohen
Jason Perkins-Cohen
Colin Tarbert
Drew Vetter
Bill Vondrasek
Robert Wall

TRANSITION STAFF

Andrew Aleshire *Team Lead*
Shaina Hernandez *Team Lead*
Ricardo Johnson *Team Lead*
Obiora Ajukwu
Trenton Andrews
Gregory Flynn
Sabrina Kogan
Aaron Moore
Rebecca Perloff
Gayon Sampson

ECONOMIC AND EMPLOYMENT DEVELOPMENT COMMITTEE



ECONOMIC AND EMPLOYMENT DEVELOPMENT COMMITTEE

In recent decades, Baltimore's economy has evolved to meet the challenges and opportunities of the 21st century. Once dominated by heavy manufacturing, Baltimore is now home to a diverse economy focused on entrepreneurship, innovation, health care, education, and logistics.¹ World-class institutions of higher learning, innovative health care companies, and the thriving Port of Baltimore form a foundation of opportunity for the entire city. New and ongoing projects and initiatives including, but certainly not limited to, Harbor Point, EBDI, Port Covington, Station North, Innovation Village, Remington Row, Park Heights, and the Uplands promise to further advance Baltimore's economy and create additional opportunities for Baltimore City residents.

Despite positive momentum, Baltimore lacks a cohesive economic development framework for action. In recent years, significant efforts have been made to attract and bring new businesses to Baltimore, but there has been less focus on providing needed services to help existing businesses grow and create more jobs. Small, neighborhood businesses and minority and women-owned businesses would benefit greatly from more targeted support.

There are great opportunities in Baltimore, from the City's existing business base to its cultural institutions to the untapped potential of the arts as an economic driver. Across all areas of economic development in Baltimore, there is a need for more connections and stronger relationships, as well as a focus on the areas of its economy that would benefit most from an infusion of financial and/or technical resources.

As important as it is to work with business owners, the City also has a responsibility to job seekers in every community of Baltimore. While there are many programs available for workforce training, there is little alignment among training programs, workforce needs, and industry clusters. In addition, structural barriers and historic inequities have made it increasingly difficult for the City's residents with the greatest economic, legal, and educational barriers to access workforce development and economic opportunities.² Additionally, youth employment continues to be a challenge as Baltimore's main training program for youth, YouthWorks, lacks long term, sustainable, or reliable funding.



WORKFORCE DEVELOPMENT AND YOUTH EMPLOYMENT

Many aspects of Baltimore's economy have recovered from the height of the recession in 2010.³ However, there are still lower-income communities across the City that have yet to experience this recovery due to historic inequalities and structural barriers. To overcome these barriers, the Pugh Administration must commit to strengthening Baltimore's workforce development and youth employment strategies, initiatives, and programs. It must be a priority of this administration to extend economic opportunities to those faced with the greatest economic, legal, educational, and structural barriers to employment.

As outlined in the work done by the Opportunity Collaborative, youth and individuals without high school diplomas are disproportionately affected by barriers to entry into the workforce.⁴ The Pugh Administration should develop a sustainable fund for YouthWorks and commit to a consistent number of year-round youth employment slots. The work of addressing education-based barriers also requires a commitment to improving the quality of adult education programs already in place in the city. Baltimore City Community College (BCCC) needs to be a trusted job-training/educational partner with proven records of accomplishment—helping students earn their high school diplomas, providing job placement and ongoing coaching, as well as developing job pathways with employers. Today, BCCC has a graduation rate that is unacceptable for its students and the City as a whole. The philanthropic community will continue to have a difficult time partnering with BCCC unless there is clear and substantial change. To facilitate that change, the Administration should bring together a team of experts to address the needs of BCCC, emphasizing the need for targeted workforce training.

ECONOMIC AND EMPLOYMENT DEVELOPMENT COMMITTEE

The Pugh Administration should also strengthen the relationship among the Baltimore Workforce Development Board (BWDB), the Mayor's Office of Employment Development (MOED), and Baltimore City Public Schools to ensure that Career and Technology Education (CTE) is focused on the City's in-demand careers and aligned with BWDB goals. There must also be a strong collaboration among the BWDB, MOED, BCCC, and the Baltimore Development Committee to ensure that the City's resources are being used as effectively and efficiently as possible. This Administration must demonstrate a commitment to workforce development by participating in the four annual BWDB meetings and engaging its members.

Citizens of Baltimore will face serious limits to their economic mobility if these workforce challenges are not addressed. That is why the city must consider the One Baltimore for Jobs (1B4J) model, which offers a systemwide, employer-driven approach to addressing these complex systems of barriers and challenges.⁵ The Pugh Administration must ensure better coordination between the Department of Social Services' (DSS) funding streams and a job-driven model for connecting DSS clients with employers. It should also align Baltimore City contracts with workforce development goals by linking training providers with businesses and organizations complying with the Employ Baltimore Executive Order and Local Hiring Law.

One of the populations in Baltimore that is most often confronted with these barriers to employment are those who are returning to their communities following incarceration. Matching these job seekers with employment would create significant savings for the City's public safety expenses and relieve a significant emotional burden on much of the City's population. The Greater Baltimore Committee's "Opening the Door to a Second Chance" report offers many specific initiatives to remove those barriers and expand job opportunities for those returning to society after incarceration. The Pugh Administration should consider these best practices as it seeks to create opportunity for all of Baltimore's residents.

Finally, the work of reducing barriers to success in workforce training and development requires that the City's residents are aware of what programs are available to them. The Pugh Administration should develop a shared data system that allows for more coordination and stronger service delivery among workforce partners, key stakeholders, funders, and employers. Program information should also be disseminated through a Mobile Workforce Development model that can bring services directly to communities and reach residents, including youth, who are not currently accessing or likely to access One Stop Centers.

ATTRACTING, RETAINING, AND EXPANDING BUSINESSES

Creating an environment conducive to business growth and job creation is a fundamental responsibility of any administration. Baltimore City has impressive opportunities to offer new businesses, but struggles in supporting businesses throughout their life cycles. City resources are not always properly aligned with the needs of the business community or with strategies that would benefit the city as a whole. In order for Baltimore to be more effective in attracting, retaining, and expanding businesses, there needs to be a greater understanding of the needs of the business community and how city government can be a stronger partner and advocate.

Minority and women-owned businesses (M/WBEs) face a unique set of challenges that require special focus. Mayor Pugh has always been a fierce advocate for the growth and empowerment of M/WBEs. To continue her commitment in this area, the Administration should create a Commission on M/WBE contracting, procurement, and regulatory reform that will provide recommendations on how the City can best support and work with this vital part of its economy. The Pugh Administration should also work toward minimizing the administrative burdens hindering M/WBEs by standardizing contract monitoring and reporting across city departments, making the bidder's registration system (Citi-Buy) more transparent, and addressing uniformity of standards and goal setting with separate compliance technology. To ensure transparency and encourage inclusion within city government, the City should require annual reports and departmental inclusion plans for major procurement agencies. In addition, it should expand M/WBE participation reporting requirements to include actual dollars paid to M/WBEs instead of how many times it received payment. The Pugh Administration could also help to increase business for M/WBEs by encouraging participation in the Johns Hopkins B-Local Initiative, which consists of private companies that have agreed to set M/WBE inclusion goals.

When it comes to major public-private partnerships or subsidies from the city—including TIFs, PILOTS, grants, and other large incentives—the Pugh Administration should work to standardize the practice of setting M/WBE participation goals in the ongoing phases of the project. This can be done through a Board of Estimates-approved Memorandum of Understanding (MOU).

ECONOMIC AND EMPLOYMENT DEVELOPMENT COMMITTEE

A key component to growing a vibrant business community is a city government that seeks to understand the difficulties of being a business owner, and that provides excellent, timely customer service. Working with city agencies on issues such as compliance rules, regulations, and statutory requirements can often be a frustrating experience for business owners. In some cases, they are forced to hire attorneys and file claims to preserve their legal rights. To ensure businesses and constituents alike have positive interactions with city agencies, the Pugh Administration should consider establishing the Mayor's Customer Service Promise. Modeled after the statewide program,⁶ this initiative would include customer-service training for city employees who most interact with the public, as well as a broad culture shift back toward the idea of service.

This renewed focus on service would be helpful when it comes to business retention, which must be an integral part of the city's economic development strategy. Currently, 80 percent of job growth and private investment in most American cities are attributable to existing business expansion.⁷ To help more city businesses grow and create jobs, the Pugh Administration should direct the Baltimore Development Corporation (BDC) and/or other economic development departments or entities to focus additional staff and financial resources on providing services for existing businesses.

Additionally, there are a number of initiatives the Pugh Administration should consider to enable small neighborhood businesses to prosper. By appointing and empowering a Small Business Ombudsperson, small businesses would have a single point of contact for any issue or challenge they may be facing with the City. This individual would advocate, navigate, and troubleshoot for small businesses. At the same time, this Ombudsperson could lead a multi-agency rapid-response team of empowered problem solvers who can remove roadblocks and facilitate rapid responses. The Pugh Administration should also explore the feasibility of creating a percentage goal for local business participation in city procurements, as well as providing additional points for local businesses in the competitive bidding process. To provide additional financial resources for existing or new small businesses, the City should work more closely with organizations like the Greater Baltimore Committee to identify potential untapped capital within Baltimore's large businesses. They should also explore how the BDC and other economic development departments or entities can work with the philanthropic community to create direct loans or loan guarantee pools.

Another opportunity for partnerships can be found in Baltimore's universities, hospitals, and other anchor institutions, which can support business attraction, retention, and expansion. The Pugh Administration should encourage institutional investment in schools, workforce centers, health care, and open space—all major contributors to the overall success of businesses—and ensure economic inclusion by entering into a Memorandum of Understanding that identifies shared outcomes and pledges supporting resources. In addition, the Pugh Administration should advocate for adding state incentives to the RISE Zone program and encourage universities to partner in creating the two remaining RISE Zone Innovation Districts.



NEIGHBORHOOD RETAIL DEVELOPMENT

For the first time in decades, the residential population in Baltimore City is showing signs of net growth,⁸ reversing years of population flight. The City has been ranked as a top destination for college-age millennials⁹ and one of the best locations for startups and tech companies.¹⁰ It has also been identified as a hotbed for the farm-to-table culinary culture.¹¹ Despite these gains, many retailers remain hesitant about selecting Baltimore, even in some of its most prosperous neighborhoods. There are numerous reasons for this hesitancy, ranging from poor infrastructure and outdated, negative perceptions of the city to a lack of data on the demographics and the failure of many retail center owners to improve and invest in their properties. The Pugh Administration must address these areas of concern in order to attract more retail to Baltimore.

ECONOMIC AND EMPLOYMENT DEVELOPMENT COMMITTEE

Retailers and their customers are drawn to areas with strong “curb appeal.” Since most of Baltimore’s streets are in poor condition, the Pugh Administration should prioritize the improvement of the City’s basic infrastructure. This will allow the City to better compete with other jurisdictions as it looks to attract new retail and customers to its neighborhoods. The Pugh Administration should adopt educational campaigns aimed at reducing littering, and enforce laws prohibiting the dangerous practice of panhandling or washing windshields in traffic lanes. In addition, an effort to educate retailers on the benefits of validating parking and offering free on-street parking to encourage shopping could address the negative impact of expensive City parking for shoppers and retailers alike.

The City must also invest in marketing itself effectively to its residents, adjacent counties, the nation, and the international community. Typically, businesses must dedicate 2 percent of their gross revenue to marketing initiatives in order to thrive.¹² If the City were to apply that percentage to its total annual tax yield, it would spend \$35 million per year on marketing. That is \$32 million more than the City’s current promotional budget.¹³ The Pugh Administration should lead the charge to direct more resources toward marketing.

Over the years, the City has also radically reduced funding for retail attraction, resulting in a reduction of paid staff from four employees down to one. Without adequate staffing and funding, it is a challenge to attract and retain retailers and small businesses. The Pugh Administration should dedicate more resources and staff to retail attraction and retention. A portion of these resources should go toward creating a more robust “Main Street” program, which provides an excellent framework for the future and should be expanded and strengthened.

A frequent complaint from local retailers is the lack of business-friendly regulators and City inspectors who often issue citations that can be counterproductive. The Pugh Administration should encourage City inspectors to achieve compliance with regulations through education and collaboration with retailers and small businesses rather than issuing immediate citations.

As the City moves toward becoming a more retail-friendly environment, retailers and their advocates must be consulted on decision-making and funding priorities. The Pugh Administration should prioritize educating Baltimore residents on how to pursue successful careers in retail, and offer residents the opportunity to develop their own retail businesses in targeted incubators. This can be achieved through both online and in-person classes. In pursuing these initiatives, the Pugh Administration should reach out to immigrant-based or special identity retail groups such as KAGRO.

Finally, retail attraction decisions must be based on data and research. Retail industry data should be collected and updated annually. This research will inform both localized strategies and broader comprehensive planning initiatives. Furthermore, owners of older retail centers should be educated and encouraged to bring new businesses to their properties. It will be important to map the locations of underperforming landlords and educate them about the needs of the community and the benefits of new investment. In the event that education efforts fail, the City should aggressively pursue code enforcement and other means to encourage landlords to revitalize their retail centers or convert them into other uses.

ARTS AND CULTURE AS AN ECONOMIC DRIVER

The arts in Baltimore are essential to a quality of life that attracts entrepreneurs to start and build business, grow jobs, and make residents want to move to and stay in Baltimore. According to a study by Americans for the Arts, the nonprofit arts industry generated \$388.2 million in economic activity for the City.¹⁴ In addition to their economic impact, there are significant social impacts and community-building benefits offered by the arts. Artists are creative problem solvers, and they are deeply committed to the City in so many ways.



ECONOMIC AND EMPLOYMENT DEVELOPMENT COMMITTEE

Baltimore City has a proud cultural legacy and is home to a robust arts community. There are significant opportunities for growth in the creative culture sector, and equity of access to and participation in the arts for all of Baltimore's citizens is essential to realizing those opportunities. To be a world leader in innovation and entrepreneurship, Baltimore needs the arts to contribute to a creative economy that will strengthen this City's communities.

While artists have long been a vital part of Baltimore, the City has never sought to capitalize on their strengths to ensure the health of this community. That is why the Pugh Administration should convene and engage in Baltimore's first-ever arts and culture planning process. The arts and broader communities should develop an inclusive strategic plan with achievable goals to expand resources and create new opportunities designed to expand access to the arts throughout the City. Creation of this plan would drive art policy across City government while simultaneously providing a framework for agreed-upon goals. These goals should have both short- and long-term aspirations with strategies for their effective implementation.

As part of this plan, the Pugh Administration must demonstrate a commitment to prioritizing the arts as important cultural resources across City agencies by committing to transparent and inclusive decision-making, elevating arts positions within the administration, integrating design into city infrastructure planning, and using the administration to showcase the arts.

The Pugh Administration should also provide meaningful and fair resources for the arts in all their diversity. Through the arts and culture planning process outlined above, creative funding mechanisms for the arts can be explored. The Administration must also commit to ensuring that arts resources are distributed in an equitable manner, and implement a City public arts program that sets aside at least 1 percent of City construction funds for public art. Though passed in 2007, the Public Art Ordinance has not been adequately implemented in recent years.

Arts and Entertainment Districts are another valuable strategy for building the arts sector and—with care relative to displacement—supporting neighborhoods. The Pugh Administration should leverage these districts in the existing areas and expand them as a transformation strategy.

To invest in and promote Baltimore's creative economy, the Pugh Administration should build platforms for entrepreneurship in the arts and make them inclusive, touching every neighborhood in the City. Baltimore also needs to support the arts as a part of its economy. Artists should be paid fairly for their work, whether they are working for the City or selling their work in the private sector. The City should advocate for and set a good example of professional practice with artists. Additionally, the City business and cultural communities should set the standard that youth are cultural producers contributing to Baltimore's economy and quality of life and, therefore, deserve to be paid for their work.

Finally, the Pugh Administration should promote community arts partnerships and facilitate the role of artists as social entrepreneurs. Artists are working with Baltimore's youth in afterschool and out-of-school programs, creating arts venues in every neighborhood, and partnering with social service organizations and schools. As they intersect with city agencies and services, city government must respond in kind and be a partner to these artists. MICA has already created a program that works with community organizations to foster young artists as social entrepreneurs. Peabody and the Baltimore Museum of Art are in the process of launching similar programs. Artists have the ability to help transform neighborhoods and encourage social justice. Building on what is already emerging as a great strength in healing and unifying this community, the City should foster community arts partnerships so that Baltimore is seen as a compassionate place where social innovation, community building, and the arts are woven into the fabric of its communities.

WORKFORCE DEVELOPMENT AND YOUTH EMPLOYMENT

- *Create an inventory of in-demand jobs and map this with respect to current workforce development funding streams, the locations of quality training and wraparound service providers, and areas of the City currently served.*
- *Secure funding to support successful industry sector-based training and collaborations.*
- *Develop a sustainable fund for YouthWorks, and commit to a consistent number of year-round youth employment slots.*
- *Implement the best practices outlined in the GBC's 2016 "Opening Doors to a Second Chance" report.*
- *Create a Mobile Workforce Development model that can bring services directly to communities and reach residents, including youth, who are not accessing the American Job Centers.*
- *Develop a strategy and funding mechanism for further integrating adult education into workforce development programs.*
- *Prioritize the convening of a team to address how higher education, particularly BCCC, can better address the needs of Baltimore City residents and employers.*
- *Align current and new resources that are dedicated to successful training, placement, and job retention.*
- *Lead and empower the Baltimore Workforce Development Board (BWDB).*
- *Strengthen the relationship between BWDB, MOED, Baltimore City Public Schools, and Baltimore City Community College (BCCC).*
- *Develop a shared data system that allows for more coordination and stronger service delivery between workforce partners, key stakeholders, funders, and employers.*
- *Strengthen the relationship between the BWDB, MOED, BCCC, and the Baltimore Development Corporation (BDC).*
- *Align Baltimore City contracts with workforce development goals by linking training providers with businesses and organizations that must comply with the Employ Baltimore Executive Order and Local Hiring Law.*

ATTRACTING, RETAINING, AND EXPANDING BUSINESSES

- *Create a Commission on M/WBE contracting, procurement, and regulatory reform to provide recommendations for advancing economic development goals.*
- *Streamline and update contract monitoring and reporting processes across City Departments to reduce the administrative burden on M/WBEs.*
- *Require annual reports and departmental inclusion plans for major city procuring agencies, and expand M/WBE participation reporting requirements to increase transparency.*
- *Encourage businesses to participate in the B-Local Program to increase the numbers of private companies with M/WBE inclusion goals.*
- *Standardize M/WBE participation processes in major public subsidies or Public Private Partnerships (P3s) through Board of Estimates-approved MOUs.*
- *Establish the Mayor's Customer Service Promise to provide customer-service training for city employees who most interact with the public.*
- *Direct the BDC and other economic development departments and entities to focus more resources on retention and services for existing businesses.*
- *Appoint and empower a Small Business Ombudsperson to advocate, navigate, and troubleshoot for small businesses.*
- *Create a percentage goal and preference points for local business participation.*
- *Identify untapped capital for small businesses through collaboration with organizations such as the Greater Baltimore Committee.*
- *Encourage anchor institutions to increase their investments in local neighborhoods, and ensure economic inclusion by entering into a Memorandum of Understanding that identifies shared outcomes and pledges supporting resources.*
- *Add incentives to the RISE Zone program and encourage the creation of the remaining two RISE Zone Innovation Districts.*

NEIGHBORHOOD RETAIL DEVELOPMENT

- *Secure funding to improve the City's basic infrastructure, placing special emphasis on street quality issues.*
- *Address quality-of-life issues by adopting educational campaigns and enforcing laws aimed at curbing littering and panhandling, and address the negative impact of expensive City parking for shoppers and retailers through education and parking validation programs.*
- *Increase City investment in marketing and promotion to a level closer to the business standard of 2 percent of gross revenue.*
- *Reduce the number of citations against businesses by encouraging City inspectors to achieve compliance with regulations through education and working with retailers.*
- *Dedicate more resources and staff to retail attraction and retention, especially through a more robust "Main Street" program.*
- *Include more retailers and their advocates in decision-making processes for the City.*
- *Educate Baltimore residents on how to pursue successful careers in retail by offering online and in-person classes, and create retail business "incubators" for new businesses.*
- *Reach out to retail brokers, retailers, and immigrant-based or special identity retail groups such as KAGRO for input in developing retail education and support programs.*
- *Collect and maintain retail data annually to support city planning and decision-making processes.*
- *Map the locations of underperforming landlords and aggressively pursue code enforcement and educational programs to encourage the landlords to revitalize their retail centers.*

ARTS AND CULTURE AS AN ECONOMIC DRIVER

- *Create an Arts and Culture Plan to capitalize on the strengths and ensure the health of the sector.*
- *Prioritize the arts across City government by elevating arts positions within the Administration.*
- *Provide meaningful and fair resources for the arts in all their diversity.*
- *Explore innovative and creative funding models for the arts.*
- *Commit to ensuring that arts resources are distributed in an equitable manner.*
- *Commit to stronger implementation of the city's Public Art Ordinance.*
- *Leverage and expand Arts and Entertainment Districts in existing areas.*
- *Provide support for entrepreneurs by investing in and promoting Baltimore's creative economy.*
- *Advocate for and set a good example of professional practices with artists by understanding the arts as economic drivers.*
- *Ensure that youth feel valued as cultural producers.*
- *Promote community arts partnerships that enrich the lives of all residents.*
- *Facilitate the role of artists as social entrepreneurs and advocates for social justice.*

TRANSPORTATION COMMITTEE



With its large downtown, dense pattern of development, relatively small land area, and historically strong transit network, Baltimore is a community that is well-suited to the benefits of public transportation. The City is served by an array of transit options and enjoys a transit mode share of 19 percent, higher than any other local jurisdiction in the state. Baltimore's transportation system is full of potential, but it also faces many significant challenges.

Residents in all neighborhoods, and at all income levels, are not getting the most out of their transit system. The City must work to ensure that its transportation options are supporting an equity of opportunity for all of its residents.¹ While staffed by dedicated professionals, the Baltimore City Department of Transportation has not had a clear and comprehensive vision for transportation in Baltimore or stable, long-term departmental leadership. Combined with the City's larger infrastructure challenges, such as the need to improve streets across Baltimore,² this creates a sense of indifference to residents and visitors alike. The public's expectations are for the City to address the many transportation challenges and issues over which it has little or no control (i.e., core transit system, CSX, the Port, and toll roads owned and operated by the state). However, this should not stop Baltimore from creating the world-class transportation system that its residents deserve.

As Baltimore looks toward its future, the Pugh Administration should strive to create the integrated, efficient, and equitable transportation system that is essential to Baltimore City's economic growth and contributes to a high quality of life for all of its residents.

GOVERNANCE AND MANAGEMENT

Changing the culture of transit and transportation in Baltimore starts with leadership. The Baltimore City Department of Transportation (DOT) requires consistent leadership that earns and receives the Mayor's stalwart support. A bold leader is needed to guide DOT to increase focus on meeting the City's basic needs while exploring ways to increase travel options. Residents and businesses alike would benefit from a back-to-basics approach, but the City also needs a visionary leader who can help the Mayor modernize DOT and position it as a leading urban transportation agency. When appointing a director of the Department of Transportation, the Mayor should seek an experienced, energetic, and innovative leader.

Along with consistent leadership, the City needs a clear vision and agenda for its transportation system. The Pugh Administration should develop a five-year Comprehensive Transportation Strategic Plan that purposefully targets available resources to achieve desired outcomes, maximizes their impact, and clearly defines the charge and mission of the City's transportation system and the agencies that manage and impact it (e.g., DOT and Planning). The plan should focus on creating opportunities in all neighborhoods and ensuring that all aspects of the system are safe, equitable, inclusive, and accessible for everyone in Baltimore City. At the same time, there must be a strong focus on sustainability, modal diversity, and ensuring that the City is making efficient use of its resources and aggressively pursuing additional resources in order to best serve the growth and success of communities and economic development.

This Strategic Plan must match spending to available resources while also building on Baltimore's strengths, assets, and the progress that has already been made. The plan should include a commitment to adhere to and strengthen the City's 2010 Complete Streets Resolution³ and the 2013 DOT Complete Streets Policy by passing a detailed Complete Streets Ordinance, with best-practice design guidelines, that mandate compliance and contain real accountability. At the same time, this Plan must look forward and embrace a "rider centric" culture that acknowledges transit's importance to Baltimore and serves everyone, ranging from commuters to disabled individuals to students. This means exploring fare reductions and fare-free or reduced zones and corridors to encourage ridership and create economic and other opportunities that enhance the City. The City must also embrace digital solutions, new parking strategies, and strategic collaborations that can support the needs of all its riders. It also means responding to the needs of different populations, such as giving students access to public transportation through the late afternoon and early evening so they can get from their schools to their jobs. Finally, this plan must recognize that the City's streets and public rights-of-way take up more than 2,000 miles of the City's footprint⁴ and maximize their value as useful and vibrant public spaces. A well-drafted Plan will position the City to pursue—and defend—requests for more funding from state, federal, and private sources.

To ensure all of Baltimore's residents have adequate access to the City's transportation network, equity and inclusion should be at the forefront of the transportation project and policy development. The City should continue to invest in innovative efforts to link neighborhoods to opportunities within the City and throughout the close-in suburbs by strategically advocating for transit improvements from MTA and tactically expanding Baltimore BikeShare and dedicated bicycle lanes. As funding permits, the Charm City Circulator could also be a tool to promote community equity. The Pugh Administration should designate a senior position in the Mayor's Office to be the City's Equity and Inclusion Officer,⁵ who will ensure that the City's policies and plans address the needs and concerns of all residents, particularly those in Baltimore's most underserved communities. This official will also coordinate with agencies to ensure that all City services include equity and accessibility⁶ as global priorities.

The need for increased coordination is a theme relevant to many aspects of transportation planning, development, and policy. First and foremost, the City would greatly benefit from increased coordination between agencies that deal with transportation. At the present time, many different City agencies are home to transportation functions, including DOT, Parking Authority, DPW, Planning, Housing/HCD, and Recreation and Parks.⁷ Effective incorporation and collaboration between these agencies is critical to the overall success of the transportation system. The Pugh Administration should conduct an assessment of the transportation functions in all City agencies and explore how agencies can work together to support common goals and outcomes. These teams should focus on first/last mile issues, TOD/land use, emergency services (snow), and related issues.

Once there is a clear understanding of where transportation functions are housed, the City should utilize interagency teams with members who are responsible for reducing risks, streamlining processes, and speeding up project delivery to drive down costs. These teams can be used in a similar fashion to what is being done to develop the Boston Street Multimodal Corridor Planning Study.⁸

City agencies must also work together more effectively and reach out more frequently to neighborhood stakeholders. Prior to developing the Department of Transportation's annual Capital Improvement Program (CIP), DOT must review adopted area master plans with the City Planning Department and reach out to neighborhood groups about upcoming projects in a manner similar to the state's local "Tours" prior to adoption of the state's Comprehensive Transportation Plan (CTP). City Planning should regularly involve DOT when developing plans that affect the City transportation system, regardless of mode. Similarly, DOT must be involved in the planning and implementation of economic development/real estate development projects generated by other agencies such as HCD and BDC.

To ensure transportation projects are developed in a timely manner, the City must streamline its procurement process. The Pugh Administration should evaluate the feasibility of making changes to the procurement process. In addition, the City should define appropriate projects where innovative contracting and alternative project-delivery mechanisms can be used to reduce risks to the City, speed up delivery, and drive down cost. Baltimore should also investigate and continue to use alternative contracting methods, as has been tried on Central Avenue.⁹ While that project and its timing created too many demands for these methods to work successfully, DOT should be encouraged to determine where such methods are appropriate and will be successful.



Innovative technology could be an asset when looking at ways to modernize the procurement process, as well as in many other areas of the transportation sector. To better utilize technology in support of transportation, the Pugh Administration should create a Transportation Technology Committee¹⁰ made up of transportation staff, MOIT, representatives from the private sector, the Bloomberg iTeam, and other key City agencies. This group of forward-thinking innovators would help the Mayor identify opportunities for budget savings through better efficiencies; explore opportunities to serve the public and generate revenue as has been done by IKEA in Denver and Kansas City with smart streetlights and public wifi;¹¹ and identify users for underutilized assets in the conduit network.

Responsibilities of the Committee should further include comprehensive research, support, management, and coordination of information, activities, and implementation of transportation-related technologies across City departments. The Committee should also undertake strategic data development, data gathering, analytics, and data sharing. In addition, it should identify opportunities for funding transportation technologies¹² and for the targeting and testing of such technologies and area(s) for such testing (Proving Ground for Automated Vehicles).¹³

Finally, the Technology Committee would help to implement a “smart city”¹⁴ initiative that would illustrate and promote the Administration’s strong commitment to neighborhood revitalization and economic development, as many are striving to do around the globe.



STRATEGIC PARTNERSHIPS

Baltimore City’s transportation network is vast and complex, and it will take robust strategic partnerships to tame it. Key partners must be cultivated and encouraged to help the City meet its goals and outcomes, but partnerships are a two-way street—the City must understand and initiate the important steps required to be a good partner. This will require creating an ecosystem that fosters such partnerships and collaborations, and may include: incentives, innovative contracts for services and projects, regulatory and legislative changes, and advocacy to encourage these relationships. Key partnerships and collaborations include those with Maryland Transit Administration (MTA), developers, and private shuttle operators.

The City should establish mechanisms to ensure policy and technical collaboration with MTA. Jointly funding a full-time employee who would report to both the Director of the Baltimore City Department of Transportation and the MTA Administrator will facilitate such collaboration. Ensuring the completion of dedicated bus lanes in priority corridors by the launch of Baltimore Link in June 2017 is one task the City can target to help MTA improve service. In addition, taking steps to evaluate requests that compromise the effectiveness of the lanes, enforcing stopping restrictions at bus stops and in dedicated bus lanes, and using forward-facing bus cameras to identify offenders in partnership with MTA will help deliver quality service.

The City should also urge the MTA and state government to be effective partners in improving service and expanding access. Collecting and reporting data to the City, such as average bus speed, is critical to measuring outcomes of service and should be done with regularity. The City legislative delegation, working with the Hogan Administration, should enact legislation to create a Maryland Transit Commission that would support MTA’s realization of its mission as well as provide a formal mechanism for the City and other local governments to participate in agency governance. One of the Commission’s responsibilities should be an annual report with detailed reporting on performance using established measures. Encouraging MTA to expand the availability of discounted transit fares beyond public school students to other priority populations—such as low-income residents, job seekers, and the formerly incarcerated—can help to expand access.

Working with MTA, the BaltimoreLink effort must be sustained as an ongoing initiative. In light of reports of infrequent and unreliable bus service,¹⁵ it is critical to pursue continuous improvement to deliver the highest quality transit service to riders. The City should urge and work closely with MTA to focus on future iterations that examine the adequacy of schedule frequencies to support current and expanded ridership. It should also examine key origin-destination pairs that are critical to the City but might not otherwise be apparent to MTA based on available data and previous ridership patterns such as Edmondson Village to Amazon.

MTA and non-MTA private shuttles that operate within the City's limits can benefit from increased collaboration with the City and each other. The Pugh Administration should consider establishing a City-led task force to coordinate MTA, Circulator, and private shuttle services—particularly in the downtown area—to save overall operating costs, reduce redundancy, and improve service for all users. Collaborating with other key partners like MTA; private transit operators; and taxi, ride-hail, and ride-share services on new and emerging technologies will help improve travel options. This task force would undertake a study of the private shuttle services in operation throughout the City and asset-map routes currently operating. Working with those operators, they can utilize the data to identify opportunities for greater collaboration and coordination with the goal of reducing costs, increasing efficiency, and decreasing congestion. Best practices include those outlined in “Strategic Analysis Report: The Role of Shuttle Services in San Francisco’s Transportation System,”¹⁶ and the Baltimore Collegetown shuttle.¹⁷

As the City negotiates Community Benefits Agreements with developers as part of future economic development incentive packages, the funding of shuttles or some type of on-demand transportation program should be routinely considered and incorporated as one of the “benefits” to serve the communities most impacted by the proposed development. Additionally, the City should explore partnerships with existing Community Benefits Districts that could dedicate a portion of their tax surcharge or other sources of revenue to fund community shuttles or some type of on-demand transportation services that can improve service.

Transit partnerships are vital to the economic and social health of the City. Looking toward the future, an affordable alternative to the Red Line that provides equal benefits to the region should be established. An initiative led by the City, MDOT, MTA, and the Baltimore Metropolitan Council to update the Baltimore Region Rail System Plan¹⁸ can initiate planning for a workable solution. Additionally, as the City seeks to unite its transportation system with meaningful connections, the same should be done aesthetically. A comprehensive upgrade to standardized wayfinding signage for drivers and pedestrians, including replacement of the 30-year-old blue and green signs, can elevate artistry and improve circulation throughout the City.



RESOURCE DEVELOPMENT

The Pugh Administration should commission a Blue Ribbon Task Force to examine current and potential revenue sources for transportation purposes. The goal of such a group would be to explore how transportation revenue can be equitably utilized to implement needed transportation projects and services. Subjects to be covered include: increasing the current level of Highway User Revenues available to the City; innovative financing and service-delivery techniques appropriate for transportation projects and initiatives; and exploring how City bond funding (not currently utilized for transportation) may be used for projects and initiatives. This Task Force can also suggest ways to replace federal aid with more flexible state money in order to avoid lengthy federal processes and speed up project development and delivery. This would ensure local matching funds are available to maximize leverage and cost-effectively improve transit services by embracing transit-oriented development (TOD) opportunities. A special consideration should be given to revenue generated via TOD of City-owned land and/or sale of air rights for private development due to its ability to make new resources available.

Innovation on how to most effectively spend limited dollars on transportation is occurring around the country. Counties in Virginia have established special assessments on commercial and industrial property to upgrade roads and bridges, and improve access to Dulles International Airport. These jurisdictions also found financing mechanisms for Metrorail expansions and station access improvements using recordation and transfer taxes.¹⁹ Moreover, in other jurisdictions around the country, value capture has been used as a means to generate funds for transit within a defined district (i.e., as part of traffic mitigation planning) to fund specific improvements. Best practice examples of innovation in transportation funding can be found in Seattle's Sound Transit-3,²⁰ the Denver Eagle P3 program,²¹ and the Portland Metro TOD program.²²

In keeping with the goals of the Task Force, prior to the beginning of new projects, serious consideration must be given to mechanisms for funding proper maintenance and operations. There is a potential need for increased state participation in this field. Therefore, a study should be conducted to determine how ownership and maintenance obligations of "numbered" highways within City limits can be transferred back to the Maryland State Highway Administration. This study should also determine if these transfers can be done without the loss of Highway User Revenues in order to use savings for maintenance and preservation of the other streets in the City.

Another impactful operation requiring renewed focus and state assistance is the Charm City Circulator. This service has become essential to Baltimore's transit network for residents, employees, and visitors alike. However, it is fiscally unsustainable in its current form. It is incumbent upon the Department of Transportation, under the guidance of the Pugh Administration, to reinvigorate the system so that it performs optimally. The first step in this process is to articulate a clear and bounded mission for the service, defining it as a supplement to MTA service in dense, walkable neighborhoods. The service must then seek to maintain the nexus with the parking tax by limiting service to areas where the tax is collected. It should only provide the amount of service that can be covered by the existing parking tax and state support it receives. Over the long term, the City must consider a more sustainable funding source than the parking tax. For riders, the City should give due credence to working with the operating contractor to maintain reliability and cleanliness.

Both the success of the Circulator and the opportunity presented in developing Red Line alternatives give an opening for the Pugh Administration to further explore public-private partnership opportunities to expand or add new transportation projects or services. The City should study the feasibility of public-private partnerships—such as concession agreements and alternative project-delivery methods—that may offer the City options to construct, reconstruct, operate, and maintain existing and new elements of its transportation system, especially those that might connect to employment and include job centers in the close-in suburbs, as well as economic development opportunities.



GOVERNANCE AND MANAGEMENT

- *Appoint an experienced, energetic, innovative leader to run the Department of Transportation, and give the Director strong and stalwart support.*
- *Increase coordination between agencies by creating interagency teams for projects and initiatives to streamline processes and to support common goals and outcomes, such as first/last mile issues, TOD development, and emergency services.*
- *Develop a Comprehensive Transportation Strategic Plan that, at a minimum:*
 - ◆ *Purposefully targets resources and outcomes, and clearly defines the charge and mission of DOT and other relevant City agencies;*
 - ◆ *Identifies and embraces strategic collaborations and partnerships;*
 - ◆ *Identifies parking strategies and defines the purpose of public investment in parking;*
 - ◆ *Establishes strategies for a digital future, using technology to provide solutions to City challenges;*
 - ◆ *Fully embraces transit's importance to Baltimore and enables a "rider centric" culture in City government, including traffic calming and street retrofits near bus stops;*
 - ◆ *Views existing rail and transit stations as priority areas for dense development;*
 - ◆ *Insists on the improvement of transit services provided by MTA to all, especially those with disabilities and public school students, and explores fare reductions and fare-free or reduced zones and corridors to encourage ridership and create economic and other opportunities;*
 - ◆ *Recognizes that the City's streets and public rights-of-way are valuable assets that make up as much as 30 percent of the City's footprint, and develops creative uses that maximize their value as useful and vibrant public spaces.*
- *Strengthen the 2010 Complete Streets Resolution and DOT's 2013 Complete Streets Policy by enacting a detailed Complete Streets Ordinance, with best practice design guidelines, that mandates compliance and contains real accountability.*

STRATEGIC PARTNERSHIPS

- *Link neighborhoods to opportunities by advocating with MTA for transit improvements and expanding alternate modes of transportation, such as Bikeshare, bike infrastructure, and, as sustainable funding can be found, the Charm City Circulator.*
- *Designate a City Equity and Inclusion Officer to ensure that the City's policies and plans address the needs and concerns of all residents, particularly those in the most underserved communities.*
- *Streamline the procurement process and define appropriate projects to use innovative contracting and alternative project-delivery mechanisms.*
- *Create a Transportation Technology Committee from both public and private sectors to identify and implement transportation-related technologies across City departments, and prepare and encourage safe testing of technologies that hold promise.*
- *Establish robust strategic partnerships with the MTA and public and private partners to collaborate on service and incentives, innovative and alternative contracts, and regulatory and legislative changes.*
- *Collaborate with MTA and MDOT on policy and technical matters, and jointly fund a full-time employee reporting to DOT and MTA.*
- *Urge the Governor and General Assembly to enact legislation creating a Maryland Transit Commission to support MTA's realization of its mission, and provide a formal mechanism for the City and other local governments to participate in agency governance.*
- *Encourage MTA to expand the availability of discounted transit fares beyond public school students to other priority populations such as low-income residents, job seekers, and formerly incarcerated citizens.*
- *Establish a City-led Task Force to bring together MTA, Circulator, and private shuttle services to study the coordination of public transit and the myriad private shuttle services in operation throughout the City and asset-map routes, and then pursue collaboration and efficiencies to save costs, reduce redundancy, and improve service for all users.*
- *Incorporate shuttles and on-demand transportation as desirable benefits in future Community Benefits Agreements, and work with existing Community Benefits Districts to dedicate a portion of their tax surcharge or other revenue to such uses.*

RESOURCE DEVELOPMENT

- *Create a Blue Ribbon Commission to equitably seek additional transportation revenues, including increases in existing sources and the development of new funding streams and techniques such as embracing transit-oriented development (TOD) and the value it creates.*
- *Study how ownership and maintenance obligations of "numbered" highways within City limits can be transferred back to the Maryland SHA.*
- *Re-evaluate and restructure the successful but fiscally unsustainable Charm City Circulator services, including clarifying its mission and limiting its geographic area, and identifying a sustainable funding source.*
- *Explore public-private partnership opportunities to expand or add new transportation projects or services via concession agreements and alternative project-delivery methods.*

HEALTHY NEIGHBORHOODS COMMITTEE



HEALTHY NEIGHBORHOODS COMMITTEE

Baltimore's greatest assets are its diverse people and neighborhoods. To support and cultivate that asset, the City should be doing everything it can to help all City residents strengthen their communities, live in safe and affordable homes, and lead healthy lives in a sustainable environment. In order to make Baltimore a successful city that provides opportunities and healthy neighborhoods to all of its residents, public servants must work together with residents, businesses, and nonprofit organizations, as well as education, health, and financial institutions. By collaborating to pool Baltimore's human and capital resources, this city can continue to strengthen the neighborhoods that are on the rise, stabilize those that are fragile, and reverse the decline of the most challenged communities.



IMPLEMENTING A NEIGHBORHOOD REVITALIZATION STRATEGY

A smart approach to community development builds upon existing strengths while recognizing that different strategies should be applied in different situations. For example, communities with strong partnerships in place to support major revitalization and investment can benefit from flexible resources and development tools, such as Tax Increment Financing Districts, Business Improvement Districts, and Live Near Your Work programs. Communities that have the potential to integrate commercial and residential development into unified walkable communities need long-term help to support core community staff to manage communications and project administration. For communities with emerging homebuyer markets, reduced interest rates and marketing related to neighborhood incentives could be beneficial, such as those offered by the Healthy Neighborhoods Inc. program (HNI) or Live Baltimore. Finally, communities that continue to experience property abandonment and severe distress require a strategic planning process, targeted demolition, and new public and private resources to integrate community and economic development strategies. All communities can gain by leveraging the skills and resources of community development financial institutions, bank relationships, and unique federal resources with private capital.

There are many factors required to build a successful and thriving community, but nothing is more important than engaged, enthusiastic residents driving and guiding the process. Their passion and their ideas are at the heart of any and all neighborhood revitalization. The Pugh Administration should lead an ambitious but achievable campaign to engage principal stakeholders—including community leaders, employers, financial institutions and investors, philanthropic organizations, and City agencies—to develop neighborhood revitalization strategies that leverage public dollars with significant private investment. Neighborhoods should have a clear voice in the conception and design of neighborhood projects and a role in the selection of developers because community involvement produces the most successful neighborhood outcomes. The Mayor should also meet regularly with executives from financial, philanthropic, and other anchor institutions to maximize private investment in Baltimore's neighborhood revitalization.

Successful businesses are an important part of any healthy and thriving community. While certain areas, including neighborhood retail strips and Arts Districts, currently benefit from specialized development strategies, the City should explore new strategies to further revitalize these areas. For instance, the Pugh Administration should advocate for districtwide historic tax credits in older Retail Districts to encourage exterior renovations of historic buildings. This can be paired with an increase in funding for façade grants for key commercial buildings. Main Street Districts can be provided with discounted City services for events to support their business development efforts.

HEALTHY NEIGHBORHOODS COMMITTEE

Arts Districts should also be supported, which is why the City should implement the recommendation of the Arts District Task Force to provide each district with \$50,000 operating funds. Arts Districts must also be integrated into city cultural efforts, with more opportunities for safe make/live/performance spaces. At the same time, Baltimore must highlight artists of all varieties across the city through new marketing campaigns and existing promotional efforts.

In support of various Commercial Districts, the City must offer programs that provide critical information and funding. That is why Baltimore should work with Live Baltimore to develop a “typology” of neighborhood commercial areas to provide new data and information on existing conditions in the City’s commercial areas. The Pugh Administration should develop a sustainable funding source for Main Street Districts by converting Main Street and Retail Business District Licenses to Benefit Districts. In addition, the City must develop tools for aggressive acquisition of vacant commercial properties in target areas. Baltimore should also consider use of receivership, tax sale foreclosure, and the Community Development Commissioner’s discretionary acquisition authority. A “liquor license bank” should be created to acquire surplus and problem liquor licenses. The surplus liquor license fees can be used to improve technology and enforcement for the city’s liquor licenses. Finally, the City should explore ways to support new and existing businesses by creating tenant fit-out grants or loans. The City should consider matching funding from the state’s Small Business Loan Fund.

As Baltimore looks toward revitalizing neighborhoods throughout the City, public housing developments must be seen as an integral part of these neighborhoods and coordination between community development, and public housing must be managed appropriately. The City should develop a plan for revitalization and integration of public housing developments into their neighborhoods that includes stronger connections to City services, health care, Commercial Districts, community centers, transit, and other public and private amenities. Public housing is an excellent example of a challenge that requires coordinated action by a variety of agencies.

One resource that enables us to build stronger neighborhoods are Community Development Corporations (CDC). These organizations can be catalysts that strengthen local markets and real estate values. The City should make long-term operating and capital commitments to CDCs and other nonprofits that can provide community-based services and coordinate comprehensive, multi-neighborhood revitalization strategies. If a neighborhood does not have one of these types of organizations, the Pugh Administration should work with stakeholders to build the necessary capacity to attract private investment.

Additionally, the Mayor should also reorganize City agencies, specifically the Department of Housing and Community Development, to create a quasi-public Community Development Agency (CDA), which would allow for increased flexibility and innovation in programming and financing. Other cities have used this approach to support strategic community revitalization initiatives, capitalize on land development opportunities, and raise private and public resources.

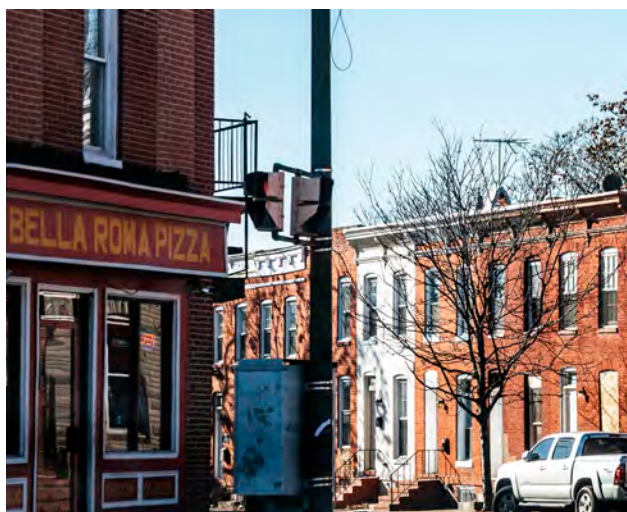
This new agency should be at the forefront of the Pugh Administration’s efforts to support neighborhood revitalization. The CDA will strive to ensure its projects offer increased employment, housing, recreation, and other opportunities for low- and moderate-income residents while also maximizing private-sector investment and neighborhood participation.

To succeed, the CDA must have an adequately funded senior executive whose sole responsibility is attracting financial resources to the City to support the revitalization of its neighborhoods. This executive will work to secure funding from city, state, and federal resources —such as Community Legacy, BRNI, CORE, New Market Credits, Solar Credits —and ensure that resources are being synchronized with City development priorities. The Pugh Administration should also make the Commissioner of the Community Development Agency the chair of the Housing Authority Board of Commissioners. The leadership team of the CDA should also include a member responsible for the day-to-day administrative processes that move development forward and for assuring the CDA has the technology and information systems needed to be highly productive. The CDA will provide its staff with the autonomy and resources —including advanced technology—to support their day-to-day work and move projects through the development process as seamlessly as possible.

HEALTHY NEIGHBORHOODS COMMITTEE

The CDA's work must make a tangible difference in Baltimore's communities. It must manage an acquisition fund to purchase and transfer ownership of key development parcels necessary to invigorate priority development areas. The CDA should create a team of City and volunteer financial experts to study the feasibility of using municipal fund sources to support neighborhood development priorities. To ensure all decision-making is accessible and transparent, the CDA should use social media to advertise its work and translate all related city documents into Spanish. The Baltimore Homeownership Office should be empowered to make City homeownership incentive decisions to shorten the time required to approve financing for single-family homes. Finally, the CDA should also explore the organization of a special purpose demolition authority to increase work opportunities; to quickly resolve unsafe situations and create development parcels; to increase the number of demolition companies bidding on work; and to add attorneys to make the quick-take process faster.

While the Pugh Administration can create conditions conducive to holistic community development, it will need agency leaders who have the ability to execute plans and the vision to communicate these ideas both inside and outside their departments. Agency heads will be able to support collaborative planning and implementation. At the same time, they must engage the principal stakeholders in Baltimore's neighborhoods, from block captains to leaders of financial institutions. This leadership is as essential for new agencies, such as the proposed CDA, as it is for legacy offices, such as the Department of Recreation and Parks. With dynamic leadership, Baltimore's new CDA and park system can be champions for improving the health of Baltimore's neighborhoods and residents.



REALIZING A HEALTHY CITY FOR ALL RESIDENTS

As part of the broader push to revitalize Baltimore neighborhoods, the Pugh Administration's community development strategy should take steps to improve health outcomes for all residents—including the homeless, immigrants, refugees, and undocumented people—by making neighborhoods safer, more livable, and more affordable. To support all residents of the City's communities, the Pugh Administration should reaffirm Baltimore's current policy of being a welcoming city.

A strong workforce is essential to a healthy city. That is why the Pugh Administration should create more job opportunities throughout Baltimore by investing in Green and Healthy Homes workforce development.

Baltimore should take full advantage of "Complete Streets" programs, which require streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages. By implementing this initiative around schools, libraries, recreation facilities, and parks, Baltimore would not only create and improve access to jobs but also enrich entire neighborhoods. This work could be an outgrowth of that which is occurring at 21st Century Schools and should be coordinated with the new CityLink transit system.

An active city is a healthy city, so the Department of Recreation and Parks should work with public and private partners to expand fitness and wellness programs. In addition, the Department of Health can expand health care access by increasing community-based health and wellness programs and facilities, particularly at schools and parks, and near public and assisted-housing sites. The Pugh Administration should create a workgroup for health care access, including major hospitals and nonprofits, that should review Community Benefit Plans and work with the Health Department on alignment with the City's federally required Consolidated Plan.

Baltimore should also expand the community schools model to all elementary and middle schools to leverage volunteer involvement and other investment in schools.

HEALTHY NEIGHBORHOODS COMMITTEE

The City must improve access to healthy food. Diet has a huge influence on health outcomes, but many neighborhoods lack access to simple groceries. To help increase access to healthy food, the Baltimore City Police Department should ensure consistent policing of access points for markets that offer healthy foods, like Avenue Market and surrounding areas. The City could also enlist the support of business owners by creating financial incentives for smaller grocery/corner stores to upgrade infrastructure to stock and sell healthy foods. Minor privilege regulations to provide for outside/outdoor display of fresh fruits and vegetables should also be reviewed in order to increase exposure to healthy foods. The City could also explore creating more affordable sources of food for these small grocers by working directly with distributors and producers as well as looking for additional contract providers for the summer food program.

It is impossible to call any neighborhood healthy if its residents don't feel safe. Baltimore must make sure that its streets are a safe place for all of its residents. This effort can begin by implementing lighting programs in heavily trafficked transit areas and Commercial Districts to increase public safety. District Baltimore Police Department command should work closely with community leaders to identify and solve neighborhood public safety concerns while paying particular attention to district boundaries and public gathering places.

Baltimore cannot be a healthy city if it is not caring for all of its citizens, including the homeless. The Pugh Administration will focus on making homelessness rare and brief through a coordinated effort with the Continuum of Care Board and many local partners. The City will create a Task Force on Homelessness to pursue short- and long-term solutions to build upon the Journey Home Program Update and integrate a strong citywide homelessness strategy into public housing and community development plans.

Baltimore also cannot have healthy neighborhoods if it does not have healthy homes. The Pugh Administration should develop a citywide Healthy Homes Strategic Plan that includes preventive strategies, contractor standards, and public/private financing options. As part of this effort, the City must implement comprehensive lead poisoning primary prevention strategies.



INVEST IN A GREENER, MORE SUSTAINABLE CITY

The health of Baltimore's citizens and the strength of Baltimore's economy are also directly connected to the city's environment. Vibrant parks, clean streams, and attractive streets improve the quality of life for Baltimore's citizens and help retain families.

Baltimore's parks and the work of the Department of Recreation and Parks are vital to a healthy and active city, and the Pugh Administration should support their efforts to increase programming and partnerships. As part of this support, the City should create a year-round playground (and exercise) equipment crew to protect the City's capital investment in its parks. The program would serve as a pilot for more in-depth maintenance contracts and additional workforce development opportunities, such as building maintenance and capital improvements. The administration should also explore the feasibility of a year-round Maryland State Conservation Job Corps (CJC) team. Utilization of programs like the CJC helps to alleviate some of the workload on the full-time Recreation and Parks staff members while also providing training opportunities for Baltimore City residents.

To ensure Baltimore's parks have the staffing and funding they need, the City should also expand the existing Baltimore City Recreation and Parks' partnerships program. A potential source of labor and support may be found in City-funded hiring and procurement that encourages providing these opportunities to disadvantaged residents and businesses.

HEALTHY NEIGHBORHOODS COMMITTEE

The Department of Recreation and Parks should also develop marketing and outreach efforts to encourage broader public use, and ultimately public support, thus increasing the number and stature of partnerships for the department.

Recognizing the importance of Baltimore's parks, the Pugh Administration should not only expand the partnerships that support it, but also increase funding for the park system, open spaces, and rights of way as well as continuing to support the Green Network Plan.



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In concert with the Bureau of Purchasing, a more streamlined and coordinated approach to issuing contracts for the Department of Recreation and Parks should be actively pursued and may require legislative changes. Individual agencies must increase management and oversight of contract providers for provision of the highest level of service. The City should utilize cooperative purchasing programs through the Baltimore Metropolitan Council.

To support the City's parks, the Pugh Administration should increase funding for the park system, local neighborhood greening projects, and a right-of-way strategy. As part of this effort, the City should utilize the existing Open Space and Parks Task Force to provide options and recommendations for developing a sustainable, dedicated funding structure for the city's open spaces, parks, greenways, waterways, and other shared public spaces. A long-standing, successful example is the nearby Maryland National Capital Park and Planning Commission, which utilizes a model of regional planning and systemwide collaboration.

The City should also increase the support of neighborhood greening grants from \$100,000 to \$1 million by using stormwater utility funds. This would bring Baltimore's investment in line with Maryland's other large jurisdictions, and can be implemented through the partnership with the Chesapeake Bay Trust.

The Department of Transportation should develop a clear process for neighborhood groups to propose, and seek approval for, greening projects occurring on this City-owned land. There is currently only a functional process for temporary right-of-way applications, which has limited applications for improvements such as opening street tree pits. The new process should be guided by an overall strategy that is informed by the Green Network Plan, the Sustainability Plan, and the recommendations of the Open Space Task Force.

Finally, the Mayor should continue to support the Green Network Plan's vision for converting vacant lots into productive green spaces.

IMPLEMENTING A NEIGHBORHOOD REVITALIZATION STRATEGY

- *Engage principal stakeholders to develop neighborhood revitalization strategies that leverage public dollars with significant private investment.*
- *Ensure neighborhoods have a clear voice in the conception and design of neighborhood projects.*
- *Advocate for districtwide historic tax credits and façade grants to encourage exterior renovations of historic buildings in older Retail Districts.*
- *Support Arts and Main Street Districts by discounting City services and providing operating support.*
- *Implement a “spruce up” program for Arts Districts.*
- *Create more opportunities for safe make/live/performance spaces.*
- *Work with Live Baltimore to develop a “typology” of neighborhood commercial areas.*
- *Develop a sustainable funding source for Main Street Districts by converting Main Street and RDBL Districts to Benefit Districts.*
- *Create tools for aggressive acquisition of vacant commercial properties in target areas.*
- *Create a “liquor license bank” to acquire surplus and problem liquor licenses.*
- *Create tenant fit-out grant/loan for new and existing businesses.*
- *Make long-term operating and capital commitments to Community Development Corporations and other nonprofits with the capacity to provide community-based services, and coordinate comprehensive, multi-neighborhood revitalization strategies.*
- *Help neighborhoods without staffed nonprofit organizations build necessary capacity to develop plans that attract private investment.*
- *Reorganize City agencies, specifically the Department of Housing and Community Development, to create a quasi-public Community Development Agency (CDA) with flexible tools and procedures to support comprehensive revitalization initiatives.*
 - ◆ *Explore innovative uses of public financing tools to create more immediate investment dollars and improved capacity to link public tools with new private financial resources.*
 - ◆ *Ensure CDA projects offer increased employment, housing, recreation, and other opportunities for low- and moderate-income residents while also maximizing private-sector investment and neighborhood participation.*
 - ◆ *Appoint a senior executive to the CDA whose sole responsibility is attracting financial resources to the City to support the revitalization of its neighborhoods.*
 - ◆ *Hire a member of CDA’s leadership team responsible for the day-to-day administrative processes and assuring this new Agency has the proper technology and information systems.*
 - ◆ *Create a team of experts to study the feasibility of using revenue streams to underwrite the expansion of general obligation bonds, tax increment financing, and other municipal fund sources.*
 - ◆ *Build a social media communications network that advertises CDA’s work and translates all documents related to revitalization into Spanish.*
 - ◆ *Explore the organization of a special purpose demolition authority.*
- *Appoint agency leaders dedicated to creating conditions conducive to holistic community development.*

REVITALIZING A HEALTHY CITY FOR ALL RESIDENTS

- *Implement comprehensive lead poisoning primary prevention strategies.*
- *Invest in Green and Healthy Homes workforce development to create more job opportunities.*
- *Expand fitness and wellness programs through public and private partnerships.*
- *Expand health care access by increasing community-based health and wellness programs and facilities.*
- *Create a workgroup for health care access, which will review Community Benefit Plans and work with the Health Department on the alignment of all for the City's federally required Consolidated Plan.*
- *Expand the community schools model to all elementary and middle schools to leverage volunteer involvement and other investment in schools.*
- *Improve access to healthy food for all Baltimore residents.*
- *Bring together District BPD command with community leaders to identify and solve neighborhood public safety concerns.*
- *Provide "Authorized Encampments" as a means of providing safe housing alternatives as well as health and social services for homeless residents.*
- *Create a Task Force on Homelessness to pursue short- and long-term solutions to build upon the Journey Home Program and integrate citywide homelessness strategy into public housing and community development plans.*
- *Develop a citywide Healthy Homes Strategic Plan including preventative strategies, contractor standards, and public/private financing options.*
- *Reaffirm Baltimore's current policy of being a welcoming city.*

INVEST IN A GREENER, MORE SUSTAINABLE CITY

- *Create a year-round playground (and exercise) equipment crew to protect the city's capital investment.*
- *Expand the existing Department of Recreation and Parks' partnerships program to leverage the Department's limited maintenance and programming staff and fiscal resources.*
- *Utilize the Department of Recreation and Parks' marketing and outreach efforts to encourage broader public use, and ultimately public support.*
- *Create a more streamlined and coordinated approach to issuing contracts for the Department of Recreation and Parks.*
- *Increase funding for the park system, local neighborhood greening projects, and creating a Right-of-Way Greening Strategy.*
- *Support the Green Network Plan's vision for converting vacant lots into productive green spaces.*

PUBLIC SAFETY / POLICING COMMITTEE



Nothing is more important than providing a safe environment for the people of Baltimore City. The perception and reality of a safe environment has a direct impact on the social and economic climate of the City. The Pugh Administration is committed to developing solutions to enhance the safety and quality of life for the residents of Baltimore. This City is at a historic crossroads, and action must be undertaken with a sense of urgency never demonstrated before in its history.

From the police, fire, and health departments to housing, schools, and homeland security, every City agency must make public safety a top priority. With this in mind, the Pugh Administration has identified five areas of paramount importance: decreasing violence and increasing life chances; strengthening a fully engaged Baltimore Police Department; empowering and engaging neighborhoods in reducing crime; ensuring effective coordination among City public safety agencies; and improving emergency management operations.

Agencies, of course, will face a host of challenges, but it is important to remember that public safety is everyone's business—not an exclusive activity of law enforcement. Each of the preceding focus areas is critical but interdependent, and will require the attention of every agency and community stakeholder. All recommended actions in this report are consistent with the Department of Justice Report and the Consent Decree.



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DECREASING VIOLENCE AND INCREASING LIFE CHANCES

An effective and sustainable response to the epidemic levels of violence across Baltimore City must combine opportunity investments with smarter policing and evidence-based, communitywide intervention in the zip codes most ravaged by violent crime. Ensuring safe neighborhoods is a government's most vital responsibility. The Pugh Administration should enlist all of Baltimore City to come together to meet this crisis.

Research indicates that reducing response time to crime scenes in violent cases, and improving focused investigations that increase the police department's clearance rate in those cases, reduces overall violent crime.¹ In addition, it is crucial that the City develop a comprehensive re-entry strategy to connect high-risk ex-offenders to workforce development and good jobs. Baltimore must respond to the significant need for a dramatic decrease in citywide violent crime by making an unparalleled investment in the future of Baltimore's citizens. It is imperative that these interventions operate at the scale of the challenge.

To create safer communities and give every resident of this City a chance to succeed, it is vital that Baltimore gives citizens returning from prison an opportunity to become productive members of their communities. This means providing mental health services, education, and workforce readiness within correctional facilities geared toward preparing inmates for productive re-entry to the outside world. Baltimore should also establish a citywide network of case managers who ensure every returning citizen has access to stable employment, a safe home, and the appropriate umbrella services to address their needs. The City must also leverage and scale proven models of service, evaluating programs that concentrate on providing opportunities to ex-offenders and reducing recidivism.

In order to reduce gun and violent crimes, it is imperative that the City reinforce and support the proven strategy of identifying, investigating, and incarcerating "trigger pullers" to keep these violent repeat offenders off the streets. In support of that effort, Baltimore must also increase the severity of penalties for gun violations. At the same time, the City must engage in preventive measures, such as the development of an effective gun buy-back and disposal program and support for legislation to strengthen laws against "straw purchases" of firearms.



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STRENGTHENING A FULLY ENGAGED POLICE DEPARTMENT

The Baltimore Police Department (BPD) cannot complete its mission if it continually operates from a position of personnel deficits. Proper staffing will reduce overtime costs, improve morale among officers, and allow the Police Department to dramatically reduce crime. Moreover, improved staffing levels will help citizens have consistent, positive interaction with the police in their communities. This can be accomplished by increased foot and directed patrols in neighborhoods that need it most, and by cultivating a culture of ownership that aligns with the foundation of community policing and the promise to protect and serve.

To return the Police Department to full strength, Mayor Pugh made lifting the Department's hiring freeze a priority. The Pugh Administration must conduct a job analysis to determine which positions currently occupied by sworn officers can be immediately converted to civilian posts so that those officers can be redeployed to patrol and investigative roles. Staffing and deployment must be organized to prioritize a patrol and neighborhood-focused police force. The City must also evaluate the feasibility of aligning command staff with supervisory officers consistent with the Justice Department's consent decree. Finally, the City must assess the practicality of recruiting retired officers with specialty expertise to staff civilian positions to ensure that their colleagues throughout the department are receiving the best possible mentoring and support.

The City should also collaborate with its partners throughout the community to secure the funding and support the needs of its Police Department. Baltimore must enlist the business and philanthropic community in a campaign to raise sustainable funds to put police officers back on the streets. At the same time, the City can increase its reimbursement of expenses for private event staffing (e.g., stadium events) and dedicate those recovered funds to support adequate police staffing in City neighborhoods.

The Police Department must also take steps to engage the community at every level of the department. That begins with providing opportunities for City residents to participate in the hiring process for sworn police officers. Baltimore must also create a community-based advisory committee to provide feedback on training programs that impact the community while also continuing to support strong Community Relations Commissions (CRCs) in each district. There must also be strong and relevant representation of citizens on the Civilian Review Board. It is also essential that an effort is made to re-establish positive relationships between police and Baltimore youth through partnerships with the Department of Recreation and Parks.

Working with communities will also be vital in finding ways to invest in additional lighting and other solutions—such as parking, street signs, road closures, or forestry—to better manage those environments most susceptible to crime. As part of the Department's efforts to enhance transparency and accountability, there should also be increased media programming to better inform the citizens of positive police practices.



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EMPOWERING AND ENGAGING NEIGHBORHOODS IN REDUCING CRIME

Many Baltimore residents—especially in African-American and immigrant communities—do not trust the police. That trust must be rebuilt through purposeful relationship development and changes in both police and neighborhood culture. Research indicates that when communities have built positive, effective relationships with police officers and have an efficient communication mechanism for reporting crime or responding to violence in communities, neighborhoods become safer.²

Existing structures for police to communicate with neighborhoods, such as neighborhood associations and Community Relations Councils, are not representative of the entire diversity of the area they are representing. In particular, youth voices, younger families, working people, and immigrants are underrepresented or absent from these traditional structures. The City needs to overhaul its communication structures to ensure that it is reaching all of Baltimore's residents.

Funding for building effective neighborhood structures and community-based prevention programs has been dramatically reduced in recent years, reducing the capacity of community leaders to leverage the resources in their own neighborhood to build the supportive community fabric that promotes public safety. Baltimore needs to rethink the way it invests in its communities.

The City needs to establish a Neighborhood/Resident Leadership Institute to provide critical resources to neighborhood leaders, including neighborhood association presidents, community schools coordinators, youth organizations, and faith-based institutions, to allow these leaders to navigate city agencies, access resources, conduct outreach, and reach diverse populations. This Institute would emphasize the importance of diversity and inclusion in all elements of a neighborhood. In addition, it would teach mediation skills, the basics of crime prevention, leadership and organizing skills, the principles of restorative justice, and an understanding about how to effectively interact with government and nonprofit organizations. These efforts should coordinate the resources that exist within nonprofit and educational institutions within the City to support this work.

As part of the effort to strengthen relationships between the Police Department and the people they protect, the City must identify core teams composed of representatives from the Baltimore Police Department, Health Department, and the Mayor's Office of Employment Development. Working together with neighborhood association leaders and community-based organizations, these teams must conduct regular outreach in target areas in order to connect residents with available resources and build community trust.

Baltimore must also establish more interaction between neighborhood residents and various elements of the Police Department. For example, every neighborhood could be asked to "adopt" police officers who have interaction with their community. Community Relations Councils are a requirement of the Consent Decree and are an important instrument to bring Baltimore's communities and police officers closer together. The City must ensure that there is representation from each neighborhood on these councils.

Outreach to young people in all of Baltimore's communities is critical to rebuilding trust in the City's Police Department. Programs such as Outward Bound, a summer youth camp, and the Law Enforcement Explorers Program represent opportunities to bring youth and police together. Finally, Baltimore must strategically convene private and philanthropic funders to support scalable opportunities for violence prevention and intervention.



ENSURING EFFECTIVE COORDINATION AMONG CITY PUBLIC SAFETY AGENCIES

The ravages of violent crime affect every facet of life in Baltimore. As a result, the responsibility of confronting this challenge should be shared by every City agency and neighborhood. To ensure that efforts are effectively coordinated, the Mayor should expand the authority of the office responsible for addressing public safety. The Office of Public Safety would develop and execute City Hall's comprehensive strategy with broad authority to support the Police Commissioner to tackle the violent crime crisis unfolding in Baltimore. Responsibilities of this Office would include the coordination of and collaboration among city agencies to combat "silo" mentality and avoid duplication on issues and initiatives concerning public safety.

As part of this effort, this Office can work with Baltimore's internal and external partners to consolidate and centralize prioritization, application, and processing of grants related to public safety from state, federal, and nonprofit donors. This Office will need to solicit ideas, insights, and feedback from community groups in each district to ensure regular and ongoing public participation in developing and supporting public safety initiatives. A priority for this Office must also be to develop and monitor progress with relevant metrics (e.g., gun arrests and seizures), and share information about public safety initiatives across relevant city agencies. They must also oversee the Office of Re-entry Services, which should be expanded to monitor returning citizens and provide needed services.

In addition, the Office of Public Safety must ensure that City agencies are providing timely and adequate support to the Police Department on proactive and reactive law enforcement initiatives. Key agencies and stakeholders include, but are not limited to, the Baltimore Police Department, Baltimore City Fire Department, Baltimore Health Department, Baltimore Housing Authority, Department of Public Works, Office of Employment Development, Office of Re-entry, Office of Neighborhoods, The Office of Immigrant and Multicultural Affairs, and Office of Criminal Justice.



IMPROVING EMERGENCY OPERATIONS

An efficient and effective emergency management apparatus is vital to ensuring that the City can help its citizens when they need it the most. Currently, the 911 call center (Unified Communications Center) operates in a co-located/partial consolidation model, with staff from the Fire Department, Police Department, and the Mayor's Office of Information Technology contributing to the operation. This existing structure is not optimal. The multiple agency system of hardware, software, and staffing is complex and requires resources and coordination to not only maintain its daily operations, but also to upgrade and adapt to changing needs and new technology. The system's operation is imperative to support the many operational agencies that serve the citizens. Failures can lead to the inability of the Fire and Police Departments to receive citizen calls for emergency assistance.

In addition, the Baltimore region is home to a significant number of critical infrastructure sites, key resources, and soft targets that remain vulnerable to events ranging from severe winter and tropical storms to coordinated terrorist attacks. Substantial reductions in federal funds (more than 46 percent)³ will require that the City bear a greater burden of protecting these sites or risk potential harm to its infrastructure and/or citizens.

The City must create a fully consolidated emergency communications center wherein all call-taking and dispatch services are located in the same center with a single management structure under the leadership of a single agency head. This requires cross-training dispatch personnel currently supporting a single type of agency (law enforcement, fire/EMS, and other) to become equally proficient in all relevant city agency protocols. This new structure should task the current 911 operational leaders to develop a multiagency strategy to stabilize and improve the system including budgetary support for operation costs and long-term capital improvements. Baltimore must also look to the future and plan to incorporate new and emerging technologies like Next Generation 911 solutions and FirstNet.

Baltimore City should develop a long-term plan that will sustain investments previously made with grant funds while providing a baseline level of funding to address a fluid and complex homeland security environment. As part of this effort the City should enhance its affiliation with public safety partners in the National Capital region. Baltimore must also collaborate with its internal public safety partners to increase its educational outreach to elected officials on the state and federal level. By increasing and focusing its efforts, the City can continue to demonstrate how homeland security, emergency management, and public safety remain a vital cornerstone for continuity of government and business operations. Finally, Baltimore should identify current and anticipated trends affecting the public safety environment, and leverage the adoption of technologies to better position the City's ability to prepare for the next generation of homeland security threats.

DECREASING VIOLENCE AND INCREASING LIFE CHANCES

- *Develop and invest in a comprehensive and world-class re-entry program for ex-offenders.*
- *Prioritize the interdiction and investigation of gun and violent crimes.*
- *Support the strategy of focusing on and pursuing “trigger pullers.”*
- *Develop an effective gun buy-back and disposal program.*
- *Strengthen laws against “straw purchases” of firearms.*

STRENGTHENING A FULLY ENGAGED POLICE DEPARTMENT

- *Address historic vacancy of sworn police officers in Baltimore by lifting the BPD hiring freeze.*
- *Conduct a job analysis to determine which positions in BPD can be performed by civilians.*
- *Align command and supervisory positions consistent with the size of the department.*
- *Evaluate the use of retired officers with specialty expertise.*
- *Create community participation in the hiring panels for BPD officers.*
- *Ensure citizens are represented on the Civilian Review Board.*
- *Increase reimbursement of police staffing private/stadium events, and use those funds for neighborhood policing staff.*
- *Invest in additional lighting, parking, street signs, and trimming forestry to make neighborhoods safer.*
- *Increase media outreach to better inform the public of positive police practices.*

EMPOWERING AND ENGAGING NEIGHBORHOODS IN REDUCING CRIME

- *Diversify the neighborhood associations and Community Relations Councils that communicate matters of public safety.*
- *Implement a Neighborhood/Resident Leadership Institute organized by the Mayor’s office.*
- *Establish core teams with multi-agency representation to do outreach in targeted zip codes to coordinate services.*
- *Develop opportunities for greater interaction with neighborhood residents and the police department, particularly with young adults.*

ENSURING EFFECTIVE COORDINATION AMONG CITY PUBLIC SAFETY AGENCIES

- *Revamp the Office of Public Safety to develop and execute a comprehensive strategy to tackle violent crime in Baltimore.*
- *Expand the Office of Re-entry Services to monitor returning citizens and provide needed services.*
- *Develop and independently monitor progress with key metrics.*

IMPROVING EMERGENCY OPERATIONS

- *Develop and modernize citywide radio communications, including the 911 and the 311 systems.*
- *Develop a long-term plan that will sustain investments previously made with grant funds for homeland security.*

EDUCATION AND YOUTH DEVELOPMENT COMMITTEE



EDUCATION AND YOUTH DEVELOPMENT COMMITTEE

More than one-third of Baltimore's population is under the age of 25.¹ They are the boys, girls, young women, and young men who will be the entrepreneurs, civic leaders, advocates, and educators to lead Baltimore into an ever-brighter future. The entire community has a responsibility to provide them with a solid and sustainable platform that allows them to realize any future that they can imagine.

In order for that to happen, the whole of Baltimore needs to come together to create and foster an environment that is conducive to building that platform. Much will be required to make their ambitions become reality, but success will be impossible without leadership. As part of her transition, Mayor Pugh asked youth and education stakeholders across the City for an answer to this question: "What would it take for Baltimore to be known as a city that puts children first?"

While new resources will be essential to this effort, it must be stressed that many of the elements needed to realize this platform are already present in Baltimore. The City must recognize, celebrate, and build on the accomplishments and innovations that have been developed throughout its neighborhoods. Creating a foundation for the success of children is dependent on more than just those agencies principally focused on youth. In City government, leadership and authority are needed at the highest level, but at the same time, supporting young people should have no agency boundaries.

Babies need to be born healthy. Young people need quality places to grow, play, and learn. They need to walk down safe streets and be able to count on reliable transportation to get to where they need to go to succeed. They deserve equitable access to comprehensive career choices—through education opportunities, workforce development, and access to entrepreneurial capital.

To provide these opportunities and resources, there must be a partnership between government and business leaders. The City must also work to engage young adults throughout its communities.

To ensure that activities for children and youth are coordinated and effective, the Pugh Administration should appoint a single person to oversee all youth initiatives. This executive would be responsible for executing a comprehensive and cohesive plan for youth development in the City; building and maintaining relationships with key stakeholders; and ensuring that youth are ready for college or career after high school. Additionally, this person would oversee the recently enacted Children and Youth Fund, which will provide targeted funding for youth programs in the near future.



HEALTHY BABIES AND EARLY CHILDHOOD

Baltimore's collaborative strategy to improve birth outcomes, B'more for Healthy Babies (BHB), is an intentionally comprehensive initiative that depends on multiple, interconnected layers of effort and programming as well as aligned funding from both public and private sources.

Since the program's inception in 2009, there have been very positive results, including an almost 40 percent decline in the infant mortality rate² and a 36 percent decrease in the teen birth rate.³ These positive results are due to a significant change in the approach to reducing infant mortality—moving from non-evidence based maternal and child health services to a public health model. In order to further reduce the infant mortality rate in Baltimore City, and to continue to reduce the racial disparity between black and white infant mortality rates, it is essential to continue the comprehensive approach that BHB has put in place and grown over the past eight years. The Pugh Administration should make reducing infant mortality a key priority, and continue to support BHB. The Administration can work closely with the BCHD Commissioner, Dr. Leana Wen, to determine what financial commitments can be made.

EDUCATION AND YOUTH DEVELOPMENT COMMITTEE

Despite the huge strides Baltimore has made in reducing the infant mortality rate, there is still much work to be done and important resources that need to be protected. A central triage, or intake, and referral process is essential to ensuring that the most vulnerable families are served with the most intensive interventions, such as home visiting and WIC. The central triage also ensures that more stable families receive an appropriate level of care while eliminating duplication of services. Funding from the Department of Health and Mental Hygiene for the central triage system has been reduced from \$3.5 million in FY 14 to \$2 million in FY 17.⁴

To ensure that Baltimore continues to reduce infant mortality and improve birth outcomes, the Pugh Administration should work to support BHB's central triage system at HealthCare Access Maryland so that mothers are connected to the care their newborns require. It should also take a lead role in advocating for changes to the DHMH discretionary funding formula, which could lead to increased funding for triage services.

As babies turn into toddlers, the City must ensure that children are entering school "ready to learn." Studies have shown that three key factors lead to kindergarten readiness: a safe, stable, and nurturing home environment; early detection and treatment of developmental delays; and participation in quality early childhood care and education.

At the beginning of the 2015-2016 school year, 42 percent of Baltimore's children entered kindergarten ready to learn, compared to 46 percent of their state counterparts.⁵ The students who did not demonstrate readiness included disproportionate percentages of Hispanic and Asian students, male students, students from informal care settings, special education students, English language learners (ELL), and free and reduced meal (FARMS) students.⁶ Baltimore's Promise gathered and analyzed data associated with the enrollment, capacity, and distribution of early childhood education program seats and found that while overall available seats are currently underutilized, there are also not enough high-quality seats available to serve all young children in the City.

Based on these findings, the Pugh Administration should launch a pre-K enrollment and attendance campaign that will educate families about the importance of early learning. Additionally, the Administration should push for funding to support additional pre-K seats using mechanisms such as the Kirwan Commission.

One of the most pressing issues facing early childhood education today is a need for more high-quality professionals. The largest obstacle to recruiting and retaining early childhood education professionals is compensation parity across the numerous educator opportunities.⁷ While the cost of child care is too high for many parents, child-care providers are among the lowest paid workers in the country,⁸ primarily because salaries are limited by the tuition rates parents can afford to pay. Professionals already in the field face a dearth of meaningful training opportunities, such as mentoring. To increase the number of highly qualified early childhood education professionals, the Administration should partner with organizations such as the Greater Baltimore Committee, the Maryland Family Network, and Ready at Five to identify and pursue legislative and/or advocacy solutions to increase funding, address compensation parity, and improve program quality.

Another method for developing qualified professionals in this field should be expanding Judy Centers, which collaborate with child-care centers to provide professional development and support for program staff as a lever for improving program quality.⁹ The Administration should partner with the Maryland State Department of Education (MSDE) and philanthropic funders to identify and leverage funding.



K-8 EDUCATION

All children in Baltimore, regardless of zip code, should have the opportunity to participate in youth development programs and have the experiences they need to reach their full potential.

EDUCATION AND YOUTH DEVELOPMENT COMMITTEE

There are currently programming and resources in the City that could be more fully leveraged to address service delivery and opportunity gaps. Community schools are an outstanding example of a resource the Pugh Administration should seek to expand. A Community School is a set of strategic partnerships that transforms a school into a hub of integrated service delivery, creating one seamless access point for a wide variety of critical supports for Baltimore's children. Each Community School builds and enhances a network of supports that considers the holistic needs of a child and is aligned to the needs of students and their families.

Community Schools are guided by bi-annual action plans that reflect input and buy-in from school staff, the Community School Lead Agency, students, families, and community stakeholders. The action plan for each Community School is tailored to the needs of that school and neighborhood. Although each Community School is designed to build on the unique assets of a particular community, every school's set of strategic partnerships contains core services, including high-quality Out-of-School Time (OST) programming.

High-quality OST programs that provide engaging experiences for students are more likely to attract and retain students, resulting in higher attendance figures.¹⁰ Based on national research on utilization of afterschool programming, Baltimore significantly lags behind other cities on this critical benchmark,¹¹ and the Pugh Administration should address the disparity by increasing the percentage of City School students with access to high-quality OST programs from its current level of 25 percent to the national average of 40 percent. Close attention should be paid to measuring and maintaining high levels of quality across all City-funded programs, including Recreation and Parks programming. One collaborative model that has proven successful is the Baltimore Summer Funding Youth Collaborative. This program has 11 partners—a mix of foundations and businesses—that share the same application process and review strategy.¹² This shared application has made it easier for organizations to apply for funding from multiple sources while also facilitating more efficient and impactful funding decisions. Similarly, by using an objective scoring tool and common evaluation, the funders have a uniform framework that enables them to assess the quality of the programs as well as their alignment with funding priorities.

OST is one of many vital programs that Baltimore's Community Schools currently provides to almost 30,000 students across the City. It is a collaborative ownership model that ensures overhead costs, including building maintenance and janitorial staff, are shared among the school and its community partners. The City should expand and enhance Community Schools, as hubs for the neighborhood, with a focus on increasing access to expanded learning and enrichment opportunities such as OST, summer programs, and health and wellness programs. It should also consider extending the model into schools where BCPS can allow extended-day services and OST for community programming.

The City should also more strategically align agency resources and services, as well as cultural institutions, to Community Schools. This type of alignment would enable schools to better integrate services for students and families, such as supports for emerging bilingual populations. Examples of current alignments include the family stabilization services and reproductive health programming that Family League has integrated into Community Schools via partnerships with the Department of Social Services and the Health Department.

While Community Schools increase access to opportunities, there are still transportation barriers that must be considered and overcome. The City should increase transportation options for middle and high school students. By better coordinating mass transit and other innovative transportation options, the City can improve young people's access to parks and enrich programs across the City. The City should consider working with MTA and others to expand access to a "One Card Plus" system for all Baltimore youth. It will be important to coordinate MTA transportation for students, including routes and times, with City Schools' locations and schedules. It is essential that all of these efforts focus on afterschool hours. The City should also explore how to leverage private transportation funds. An excellent example can be found in a model deployed in Venezuela to serve hard-to-reach populations and provide opportunities to access resources outside school neighborhoods.

Finally, to ensure that the Mayor's vision for public education can be fully realized, the Administration should take the necessary steps to give the Mayor sole appointing authority for the Baltimore City Public Schools Board of Commissioner Members.

EDUCATION AND YOUTH DEVELOPMENT COMMITTEE



HIGH SCHOOL

Young people are Baltimore City's greatest asset, and investing in their growth is an investment in the leadership pipeline for the City's future. Every Baltimore City student should have the opportunity to earn a quality high school diploma and be on a career pathway that leads to a family-sustaining wage. Throughout Baltimore, there must be access to educational resources that ensure academic success as well as to a wealth of human and social capital. Baltimore must give young people the support they need to connect with their community and not simply survive, but thrive.

To ensure that high school students in Baltimore City are able to succeed, it is vital that they have consistent and caring adults in their lives. They also require access to high-quality extra-curricular activities, cultural experiences, and work-based experiences that allow them to explore their passions and develop skills for successful entry into the job market or post-secondary education.

Believing in young people's ability to lead, the Pugh Administration should launch a program that will identify community nonprofits with the capacity to train and support a group of dynamic, influential young adults (11th-12th grade or out-of-school youth) to mentor cohorts of nine to 10 younger high school students in building the hard and soft skills necessary to succeed in summer work opportunities. Older students will be compensated for training and management responsibilities. This would include following students throughout the summer as they develop employment and leadership skills. Younger students would be offered both credit recovery coursework and work-based employment whenever possible and appropriate. Similarly, when appropriate, older students would be offered dual enrollment at Baltimore college/universities. Nonprofit organizations such as Peer Group Connection (The Center for Supportive Schools), Safe Streets, and Urban Alliance have the current capacity to operate this near-peer strategy. This program will engage 30 mentors and 300 younger students beginning in summer 2018. It will support its participants by improving job readiness and job performance, and by increasing the number of high school credits earned by younger students. In addition, it will increase satisfaction and retention of employers, recruit satisfied employers to extend employment opportunities to the school year, and further develop the careers of youth leaders.

As a result of past policies that have often disadvantaged one group of residents over another, some young elite community leaders are disconnected from the financial, social, and human capital required to successfully reinvest in their communities. To build stronger bridges between the City's community organizations and the resources they desperately need, the Pugh Administration should launch a Mentor Initiative. This project will work to build the capacity of minority-led grassroots mentoring programs by providing technical assistance with finance, fundraising, and communications. It can also provide much-needed support by connecting programs with legal, centralized administrative resources like background checks and data collection mechanisms; initial training for volunteer mentors; and access to City facilities (such as recreation centers). The Mentor Initiative can also connect these leaders to small operating grants, executive coaches, and networking opportunities with local business leaders.

Eventually, the infrastructure built as part of this project will evolve into a platform that provides a seal of approval for all local mentoring programs in the future. The national MENTOR nonprofit has the capacity/interest to work with local nonprofits such as the Family League, Maryland Out-of-School Time, or Invested Impact to launch this Initiative. Funding could be provided utilizing the Youth Fund. There is also interest from several local funders in a mentoring backbone organization. This project will engage 10 mentor fellows who have the capacity to double the number of high school students served. Effective implementation of this Initiative will result in an increase in the quantity of high school students who have a consistent and caring adult in their life.

EDUCATION AND YOUTH DEVELOPMENT COMMITTEE

In an effort to establish a transparent measure of the City's progress in preparing students for college and career, the Pugh Administration should monitor and publicize the outcomes of high school graduates for six years after graduation. These outcomes should include placement following high school, required college remediation, post-secondary degree and certificate completion, and earnings. The Baltimore Educational Research Consortium (BERC) at Johns Hopkins/Morgan University has the current capacity to produce this report with data from the Maryland Longitudinal Data Center. Additionally, having youth be the core of the iTeam partnership with Bloomberg Philanthropies would establish a baseline and longitudinal tracking system for post-high school placement in jobs, training, or college citywide. This platform would also provide the opportunity to build an incentive-based system to reward modeled behaviors and activities while also giving us the ability to build trust through transparency, celebrate progress, and make course corrections toward goals.



CAREER READINESS

In order to create more positive transitions to careers, there needs to be better alignment and broader expansion of existing efforts around youth skills development. Too often, efforts to provide workforce training and career-readiness services to youth are undertaken in isolation by the many organizations that do this work, including local and state agencies, community organizations, faith leaders, and schools.

The Pugh Administration should create a comprehensive, coordinated, citywide strategy to ensure that all of Baltimore's youth have access to training for the technical and social skills they need to be successful. The City must also work to support the family structures needed to achieve career and family success. Although many of these components exist in Baltimore, the sum of the efforts is much less than the component parts. Over the next six months, the Pugh Administration should establish specific short- and long-term goals, and create procedures for obtaining and monitoring the data needed to determine initial outcomes in terms of school retention, school performance, and other metrics. The Administration should also seek to identify, increase, and align federal, state, and nongovernmental funding to this strategy while maximizing the funds and resources available in Baltimore. This comprehensive strategy should focus heavily on increasing opportunities for collaboration and collective action.

Similar to the need for youth to have positive supports and guides to assist their navigation throughout their days, the YouthWorks program is in need of a comprehensive overhaul that provides work- and skill-development opportunities throughout the year. To do this, the span of partnerships would include BCPS, higher education, and recreation centers that will ultimately result in youth having increased access to a range of career opportunities limited only by their own choices—not by availability. This means that the Pugh Administration needs to fundamentally change the way that the City's institutions work with youth. An outcomes approach will increase youth input, focus on growing and supporting existing assets, and create career opportunities as well as positive learning environments. Reinvigorating this program will also provide an entry point for HR business professionals to help build a model that they can then champion in their respective companies. Their engagement from the onset will drive innovative solutions that will benefit both the program and youth. Additionally, the Pugh Administration should consider how to integrate meaningful work experiences in untraditional ways, such as expanding on the work of Outward Bound and strengthening the relationship youth have with police officers.

EDUCATION AND YOUTH DEVELOPMENT COMMITTEE

For students who may not readily matriculate to a four-year college, the community college system should be a viable alternative for educational enhancement and sector-based skill development. Baltimore City Community College's current structure does not meet these requirements. Instead, Baltimore youth are choosing to pay an exorbitant out-of-jurisdiction premium to attend community colleges in surrounding jurisdictions, or opt out altogether. In order for Baltimore to be strong and for its youth to flourish as contributors to the City's economy and leadership, the current format cannot be an option. The Pugh Administration should advocate for and seek reliable, stable leadership for the community college system. There should be an overhaul of its academic structure to provide both educational enrichment and sector-based career educational options that are developed in partnership with industry standards. There also needs to be increased collaboration between the leadership of the Baltimore City Community College and regional workforce and economic development agencies to forecast and modify curriculum offerings to meet regional and national demands.

Collectively, these efforts will need a new framework for effectively and efficiently engaging primary and secondary educational institutions, higher education, public- and private-sector employers, local and state agencies, health systems, and others.



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HEALTHY BABIES AND EARLY CHILDHOOD

- *Make reducing infant mortality a key priority, and continue to support B'more for Healthy Babies to ensure mothers are connected to the central triage system at HealthCare Access Maryland.*
- *Take a lead role in advocating for changes to the DHMH discretionary funding formula.*
- *Launch a pre-K enrollment and attendance campaign to educate families about the importance of early learning.*
- *Partner with the Kirwan Commission to identify additional pre-K seats.*
- *Increase the number of high-quality early childhood education professionals by identifying and pursuing legislative and/or advocacy solutions to increase funding, address compensation parity, and improve program quality.*
- *Partner with the Maryland State Department of Education and philanthropic funders to identify and leverage funding to expand Judy Centers.*

K-8 EDUCATION

- *Expand and enhance Baltimore's Community Schools, as hubs for the neighborhood, with a focus on increasing access to expanded learning and enrichment (Out-of-School Time and summer programs).*
- *Establish schools as hubs of services and programs for neighborhoods, with those services aligned to the needs of students and their families.*
- *Significantly increase the percentage of City school students with access to quality Out-of-School Time programs from its current level of 25 percent to 40 percent (based on national research).*
- *Expand Baltimore's system of Out-of-School Time to Recreation and Parks.*
- *Expand supports for emerging bilingual populations.*
- *More strategically align City agency resources and services, as well as cultural institutions, to Community Schools (example: current work between DSS and Health Department).*
- *Increase transportation access and options for middle and high school students through better coordination of mass transit and other innovative transportation options, including private and other Uber-style models, to improve young people's access to parks, and enriching programs across the City.*
- *Work with MTA and others to expand access to a "One Card Plus" system for all City's youth.*
- *Better coordinate MTA transportation for students (routes, times, etc.) with City Schools' locations and schedules (with a focus on afterschool hours).*
- *Explore the option to leverage private transportation funds to target hardest-to-reach populations (where there are no in-school programs), and provide opportunities to access resources outside school neighborhoods.*
- *Take the necessary steps to give the Mayor sole appointing authority for the Baltimore City Public Schools Board of Commissioner Members.*

HIGH SCHOOL

- *Create a program to support the development of leadership and managerial skills, soft skills, and hard skills for high school-aged youth in and out of school.*
- *Build and strengthen the capacity of community-based mentoring organizations through the "Mayor Pugh Mentor Initiative," which will connect these organizations to resources such as administrative and technical support, and fundraising.*
- *Monitor and publicize the outcomes of City high school graduates for six years after graduation in terms of placement following high school, required college remediation, post-secondary degree and certificate completion, and earnings.*
 - *Consider having youth be the core of the iTeam partnership with Bloomberg Philanthropies.*

CAREER READINESS

- *Create a comprehensive, coordinated, citywide strategy to ensure that all of Baltimore's youth have access to training for the technical and social skills they need to be successful, and better align funding to desired outcomes.*
- *Conduct a comprehensive overhaul of the YouthWorks program to ensure it provides meaningful work and skill development opportunities, and transition it to a year-round program.*
- *Change the culture of how institutions work with youth to an outcomes approach that relies on increased youth input, and focus strongly on creating career opportunities and positive, effective learning environments.*
- *Enable the Baltimore City Community College to be a better educational resource to students by revamping the academic structure to provide both educational enrichment and sector-based career educational options that are developed in partnership with industry standards.*
- *Facilitate better collaboration between the Baltimore City Community College leadership and regional workforce and economic development agencies.*

BALTIMORE DEVELOPMENT CORPORATION AGENCY REVIEW



BALTIMORE DEVELOPMENT CORPORATION AGENCY REVIEW

The Baltimore Development Corporation (BDC) is a nonprofit, quasi-public agency with a multifaceted mission. It is the responsibility of the BDC to implement long-range real estate development strategies that encourage public and private development to increase the City's tax base; enhance and improve the physical and cultural environment of the City; improve the economic health of the City through attraction of new businesses and retention of existing businesses; and increase the participation of minority business enterprise and women business enterprise in development activity.

In the last decade, BDC has focused primarily on real estate development while not fully executing on the remaining elements of its mission. Following the Great Recession of 2008, Baltimore, and the entire country, experienced one of the longest economic growth cycles in its history.¹ Yet many of Baltimore's neighborhoods and businesses have not benefited from that growth. By refocusing on the full mission of the BDC, the Pugh Administration can ensure that Baltimore will build on its current economic strengths, while also expanding economic opportunity to all businesses, communities, and residents.

REFINE THE ORGANIZATIONAL STRUCTURE OF BDC AND NARROW ITS SCOPE

Over the last decade, the BDC has increasingly been asked to focus on a wide variety of special tasks. While it has continued to perform many of the functions of an economic development agency, these new tasks have distracted the agency from its core mission.

The Pugh Administration is committed to seeing retail and small businesses succeed in the neighborhoods of Baltimore that have seen little or no economic development in recent decades. This requires a marshaling of resources and a deliberate focus on community development. It also requires resources and a skill set that the BDC does not currently have. To focus on its core mission, BDC should divest itself of the many "community development" functions it has collected from other agencies (such as the Main Streets Program, Façade Grants, and Food Policy Program). These functions should be placed within a separate community development agency that can formulate a cohesive strategy and provide the appropriate focus and expertise for the task.

As the BDC recommits to its mission, it is important that it remains a quasi-independent organization that maintains its 501(c)(3) status and operates outside of City government. The BDC's nonprofit status allows the organization the flexibility to solicit contributions from businesses to supplement its reliance on City funding (though the organization has not exercised this function in the past) and to quickly raise private funds in order to respond to emergencies. In addition, having the BDC outside of City government allows the organization to be more flexible and deploy resources to businesses in need of urgent assistance.

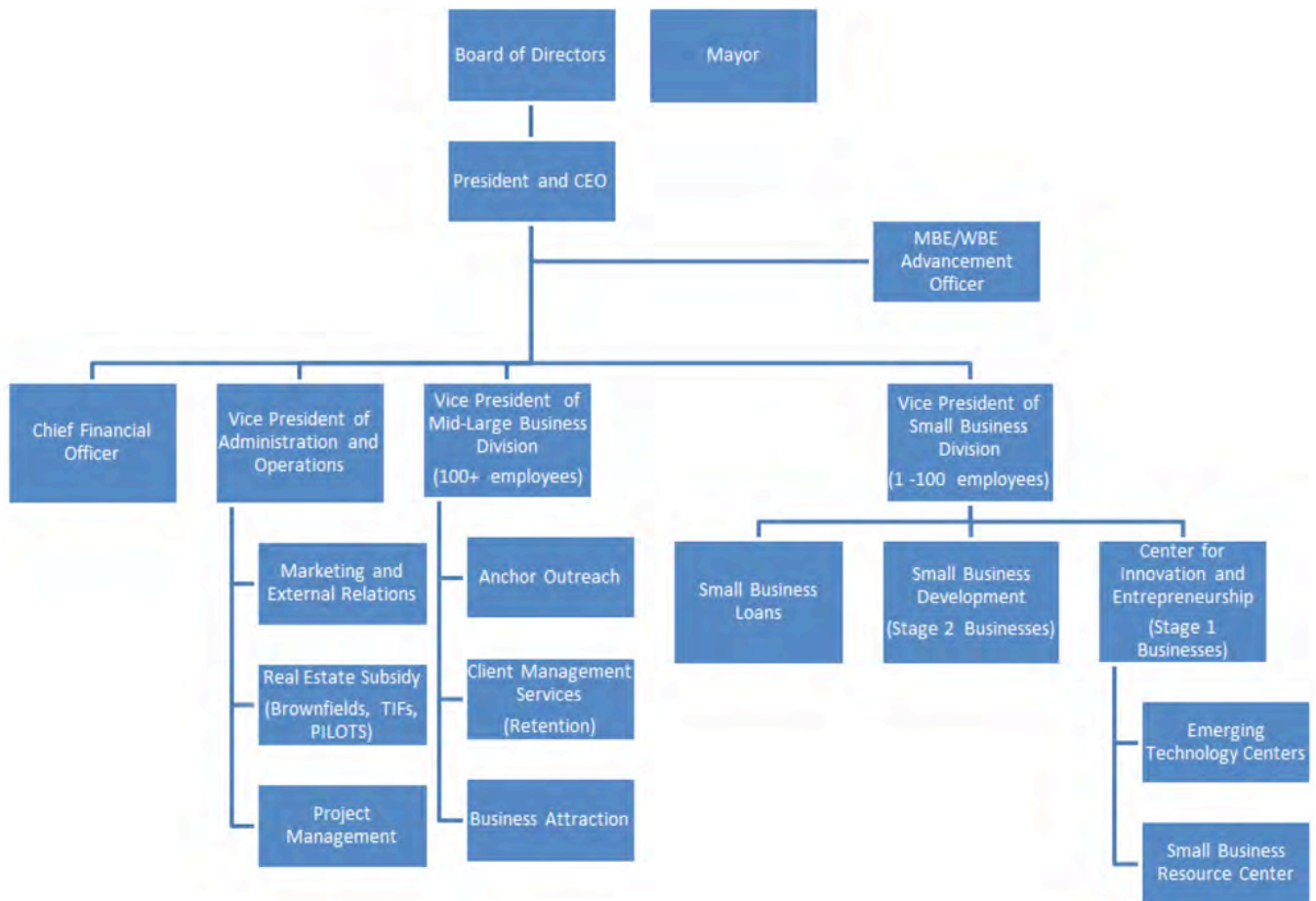
To efficiently and effectively provide these specialized services to its clients, and truly become the "one-stop shop" for all businesses in Baltimore, BDC should reorganize into three divisions: one focusing on the needs of small businesses; a second on the needs of mid- and large-sized businesses; and a third division that houses the internal administrative functions of BDC and special projects/financial subsidy functions.

An example of a potential organization structure for BDC, which incorporates the recommendations made in this report, is detailed on the next page.



BALTIMORE DEVELOPMENT CORPORATION AGENCY REVIEW

POTENTIAL BDC ORGANIZATIONAL CHART



FOCUSING ON SMALL BUSINESS DEVELOPMENT

The top economic priority of the City is increasing opportunities for Baltimore residents who want and need stable employment. The Pugh Administration recognizes that small businesses are the lifeblood of urban economies, providing a large share of jobs for local residents—particularly residents in distressed neighborhoods.² However, for too long, City government has not provided small-business owners with adequate support and resources needed to grow and prosper. With the establishment of a new division in BDC, dedicated exclusively to the creation and growth of small businesses, BDC can better support small businesses in all of Baltimore’s neighborhoods.

The Pugh Administration should utilize BDC to create the infrastructure to support small businesses with guidance and targeted technical assistance. BDC should be a one-stop shop and connector for businesses seeking assistance navigating government regulations and bureaucracy, and seeking assistance in marketing, business planning, strategy, and operations. BDC’s approach should be to focus efforts on “gaps in the marketplace” where there is no agency or organization to take the lead. BDC should assist small businesses in accessing capital for growth or managing cash flow. The agency must also help identify sources of new talent to grow and maintain businesses. At the same time, it must determine whether targeted technical assistance may be best served in specific industries/segments with high growth potential. To improve small businesses’ access to business expertise and social capital, the Board of BDC should establish a working advisory board that includes seasoned/retired executives who could mentor and consult with small- and mid-sized business leaders and owners. This group should initially support the work of the Small Business Division. BDC should outsource wherever possible, referring to existing partner agencies or organizations that provide business services.

BALTIMORE DEVELOPMENT CORPORATION AGENCY REVIEW

BDC should make connecting small businesses to new business opportunities and customers a clear priority. BDC must understand the capabilities of the small businesses located in the City and align those capabilities with the needs of large businesses and large nonprofit institutions in the region. In order to support this, BDC should develop or acquire a platform to connect small and large businesses.

BDC should also convene stakeholders to develop outcomes-based metrics for the agency's small business division to measure success, using evidence-based research and the best practices of economic development agencies in peer cities. These metrics should be specific, measurable, attainable, results-oriented, and temporal while aligning with the Mayor's goals and economic development plan.

SUPPORTING MINORITY/WOMEN-OWNED BUSINESSES

Minority and women-owned businesses are vital to improving the business economy of Baltimore. In 2013, the M/WBE Advisory Council observed that relative to the minority and women-owned business communities in other major U.S. metropolitan areas, this community in Baltimore is much smaller.³ This under representation of M/WBE firms results in \$5 billion less in annual sales activity than it otherwise would.⁴ In addition, because minority firms tend to hire a larger percentage of minority employees than do majority firms,⁵ these firms are integral to ensuring employment, revenue growth, and economic prosperity for the entire City. The Pugh Administration should be proactive in helping create and grow M/WBEs located in the City.

In order to ensure that BDC is always focused on this goal, the agency should create a Senior Officer of M/WBE Advancement, which reports directly to the President and CEO of BDC, and has peer relationships with other senior leaders of BDC. This position would be responsible for creating—within all functions of BDC—a culture that consciously and effectively supports M/WBE enterprises. The person in this position would not duplicate other efforts at BDC but would ensure that all BDC efforts consistently incorporate an M/WBE lens. The Senior Officer would be responsible for tracking and reporting outcome-based metrics for minority businesses in their interaction with BDC; conducting outreach to private sector on economic impacts of MBE/local spending; and ensuring minority equity participation in real estate development projects that seek city assistance/subsidy.

If supporting minority and women-owned businesses is to be a goal of BDC, then the agency must have clear data. BDC, in conjunction with the Mayor's Office, should develop outcomes-based metrics for what are successful engagement, creation, and growth of minority and women-owned businesses. These metrics should be specific, measurable, attainable, results-oriented, and time-based while also aligning with the Mayor's Goals and Economic Development Plan.

Metrics should include but not be limited to: increased minority business participation in city procurement; minority business job growth; minority business revenue growth; new minority business starts; and brokered business relationships between local minority businesses and private-sector/anchor institutions.

MEDIUM- AND LARGE-BUSINESS OUTREACH, RETENTION, AND ATTRACTION

Baltimore City is home to 402 businesses that employ more than 100 individuals.⁶ These mid- and large-size businesses offer important stability to the economic landscape of Baltimore and strengthen the City's communities through the creation of jobs, tax revenue, and opportunities for local small businesses. The City must put forth greater efforts to remain attentive and engaged with these businesses to retain them and the opportunities they create. The Pugh Administration is committed to building strong relationships with the business community to increase investment in Baltimore's residents while also developing and redeveloping neglected neighborhoods.

BALTIMORE DEVELOPMENT CORPORATION AGENCY REVIEW

Health care systems, universities, and foundations are critical components of Baltimore City's business and professional environment. In addition to a majority of their physical operations being located in Baltimore, they employ a combined 100,600 people (over 30 percent of people employed in the City) and spend \$6.35 billion in employee wages annually.⁷ In addition, many of the large nonprofit institutions have programs that directly impact the economic vitality of specific neighborhoods. The City needs to spend time educating these institutions about the Pugh Administration's vision for economic development and jobs creation. At the same time, the City must understand the institutions' business needs, pressures, and goals in order to better support these institutions and help integrate the nonprofits' individual efforts with the City's broader strategy. That is why there must be a targeted nonprofit institution relationship strategy within the BDC that will help it specifically understand how large nonprofit institutions can support the City's economic vision.

When combined, mid- and large-size businesses employ approximately 136,000 people (more than 40 percent of people employed in Baltimore City).⁸ These businesses and their employees rely on the City to promote a vibrant and safe working environment. On a project-by-project basis, Baltimore is connecting to any and all impacted businesses. However, outside of major projects, there is little, if any, ongoing relationship or communication with the business community.

BDC should have a formal outreach program to existing medium and large businesses with the explicit goal of understanding concerns/issues, advocating for businesses within City Hall, and encouraging local businesses to remain and expand in the City. The Pugh Administration should play a key role in this retention effort. BDC should be the primary conduit for the business community to connect with City Hall. To support these efforts, BDC should create a "business database" to better understand and support this important economic sector for the City.

Baltimore City is an attractive place to do business—its road, rail, and port infrastructure provides access to national and international markets; the proximity to major government agencies like the Social Security Administration and the National Security Agency provides a high-quality workforce and growing technical community; and the City is highly attractive to the millennial workforce who appreciates the ability to live, work, and play all within walking (or biking) distance. There is a positive story to tell, and the City should not only make sure that story is told, but it should also play an active role in celebrating the positive components of its business environment.

The Pugh Administration should provide the leadership and become the City's biggest advocate in encouraging business to stay/grow in Baltimore and consider the City as a new location to do business. BDC should work with other local groups such as the EAGB and the state in proactively identifying/selling Baltimore City as an option for expansion/relocation for companies not currently located in Baltimore.

The Baltimore region has a number of business groups that are focused on improving and promoting the region and advocating on behalf of businesses, including the Economic Alliance of Greater Baltimore, the Downtown Partnership, Visit Baltimore, the Waterfront Partnership, and the Greater Baltimore Committee. Together they represent hundreds of businesses and have a combined budget of more than \$25 million.⁹ BDC should represent the City at these organizations to advocate for the City's economic and jobs vision.



RESHAPING GOVERNANCE STRUCTURE TO RAISE ENGAGEMENT AND INCREASE CAPACITY

BDC's organizational documents have not been modified in nearly 20 years and should be amended and restated to bring them into compliance with current law and best practices. This is also an opportunity to give the BDC a sharper strategic focus and better integrate the BDC into the general business community while also expanding its capacity and funding sources.

BALTIMORE DEVELOPMENT CORPORATION AGENCY REVIEW

The BDC Board should have between seven and 15 members and be reconstituted promptly. A simple majority of the Board and the Board Chair should always be selected by the Mayor. To foster greater engagement of BDC with the business community, the remaining members should be selected by the Coordinating Council and President's Roundtable, which are comprised of representation of the Downtown Partnership, Economic Alliance, Greater Baltimore Committee, and Visit Baltimore. Following their initial appointment, successors to positions selected by the Mayor and the Coordinating Council should continue to be selected on that basis. The Board members' terms should be staggered and no member should serve more than two consecutive three-year terms.

To ensure that the Board is filled with members that have appropriate experience and expertise, a newly constituted Board Resource Committee should make recommendations and consult with the President, Mayor, and the Coordinating Council with respect to individuals the Mayor and the Coordinating Council select to serve on the Board.

Consistent with the shift of responsibility for certain community development activities from the BDC to a separate Community Development Authority, the Commissioner of the Department of Housing and Community Development should be eliminated as a standing Board seat. At the same time, a representative from the Mayor's office at the deputy level or higher should serve on the Board.

In selecting prospective directors, the Mayor, Coordinating Council, and Board Resource Committee should seek to identify proven leaders who have successfully grown and managed businesses, are strategic thinkers, and could bring disciplined accountability to Board deliberations. The Board should reflect the following: Baltimore City's racial, gender, and age diversity; a broad range of industry representation; and key outside groups and organizations the BDC will collaborate with in executing its mission.

In addition to any current Board requirements, directors should live in Baltimore City or be employed by, or retired from, an organization that conducts a material amount of its business in the City. Members would be expected to attend at least 75 percent of Board and Committee meetings, and to make financial contributions, assist in fundraising efforts, and make like-kind service and other contributions to support BDC's mission.

Members would be expected to attend meetings of working committees formed to support key BDC efforts and projects. Members would also be encouraged to supplement their Board contributions with lower-level personnel, including "high potential" leaders, from their organizations who would devote time to working on appropriate committee projects.



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ALTERNATIVE FUNDING SOURCES

The Pugh Administration is committed to partnering with the business and philanthropic communities to enhance economic opportunities for Baltimore City's residents and small businesses. Though BDC is considered a quasi-independent organization, more than 90 percent of its funding comes from City government. This represents a missed opportunity to have greater engagement with Baltimore's private sector and become better aligned with its needs.

Utilizing private sources is a growing trend in funding economic development agencies. The International Economic Development Council has reported that a few decades ago, 70 percent of economic development organization funding came from public budgets and 30 percent came from private sources,¹⁰ whereas now the opposite is true. BDC should look to diversify its funding sources and use the additional revenue to develop targeted programs to support Baltimore businesses. These funds should not replace BDC's current funding from City Government, but should be supplemental in order to cover the costs of the additional efforts needed to improve the economic health of the City.

BALTIMORE DEVELOPMENT CORPORATION AGENCY REVIEW

BDC should look to private sources to diversify funding streams as public funds are increasingly limited to do the needed work of growing Baltimore's economy. This requires BDC to become more proficient in private fundraising skills and delivering programs and services that target the needs of Baltimore's business community, particularly the small-business community.

BDC must begin working to raise funds from the private sector for specific small-business initiatives, and making funders conscious about where their money is going and how it is used. It should also create an expectation that the Board of Directors will participate in fundraising campaigns.

At the same time, strategies could be explored for crowdfunding to benefit small projects and programs. In addition, BDC can solicit in-kind contributions that match an item within BDC's budget or otherwise fits within the organizational mission (e.g., legal services, advertising, business consulting services). BDC must also apply for state, federal, and philanthropic economic development grants.

Finally, BDC should recruit private sponsors for materials and advertising tools used in attracting businesses to Baltimore.

While private fundraising can support the efforts of BDC, Baltimore must also work to bring more private capital to the City's neighborhoods. New Market Tax Credits are intended to attract private capital into low-income communities by allowing individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in financial intermediaries called Community Development Entities (CDEs). BDC should explore the potential of becoming a CDE and applying for New Market Tax Credits. The introduction of these tax credits could help spur investment in neighborhoods that have been largely overlooked in Baltimore, and BDC could potentially generate hundreds of thousands of dollars in additional revenue annually to invest back into its operations. However, these tax credits can be challenging and costly to administer. The BDC's leadership should review this opportunity carefully and receive the approval of its Board before moving forward.

BDC provides excellent service as project managers for some of the most complicated real estate projects in the City, and in the last decade, has assisted projects totaling billions of dollars in economic development. Several of those projects involve funding tools, such as the Tax Increment Financing Program (TIF) and the Payment-in-Lieu of Taxes Program (PILOT), which subsidize development in the City. The application process for these programs requires a great deal of work. BDC expends considerable staff resources in analyzing these projects, shepherding private companies through the process, and assisting them post-approval of the application. BDC should be compensated for the management and consulting services it provides to applicants.

BDC should charge private-sector organizations that want to begin the process of applying for a public financing tool a substantial application fee. Additional compensation should be provided upon approval of the TIF or PILOT (a percentage of the approved total) that adequately compensates BDC for the quality of work done and for future work needed to implement the TIF or PILOT. BDC should research fee schedules that exist in other cities to determine the type and level of fees that are reasonable for the marketplace.

Over the last decade, BDC has been an agency asked to do a wide variety of special tasks, including managing many complex projects and Requests for Proposals (RFPs) forwarded by other City agencies. While BDC's professional staff provides outstanding financial and practical analysis to ensure the best deal for the City, assigning BDC staff to these special tasks diverts the limited resources BDC has for projects that are central to its mission. To ensure that BDC is able to focus its core resources on its own priorities, BDC should receive compensation from other agencies for work that is requested outside of its core mission. As part of this change, BDC should be allowed to charge internal agencies for work done by BDC that uses material resources; determine a reasonable fee to cover staff time and expenses for such projects; and receive an increased allocation for the work done to dispose of City-owned property.

REFINE THE ORGANIZATIONAL STRUCTURE OF BDC AND NARROW ITS SCOPE

- *Remove community development functions from the BDC's scope.*
- *Maintain BDC's status as a 501(c)(3) organization.*
- *Reorganize BDC to ensure that it has a client-focused organizational structure.*

FOCUSING ON SMALL BUSINESS DEVELOPMENT

- *Provide targeted technical assistance and business coaching to small businesses.*
- *Create an infrastructure within BDC that supports access to new opportunities and customers for small-business owners.*
- *Collaborate with stakeholders to develop outcomes-based metrics for the agency's small-business division.*

SUPPORTING MINORITY/WOMEN-OWNED BUSINESSES

- *Encourage a culture of economic inclusion by creating a Senior Officer of M/WBE Advancement at BDC.*
- *Develop outcomes-based metrics for minority and women-owned businesses in Baltimore City.*

MEDIUM- AND LARGE-BUSINESS OUTREACH, RETENTION, AND ATTRACTION

- *Improve ongoing relationships between the City and its large nonprofit institutions.*
- *Improve ongoing relationships between the City and its medium and large businesses.*
- *Play a proactive role in attracting and expanding businesses.*
- *Actively engage local business organizations.*

RESHAPING GOVERNANCE STRUCTURE TO RAISE ENGAGEMENT AND INCREASE CAPACITY

- *Reconstitute BDC's Board of Directors.*
- *Ensure that members of BDC's Board of Directors have the appropriate experience and expertise to support the organization's mission.*
- *Increase the engagement of the members of the Board of Directors in both BDC and the City as a whole.*

ALTERNATIVE FUNDING SOURCES

- *Improve private-sector fundraising.*
- *Utilize New Market Tax Credits to attract private capital into low-income communities.*
- *Establish guidelines for BDC to be compensated for the management and consulting services it provides to real estate projects.*
- *Establish guidelines for compensation from other agencies for work that is requested outside of BDC's core mission.*

PERMITTING AGENCY REVIEW



Every year, more than 30,000 building permits are issued in Baltimore, representing more than a billion dollars of investment in the City.¹ Unfortunately, the current permit issuance process includes a number of barriers to transparency, efficiency, and predictability. These barriers contribute to a suboptimal customer experience and diminish developer and investor confidence. Fortunately, there are a number of opportunities upon which the Pugh Administration is prepared to act.

Permitting that requires engineered drawings can now be submitted online through the City's ePlans system. The Pugh Administration has the opportunity to also bring the remainder of building permit issuance online so that customers will no longer need to travel downtown to submit and pay for applications. Staff resources can then be reallocated to provide better customer service. The launch of this system can be coupled with other improvements such as: enacting public service guarantees so that customers know what to expect and agencies are accountable for deadlines; streamlining pieces of the permitting process that cause delays and frustrations; and working more closely with BGE and other partners to eliminate inefficiencies. With strong leadership from the Pugh Administration, these goals are achievable.

Today, both the vacant building rehabilitation rate and overall construction activity in Baltimore are the highest in years. By modernizing the permitting process, the Pugh Administration will be able to seize on these trends, significantly improve the customer experience, and ensure that building investment in Baltimore continues to grow.



ONLINE PERMITTING

Currently, using the ePlans system, permits that require engineered drawings are already submitted and reviewed online in Baltimore City. However, 90 percent of the 30,000 permits issued by Baltimore's Department of Housing and Community Development (DHCD) require in-person processing at a single downtown office, known as the One Stop Shop (OSS).²

DHCD has been working toward web-enabling all OSS permits through a new enterprise permits application so that applicants will be able to apply for all permits without coming downtown. The system, known as "ePermits," is now in beta testing and nearly ready for launch. To date, more than 1,000 permits have been issued during testing. This accounts for approximately 20 percent of the total volume processed through the OSS in 2017.³ Once launched, ePermits will make it possible to issue routine trades permits that do not require agency reviews. This accounts for approximately 62 percent of permits issued through the OSS, and ePermits could do this within a single hour.⁴ This program will be able to perform those functions 24 hours per day, seven days per week. Online applicants for the remaining 38 percent of permits that do not require Zoning or Planning review would receive either an approval or a request for additional information within one business day. Permit payment would be collected through the City's payment portal, maintained by the Mayor's Office of Information Technology (MOIT). To ensure that customers receive consistent, reliable service through ePermits (including hours when City offices are closed), the Mayor should ask MOIT to commit to assigning an emergency contact to investigate and resolve any connectivity issues that arise—24 hours a day, seven days a week.

PERMITTING AGENCY REVIEW

The use of the ePermits System will result in several benefits for both the people of Baltimore and the City's civil servants. Contractors, residents, and property owners throughout the City will experience increased productivity due to the decreased time they will spend waiting for service in the OSS. Staff will also experience greater efficiencies as a result of the automatic issuance of more than half of all permits. The staff will also have fewer permit reviews to complete each day, and fewer customers to serve in the OSS. As a result, they will be able to offer faster and more thorough service.

ePermits will also result in significant savings for the City. According to estimates, an online permits system would typically cost upwards of \$2 million to purchase from a third-party vendor. It would also require approximately \$150,000 in maintenance costs, and \$150,000 annually for two system administrators.⁵ DHCD will be able to create a customized online permits system in-house using existing infrastructure and budgets, presenting minimal cost to the City.

The Pugh Administration should hold a soft launch for ePermits, followed by a public announcement that ePermits will officially launch in the next month. Following that announcement, DHCD should immediately begin the process of contacting all licensed contractors to help them create accounts. The ePermits website should be live at that time for early adopters, and public training sessions should be advertised and scheduled so that applicants can begin to become familiar with the system.

The official launch will mark the start of DHCD's marketing and public outreach. The service guarantees outlined above should be publicized and met from this date forward. In addition, all OSS customers should be actively encouraged to use the system.

LAUNCH ONLINE INSPECTIONS SCHEDULING

Just as using an online system will benefit the City's permitting process, so too will it benefit the City's inspections scheduling. Currently, building and trades inspections must be scheduled via phone through the City's Interactive Voice Response (IVR) system. The Pugh Administration should have DHCD add functionality to ePermits that will allow permit inspection scheduling and tracking to be completed by customers online. Such a change would be responsive to customer preferences for online options. It would also increase customer satisfaction by allowing users to more easily track inspections. This change will create valuable efficiencies for DHCD inspectors, who must currently spend in-office time sorting and processing the phone requests that come in through the IVR. Adding online inspection functionality to ePermits can be accomplished using existing DHCD budgets and staff. Estimates suggest that achieving the same outcome through a third-party vendor would cost approximately \$100,000.⁶



In addition to bringing scheduling online, the Pugh Administration should ask DHCD to provide its building and trades inspectors with handheld devices equipped with an application that allows for inspectors to complete sign-offs in the field. This will also increase customer satisfaction, allowing project managers to immediately schedule the next inspection on a project, instead of waiting until the inspector has returned to the office to input an approval. It will also increase efficiencies for inspectors by reducing the need for in-office data entry. These changes to the Inspections Scheduling System should be implemented by the close of 2017.

Estimates suggest that the cost of equipping all building and trades inspectors with handheld devices would be approximately \$13,000, plus \$3,000 per year in maintenance costs, and \$7,000 per year in increased data costs.⁷



ADDRESS BARRIERS TO HIRING MECHANICAL INSPECTORS

In 2013, Maryland passed legislation⁸ (SB350) requiring that mechanical inspectors hold masters' licenses. Because Baltimore's compensation package for trade inspectors is not adequate to attract master license holders, the City has since been unable to recruit qualified mechanical inspectors. This has meant that DHCD has not always been able to meet the agency's commitment to offering next-day inspections.

The Pugh Administration should pursue two different avenues to address this issue. First, the City should work to advance a legislative proposal that would amend the state legislation to allow mechanical inspectors to attain ICC certification within six months of hire. This will make it possible for Baltimore to more easily hire mechanical inspectors and provide subsequent training.

Second, Baltimore should ensure that its Department of Human Resources is working expeditiously to conduct a compensation study for trades inspectors and authorize pay increases as appropriate. Once this is done, the Mayor should request that the Bureau of Budget and Management Research commit to allocating a budget for any warranted compensation increases.

PUBLISH GUARANTEED EPLANS PERMIT REVIEW TIMES

Currently, there are no publicly available service guarantees for permits reviewed through the ePlans system. These are plans that require engineered drawings and, typically, cross-agency review. This can cause uncertainty for applicants and diminish developer and investor confidence. The Pugh Administration should ask that all agencies that review permits come together and establish a set of guaranteed review times for ePlans permits. These timeframes should be created for both initial and subsequent reviews, and be made publicly available. The City should also ask DHCD to create an enhanced online dashboard for ePlans that will allow members of the public and agency managers to see the status of all reviews. These changes will help to greatly enhance transparency, accountability, and customer satisfaction by creating a more predictable environment for development. Improvements to the ePlans dashboard to facilitate transparency and adherence to guaranteed review times can be made using existing City budgets and staff. Estimates suggest that achieving the same outcome through a third-party vendor would cost approximately \$75,000.⁹ The Pugh Administration should ensure that these guarantees are finalized and publicized by July of 2017.

CREATE A PERMITS OMBUDSPERSON POSITION

As part of the City's efforts to be both responsive to its residents' concerns and give them a voice in government, the Pugh Administration should create and fund an Ombudsperson position at DHCD. This senior staff member should be tasked with ensuring that ePlans and ePermits guaranteed review times are met and that customers have a point of contact to resolve issues across all permit-reviewing agencies. The Ombudsperson should oversee an interagency commitment to prompt and courteous service, working closely with managers from each agency to provide timely responses and address problems. This position should be funded and filled as soon as possible.

ESTABLISH BGE SERVICE GUARANTEES

Currently, delays associated with BGE installation of new or modified service create inefficiencies for contractors completing work in Baltimore City. To address this, the Pugh Administration should request that BGE work toward three goals: achieving installation times of four weeks from the time of City Certificate release on new construction; reducing installation times to two weeks on increased size of service; and providing immediate service on emergencies.

BGE is already working on a reorganization plan toward these goals. A job owner is the contractor's point of contact with BGE, and informs the contractor of the status of the requested service and helps move the request through BGE's process. At this time, BGE has 15 job owners who split their time between Baltimore City and other locations.¹⁰ Its new plan will dedicate job owners to Baltimore and reduce the number of jobs per owner to improve service.

In addition, DHCD has created a system that can electronically provide City Certificates to BGE job owners so that delays associated with the transfer of certificates can be eliminated. The Pugh Administration should urge BGE to adopt the new electronic system as soon as possible to increase both speed and accountability.

REVIEW DEVELOPMENT AND ZONING PROCESSES

The Pugh Administration should appoint a Task Force to review the Baltimore development and zoning processes in order to ensure the continued growth and development of the City. This Task Force should consist of professionals in the development community, community representatives, business owners, and City employees.

Baltimore City recently completed its review of the Zoning Code and Zoning Maps. As of June 5, 2017, the City will have a new, modern Zoning Code and updated, comprehensive Zoning Maps. However, Baltimore City still has antiquated development and zoning processes that have not had any significant review or revisions in 50 years. These antiquated processes result in less certainty for the participants, inefficiencies in the legal process, and sometimes a perception of unfairness. The Task Force's goal would be to review the existing processes and make recommendations to the Mayor regarding ways to create more fair, predictable, and efficient development and zoning processes.

STREAMLINE THE HISTORIC RESTORATION AND REHABILITATION TAX CREDIT DESIGN REVIEW

To create a smoother process for the design review of historic restoration and rehabilitation tax credits, the Planning Department's Historical and Architectural Preservation (CHAP) should cross-train division employees in application review and hire an additional staff person. If CHAP hired one additional person to conduct tax credit review and staff was cross-trained in reviewing applications, it could reduce its current backlog. Then CHAP would be able to review 75 percent of all submittals within two to three business days, and 100 percent of submittals within five business days.¹¹

In addition to expanding its staff, there are several steps CHAP should take to reduce turnaround time of submittals from four weeks to two or three weeks. By dedicating more staff work plans to tax credit design review, CHAP personnel would be able to increase their productivity for local Historic District design review, CHAP hearing preparation, planning initiatives, and other activities. This department should also support Finance to significantly increase the application fee from \$50 to \$300 (or more) to disincentivize weak applications and speculative users. For various reasons many projects get pre-approved but the applicant never follows up for final certification. This fee process will result in better applications and reduce the number of applicants who are noncommittal. Finally, CHAP should introduce an online fee payment system to reduce administrative time, similar to what Finance is implementing. Once implemented, it would take 90 to 120 days to catch up and work through current backlog.

ONLINE PERMITTING

- *Request that MOIT commit to assigning an emergency contact to investigate any issues that arise with ePermits and resolve connectivity issues—24 hours a day, 7 days a week.*
- *Begin a soft launch of ePermits and contact all licensed contractors to help them create accounts.*
- *Advertise and schedule public training sessions so applicants can become familiar with the system.*
- *Officially launch ePermits with a public announcement, and a marketing and public outreach campaign that publicizes service guarantees.*

LAUNCH ONLINE INSPECTIONS SCHEDULING

- *Add functionality to the ePermits system to allow permit inspection scheduling and tracking to be completed online.*
- *Provide building and trades inspectors with handheld devices equipped with an application that allows for inspectors to complete sign-offs in the field.*

ADDRESS BARRIERS TO HIRING MECHANICAL INSPECTORS

- *Support legislation in the Maryland General Assembly that will allow mechanical inspectors to attain ICC certification within six months of being hired.*
- *Ensure that the Department of Human Resources conducts a compensation study for trades inspectors, and authorize pay increases as appropriate.*

PUBLISH GUARANTEED EPLANS PERMIT REVIEW TIMES

- *Bring together all of Baltimore City's permit-reviewing agencies to establish a set of guaranteed review times for ePlans permits.*
- *Add an enhanced online dashboard for ePlans that will allow members of the public and managers to see the status of all reviews.*

CREATE A PERMITS OMBUDSPERSON POSITION

- *Create and fund an Ombudsperson position at the Department of Housing and Community Development.*

ESTABLISH BGE SERVICE GUARANTEES

- *Collaborate with BGE to reduce installation times to four weeks from the time of City Certificate release on new construction.*
- *Reduce BGE's installation times to two weeks on increased size of service.*
- *Ensure BGE is providing immediate service on emergencies.*
- *Work with BGE to adopt the Department of Housing and Community Development's new electronic system for City Certificates to BGE job owners.*

REVIEW DEVELOPMENT AND ZONING PROCESSES

- *Appoint a Task Force to review Baltimore City's development and zoning processes.*

STREAMLINE THE HISTORIC RESTORATION AND REHABILITATION TAX CREDIT DESIGN REVIEW

- *Cross-train the Planning Department's Historical and Architectural Preservation division employees in application review.*
- *Hire an addition staff person for the Planning Department's Historical and Architectural Preservation division.*

SANITATION AGENCY REVIEW



The Pugh Administration is committed to a cleaner, more vibrant, more beautiful Baltimore City—a City that all residents are proud to call home regardless of where they live. To accomplish this important goal, the people of Baltimore must think big and identify concrete objectives that can position communities to make significant strides toward becoming a cleaner City immediately.

Baltimore's long-term goal must be zero-waste—or the diversion of all waste away from the incinerator and landfills toward recycling, composting, and other beneficial uses. Although zero-waste, certainly, is a high goal, it is achievable. San Francisco, for example, believes it will accomplish zero-waste by 2020, and claims that today more than 75 percent of its waste materials are diverted away from landfills.¹ Baltimore must move in this direction. Baltimoreans should expect nothing less from themselves or from their government than to be a national leader in waste management and to live in one of the cleanest cities in the country.



IMPROVE BALTIMORE'S RECYCLING RATE

Increasing recycling could save Baltimore significant money—money that can then be reinvested in additional facilities that will further put Baltimore on the path to zero-waste. Currently, Baltimore recycles 25,000 tons per year, which represents only 19 percent of Baltimore's waste.² Solid waste disposal costs the City \$52 per ton. Recycling disposal costs \$18 per ton—a savings of \$34 per ton. If Baltimore can double its recycling rate, it will not only transform 25,000 tons of trash per year into 25,000 tons of recycling, but it would also save \$850,000 per year in waste disposal costs.³

Doubling recycling participation also will have significant indirect benefits. In addition to relieving the pressure on Baltimore's eco-system and extending landfill life, citizens who force themselves to think about recycling tend to make appropriate decisions with their trash as well, thus reducing litter. Further, the cost-savings could be reinvested to promote even more recycling, such as ensuring that every household in Baltimore has a recycling can. Citizens with a yellow City recycling can tend to use it. While providing each citizen with a can will cost \$4 million dollars,⁴ it would also increase the cost savings generated by recycling's substantially lower disposal cost.

In addition to working through existing programs, such as the anti-litter campaign and Clean Corps mentioned below, the Pugh Administration should use its platform to challenge Baltimoreans to step up and recycle. The Mayor, along with members of her senior staff, can explain the cost savings to the City as an additional way to promote the importance of recycling. The Mayor should also challenge Baltimore to double its recycling rate in year one.

PARTNER WITH SMALL HAULERS

Many neighborhoods in Baltimore rely on small haulers, who can be handymen that work on houses or persons that pick up trash. Currently, small haulers are only allowed to dispose of their waste at the Quarantine Road Landfill after paying \$20. This landfill is in the far south of the City and is a long trip from most locations in Baltimore. As a result, when turned away from other dumping stations in the City, many small haulers dump their loads on vacant land, generally in poorer neighborhoods, causing substantial blight for the citizens that live and work in these communities.



The Pugh Administration should allow small haulers to dispose of their waste at the Northwest Transfer Station (NWTS) on Reisterstown Road. The NWTS is ideal because it is centrally located and has most of the necessary infrastructure to accommodate small haulers. This program can be implemented at low cost and remove small haulers' barrier to proper disposal.

IMPROVE, INCREASE, AND STRATEGICALLY PLACE PUBLIC TRASH (AND RECYCLING) RECEPTACLES

Corner cans are often abused, undermaintained, poorly located, or nonexistent in areas of the greatest need. In 2016, Johns Hopkins University issued the Litter-Free Baltimore report,⁵ which focused on a trash collection policy framework related to litter and corner cans in Baltimore. The report won the Abell Foundation's 2016 Award in Urban Policy and should be used as a guide to coordinate the expansion of Baltimore's corner can program.



As part of this effort, the Department of Public Works (DPW) should install 1,500 strategically placed corner cans across the City within the next two years. Generally, these cans should be placed at bus stops, convenience stores, and gateways, and should include dual recycling and trash cans. Prior to can deployment, the City should immediately inventory existing corner cans; label existing corner cans with unique identifiers; partner with the City's Clean Corps program and neighborhood groups to involve residents in the placement of new cans and educational signage; and phase out existing corner cans and replace with "smart" cans designed to deter improper use, reduce frequency of servicing, and promote recycling.



IMPLEMENT AN ANTI-LITTERING CAMPAIGN

Baltimore City's anti-littering campaign must have consistent messaging. Trash Free Maryland has collaborated with OpinionWorks to conduct extensive research to understand the barriers and motivations to the specific behavior of picking up litter. Focus groups in five Baltimore neighborhoods and at the Port of Baltimore revealed an opportunity to work with diverse partners as trusted messengers to reach people who are often disengaged from the community and left out of environmental reach.

The current campaign, which is based on the research conducted, is a public-private partnership that combines a citywide advertising program with targeted outreach through counselors and other trusted advisors. Counselors at substance abuse treatment centers, health clinics, faith-based organizations, and other facilities are working directly with individuals to establish "good neighbor" behaviors, including picking up litter outside one's home. These individuals are supported by advertising as well as recognition and appreciation from neighbors, thus encouraging more people to participate and changing the aesthetic of the block and neighborhood.

DPW should utilize the research that has been conducted and endorse the existing social marketing campaign to provide credibility to the message. By using the existing research and expanding upon that work, the City can implement an advertising and educational campaign consistent with the social marketing approach that is already in progress.

EXPAND THE CLEAN CORPS PROGRAM

Baltimore Clean Corps is a volunteer peer-to-peer network that brings together community members with a common desire to improve the cleanliness of their streets and alleys, and provides them with knowledge, tools, and resources to organize their neighbors and receive priority assistance from City agencies. To change behavior, the City needs to encourage a cultural shift where residents feel empowered to solve their own problems and partner with the City to do so. Clean Corps accomplishes this by building peer-to-peer networks of residents in each neighborhood that are committed to fighting trash and litter together, including identifying block leaders, providing training, distributing tool kits, and bringing block captains together. This organization then implements block-level projects that clean and beautify target neighborhoods, including Saturday morning cleanup events, alley makeovers, artwork, and recycling education programs. In addition, they conduct outreach to increase Baltimore's recycling rate. Clean Corps also elevates community concerns within City government, and facilitates interdepartmental communications to problem solve. Currently, Clean Corps is in 25 pilot neighborhoods.

DPW should consider strategically expanding Clean Corps into more neighborhoods after evaluating its success in the pilot neighborhoods.

PHASE OUT SINGLE-USE PLASTIC BAGS AND POLYSTYRENE CONTAINERS IN BALTIMORE CITY

Source reduction is a crucial first step in the Reduce-Reuse-Recycle paradigm and is essential if Baltimore is to reach its goal of zero-waste. Plastic bags and polystyrene containers make up as much as half of the litter polluting local streets and waterways. After the success that several neighboring jurisdictions have shown by adopting these policies, Baltimore should follow suit.

One of the most effective tools at reducing waste is a bag ban. A 5-cent fee on disposable plastic and paper bags has reduced bag use in Washington, DC, by approximately 75 percent.⁶ Los Angeles County reduced overall bag use by 90 percent after imposing a ban on plastic bags and a 5-cent charge on paper bags.⁷



In 2013, Baltimore City Council passed a bag ban but it was vetoed by the Mayor. The City Council has conducted eight hearings concerning banning plastic bags suggesting that Baltimore citizens support it. Through partnerships like Clean Corps, the City will be able to provide resources to help community organizations and businesses distribute free reusable bags to neighbors and customers.

Another initiative that has significantly reduced waste is the polystyrene packaging ban. Montgomery and Prince George's counties, along with Washington, DC, enacted polystyrene packaging bans in 2016. DC reported a 75 percent compliance rate as of April 2016.⁸ Statewide, Trash Free Maryland will be pursuing a polystyrene phase-out in the 2017 legislative session.

A polystyrene ban was proposed in 2013 but rejected by City Council due to a lack of affordable alternatives for small businesses. Over the last four years, there has been a dramatic shift in the availability and cost of polystyrene alternatives, making a citywide ban on polystyrene products a viable option.

The Pugh Administration should advocate for the passage of bag ban legislation either in Baltimore or statewide. The City should also support statewide efforts on a polystyrene ban during the 2017 legislative session, and, if the bill is not successful, work with the City Council to phase-out polystyrene in Baltimore City by engaging small-business owners and providing them access to, and information regarding, available low-cost alternatives.

EXPAND EFFORTS TO EDUCATE AND ENGAGE PUBLIC SCHOOL STUDENTS

To improve sanitation and become a zero-waste City, young people must be educated and engaged to become stewards of this City and its environment. Results of the Green, Healthy, Smart Challenge—a partnership between the Baltimore Office of Sustainability, Baltimore City Schools, Baltimore Energy Challenge (Civic Works), Constellation, Baltimore Community Foundation, and others—show that when young people are given information about the negative impacts of careless behavior (such as littering), a small amount of resources, and the opportunity to lead, they develop creative solutions. Since 2010, thousands of students of all ages organized themselves into “green teams” in 128 different City public schools and used small grants (\$1,000-\$2,500) to create school-based recycling programs, compost cafeteria waste, clean nearby neighborhoods and streams, plant trees and gardens, and conserve energy, to name just a few examples.⁹ Projects such as this engage young people to both improve their behavior and often the behavior of the adults in their lives. To achieve these high goals for a clean city with zero-waste, Baltimore must educate and engage everyone, but especially young people.

The Pugh Administration should expand support for the Green, Healthy, Smart Challenge and recognize student environmental leaders.



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STRENGTHENING THE BUREAU OF SOLID WASTE

DPW's Bureau of Solid Waste (BSW) is responsible for maintaining the City's cleanliness through comprehensive trash and recycling collection, property and right-of-way cleaning, and solid waste disposal in accordance with city, state, and federal statutes and regulations. The objectives of BSW are to maintain and enhance an efficient and user-friendly solid waste management program, to continually improve the cleanliness of Baltimore City, and to advance efforts in waste reduction and recycling.

SANITATION AGENCY REVIEW

If trash is to be a priority, the Pugh Administration should make the BSW an independent department, and it should be managed by a cabinet-level position with direct control over the department's budget, staffing, and purchasing. This also would make the department head directly accountable for all sanitation-based services. With an independent Sanitation Department, sanitation needs will be more effectively communicated to the Administration's senior staff.

The creation of an independent Sanitation Department would be cost neutral. Because funding for the Bureau of Water and Wastewater (BWW) comes from the water utility fund in accordance with the City Charter, it is already separate from BSW. Therefore, the budget of DPW would not have to be altered. Positions that are currently shared between BWW and BSW would continue to be shared, just as positions in Safety and Training, Information Technology, Contract Administration, and Legislative Affairs are currently shared in cost and function. Positions in the Director's Office of DPW that are partially funded by BSW would be absorbed by BWW. In addition, the newly separate Sanitation Department can take the lead in negotiating revenue-positive opportunities, such as the implementation of a fee for cleaning services provided to organizations hosting major events and exploring sponsorship opportunities to offset the operation and maintenance of the popular Trash Wheels.

Effective Code Enforcement of sanitation-based offenses is a critical component in the City's efforts toward cleanliness. The Pugh Administration should ensure active and effective collaboration between the Code Enforcement Inspections of the Department of Housing and Community Development (DHCD) and sanitation operations. Additionally, code enforcement of sanitation offenses should be approached proactively and as a priority. Current code enforcement efforts around trash, litter, and dumping are reactionary. A proactive approach would improve the public's perception of code enforcement and provide a much stronger deterrent to potential dumpers and litterers. Code enforcement officers must be aware of community priorities related to trash, litter, and dumping through mechanisms other than 311. The identification of hotspots, chronic offenders, and blighted areas should be identified through working in partnership with communities, which will in turn raise resident awareness of, and support for, enforcement actions. To be effective in code enforcement, regardless of the approach adopted, it is imperative that vacant positions be filled and that code enforcement be fully staffed.

Not every issue that involves sanitation can be streamlined into one department because some issues affect multiple departments and organizations. To accomplish a citywide effort where all parties involved in sanitation efforts are held accountable and have a voice, the City should establish a Sanitation Commission. The membership should include Baltimore City Public Schools, Recreation and Parks, Police Department, Fire Department, Housing and Community Development, Sanitation Department, DPW, Environmental Control Board, Health Department, National Aquarium, Waterfront Partnership, Blue Water Baltimore, Baltimore Green Works, Trash Free Maryland, members from the public (two), and City Council.

This Commission will help steer sanitation efforts that involve multiple departments and organizations to address the most pressing concerns of Baltimore's residents. This should include the review and recommendation of policies to ensure that single- and multi-family properties properly dispose of trash as well as the requirement that developers provide a trash plan for approval at Site Plan Review meetings. It must also prioritize demolition of vacant buildings that create dumping and litter hotspots. This Commission must also respond to high-level policy issues raised by neighborhood leaders and through the Clean Corps program. Finally, it should implement citywide objectives that involve collaboration across multiple departments, such as increasing recycling and the anti-littering campaign.

IMPROVE BALTIMORE'S RECYCLING RATE

- *Double Baltimore's recycling rate.*
- *Provide every household in Baltimore with a recycling receptacle.*
- *Continue working with existing neighborhood cleanliness campaigns such as the anti-litter campaign and Clean Corps.*
- *Utilize the Mayor's office to promote the importance and benefits of increased recycling directly to Baltimore residents.*

PARTNER WITH SMALL HAULERS

- *Allow small haulers to dispose of waste at the Northwest Transfer Station.*

IMPROVE, INCREASE, AND STRATEGICALLY PLACE PUBLIC TRASH (AND RECYCLING) RECEPTACLES

- *Use Johns Hopkins University's Litter-Free Baltimore report as a framework to create a policy for trash collection and corner cans.*
- *Collaborate with neighborhood groups and Clean Corps to install 1,500 strategically placed corner cans throughout Baltimore.*

IMPLEMENT AN ANTI-LITTERING CAMPAIGN

- *Utilize the Trash Free Maryland and OpinionWorks' research, and endorse their social marketing campaign.*
- *Expand on Trash Free Maryland and OpinionWorks' social marketing campaign with a citywide advertising and educational campaign.*

EXPAND THE CLEAN CORPS PROGRAM

- *Encourage a cultural shift where residents feel empowered to solve their neighborhoods' cleanliness problems and are willing to partner with the City to do so.*
- *Observe and evaluate the success of the Clean Corps program in the pilot neighborhoods where it is currently operating, and consider expanding it if it is deemed successful.*

PHASE OUT SINGLE-USE PLASTIC BAGS AND POLYSTYRENE CONTAINERS IN BALTIMORE CITY

- *Pursue legislation banning plastic bags and polystyrene packaging in either Baltimore City or Maryland.*
- *Work with local partners to assist community organizations and businesses in distributing free reusable bags to neighbors and customers.*

EXPAND EFFORTS TO EDUCATE AND ENGAGE PUBLIC SCHOOL STUDENTS

- *Expand support for the Green, Healthy, Smart Challenge to provide education and engagement opportunities for young people interested in becoming leaders of the effort to preserve the City's environment.*
- *Recognize student environmental leaders to support a pipeline of engaged leaders for Baltimore's future and to support youth engagement in environmental efforts.*

STRENGTHENING THE BUREAU OF SOLID WASTE

- *Establish the Bureau of Solid Waste as a cabinet-level department, independent of the Department of Public Works (DPW) and the Bureau of Water and Wastewater, with direct control over its budget, staffing, and purchasing.*
- *Ensure active and effective collaboration between the Code Enforcement Inspections of the Department of Housing and Community Development and sanitation operations.*
- *Approach code enforcement of sanitation offenses proactively and as a priority.*
- *Fill the vacant positions of Sanitation Department's code enforcement operations and make certain that this office is fully staffed.*
- *Create a Sanitation Commission to steer sanitation efforts that involve multiple departments and organizations, hold all of the stakeholders accountable, and implement citywide objectives.*

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