

TRANSITION REPORT

2021



Brandon M. Scott
Mayor

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FROM THE MAYOR

ON DECEMBER 8, 2020, I HAD THE HONOR AND PRIVILEGE OF STANDING BEFORE YOU AND OUTLINING MY AGENDA FOR THE CITY OF BALTIMORE.

The results of the election demonstrate that Baltimoreans are ready for a new approach to leadership in City Hall. As I said then, this Administration will always stand ready to do the right thing and chart a new path.

In keeping with that promise, I intentionally selected a transition team—led by a nine-member Steering Committee—that I knew would be willing and able to offer bold solutions to the City’s most pressing problems. Its members included community advocates, current and former government officials, academics, artists and members of the business community. I am especially proud that each of the ten transition committees included one person under the age of 24 and was staffed by a graduate student from Morgan State University.

A transition effort like this is never easy. It requires everyone involved to think critically about the future of our city and our respective roles in it. It urges us to do not only what is apparent—point out existing challenges—but to do what is hard—identify solutions to those challenges. Most importantly, it requires us to develop and execute a plan that works for all of Baltimore.

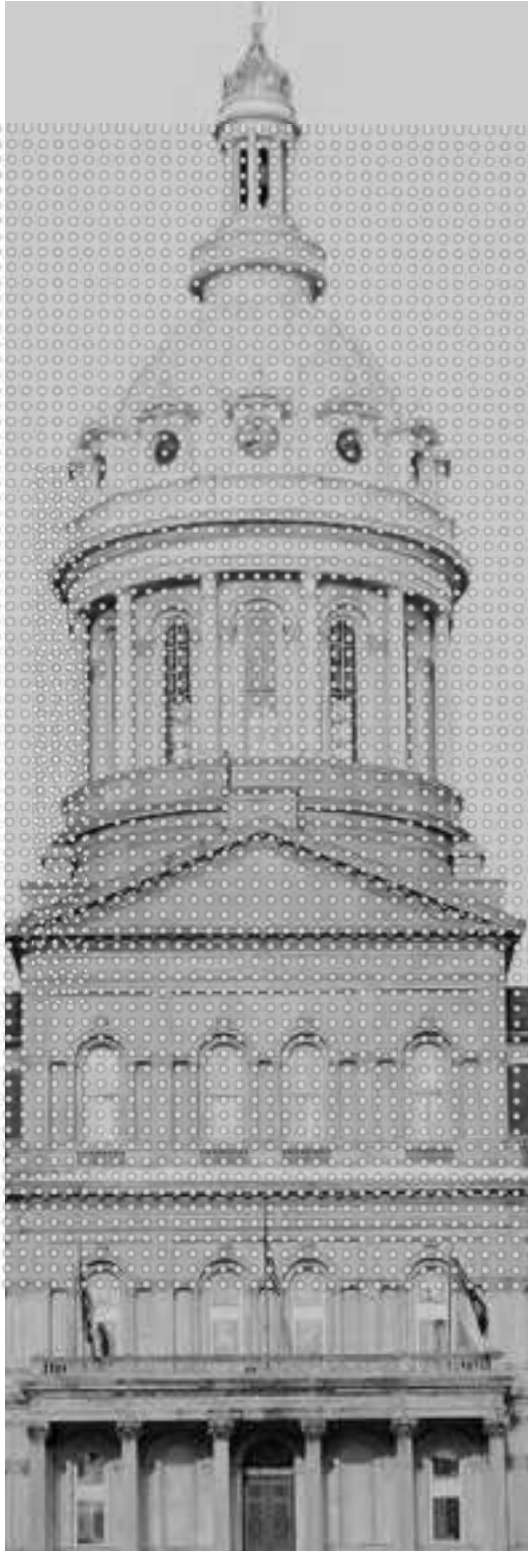
I am humbled that you have placed your trust in me to serve as Baltimore’s 52nd Mayor. As a son of Baltimore and a lifelong public servant, I fully appreciate the seriousness and urgency that this office requires. The work laid out before us will require great diligence. But with creativity and a willing spirit, our opportunities to cement lasting progress are limitless.



Sincerely,

Brandon M. Scott
Mayor

FROM THE TRANSITION STEERING COMMITTEE



IN THE FALL OF 2020, WHEN WE CAME TOGETHER AS THE STEERING COMMITTEE FOR MAYOR BRANDON SCOTT'S TRANSITION COMMITTEE, WE WERE UNITED IN OUR HOPE, OUR COMMITMENT, AND, MOST OF ALL, OUR GREAT LOVE FOR THE CITY OF BALTIMORE.

Throughout the process, we benefitted from the wisdom, passion, and ideas of the 267 Baltimoreans who served on ten committees, guiding our thinking a wide range of subjects crucial to the future of our city. The committee members, all volunteers, came from all walks of life. Some had decades of experience in public service, some brought only their experience as Baltimore residents. They all devoted many hours to the project, interviewing stakeholders and collaborating with fellow committee members to recommend priorities and solutions. Along the way, we also benefitted from the expert advice and help provided by students from Morgan State University and advisors from the Johns Hopkins Centers for Civic Impact.

At a time when public discourse so often descends into futile name calling or worse, this endeavor was a welcome exercise in productive democracy, in which all committee members had a voice and persuasive, innovative ideas carried the day. The inclusivity, thoroughness, and thoughtfulness of the committees' work are a testament to Mayor Scott's ability to inspire residents all over the city to work together to create a better Baltimore.

The themes that emerged from the committees' reports echo Mayor Scott's values and priorities, including building a better Baltimore for residents in every zip code; investing in historically underserved and under-resourced neighborhoods impacted by systemic racism; and making city government work for everyone, with transparency and accountability.

We are optimistic about the future of our great city under Mayor Scott's leadership, and we stand ready to help however we can.

FROM THE TRANSITION STEERING COMMITTEE

Mike Hankin

MIKE HANKIN

President and Chief Executive Officer, Brown Advisory

Ricarra Jones

RICARRA JONES

Political Director, 1199 SEIU

Cory McCray

CORY MCCRAY

State Senator (District 45)

Wes Moore

WES MOORE

Chief Executive Officer, Robin Hood

Cassie Motz

CASSIE MOTZ

Executive Director, CollegeBound Foundation

Torrey Smith

TORREY SMITH

Philanthropist & Retired Receiver, Baltimore Ravens

Danielle Torain

DANIELLE TORAIN

Director, Open Society Institute-Baltimore

Alicia Wilson

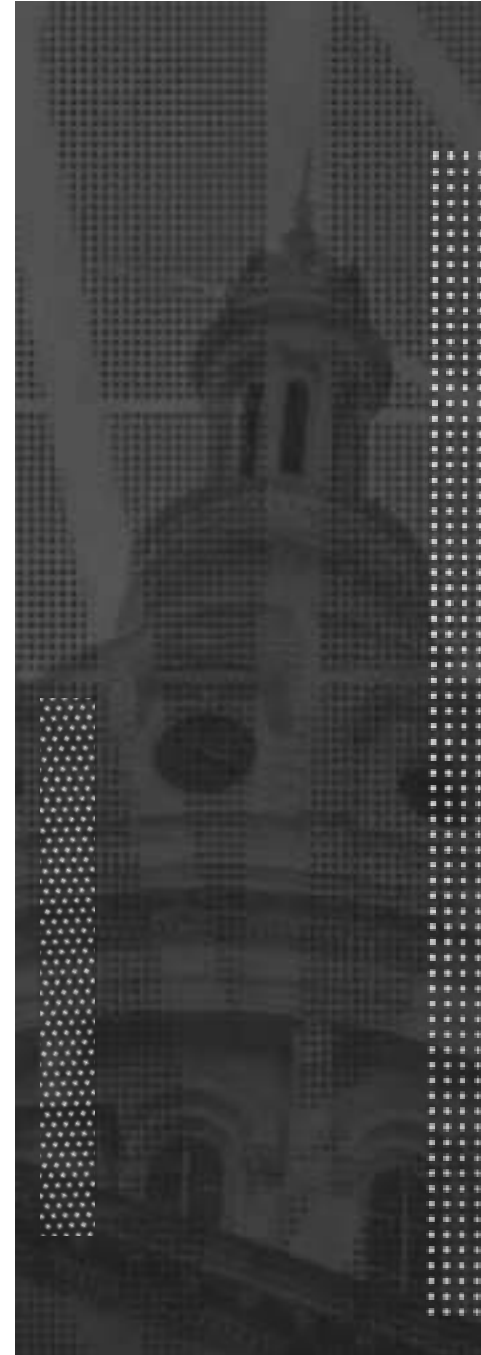
ALICIA WILSON

Vice President for Economic Development, Johns Hopkins University
and Johns Hopkins Health System

Brittany Young

BRITTANY YOUNG

Founder and Chief Executive Officer, B-360



INTRODUCTION

STRUCTURE OF THE TRANSITION



MAYOR BRANDON M. SCOTT



MAYOR'S EXECUTIVE STAFF



STEERING COMMITTEE



PUBLIC HEALTH AND PUBLIC SAFETY COMMITTEE

BUSINESS, WORKFORCE AND NEIGHBORHOOD DEVELOPMENT COMMITTEE

FISCAL PREPAREDNESS COMMITTEE

EDUCATION AND YOUTH RECREATION COMMITTEE

HOUSING AND NEIGHBORHOOD DEVELOPMENT COMMITTEE

TRANSPORTATION AND INFRASTRUCTURE COMMITTEE

HUMAN SERVICES COMMITTEE

GOVERNMENT STRUCTURE AND OPERATIONS COMMITTEE

ENVIRONMENT AND SUSTAINABILITY COMMITTEE

ARTS AND CULTURE COMMITTEE

INTRODUCTION

STRUCTURE OF THE TRANSITION

To guide his transition, Mayor Scott assembled a group of 267 volunteer members of the Baltimore community. A nine-member steering committee was appointed to advise the Mayor and provide counsel to ten subject-matter committees, all of which were created because they reflect areas of critical importance to the City of Baltimore. Each of the ten subject-matter committees were led by co-chairs who have a special expertise in matters related to their committee assignment. The co-chairs were assisted in their work by committee members who have experience and a demonstrated interest in the subject-matter of their committee.

Over the past two months, the committees were asked to conduct interviews, determine priorities, and recommend short- and long-term actions that will guide the Administration through the next four years. The committees' work was guided by the core values of the Scott Administration—**Building Public Safety; Transparency and Accountability; Supporting Baltimore During and After COVID-19;** and **Cultivating an Inclusive, Equitable Economy.**

MEMBERS OF THE TRANSITION TEAM

The members of the transition committees are stakeholders in Baltimore's future. Professionally, their backgrounds include advocating for Baltimore's most underserved communities, working in distinguished nonprofit and philanthropic organizations, serving the public in high-profile government positions, and leading Baltimore's anchor institutions and businesses. Each committee included at least one person under the age of 24. Additionally, staff support for the transition was provided by graduate assistants enrolled at Morgan State University and by the Johns Hopkins Centers for Civic Impact.

ORGANIZATION OF THE TRANSITION REPORT

This report consists of ten primary sections that correspond with the ten transition priorities Mayor Scott announced in November.

Each section begins with a background that provides a contextual overview of issues the committee considered, as well as challenges and opportunities that are unique to the City of Baltimore. This is followed by a listing of "Areas of Focus" that served as catalysts for the recommendations that the committee formulated.

Lastly, each section provides recommendations proposed by the committee. Every recommendation in this report is categorized by whether it should be completed in (1) The First 100 Days, (2) The First Year, or (3) The First Term. In some instances, recommendations are also categorized by a specific "Area of Focus." Where relevant, individual recommendations are accompanied by a bulleted list of sub-recommendations.





REIMAGINING PUBLIC SAFETY AND PUBLIC ACCOUNTABILITY PUBLIC HEALTH AND PUBLIC SAFETY COMMITTEE

COMMITTEE MEMBERSHIP

- Erricka Bridgeford, Co-Chair
- Ganesha Martin, Co-Chair
- Daniel Webster, Co-Chair
- Dante Barksdale
- Kirby Fowler
- Leonard Hamm
- Ray Kelly
- Isaac Klein
- Dorothy Lennig
- Dayvon Love
- Bob Maloney
- Andrew Muhammad
- Tré Murphy
- Martha Nathanson
- Destini Philpot
- Wally Pinkard
- James Timpson
- Joshua Turner
- Lydia Walther-Rodriguez
- Robin Weiss
- Brandon Wharton
- Jay Atanda, Graduate Assistant
- Sylvanus Uagbor, Graduate Assistant

BACKGROUND

In 2019, Baltimore's murder rate was second only to St. Louis among U.S. cities with populations exceeding 250,000. In 2020, Baltimore had 334 homicides, which was 4% lower than 2019 when the per capita murder rate reached an all-time high. Although the decline in homicides was modest, it must be placed in the larger context of troubling trends in homicides that have been observed in other major cities. In a recent analysis of the 2020 murder rates in 51 cities, Baltimore was the only major city that did not have an increase in homicides. 12 major cities saw increases in homicides greater than 50%.

As Baltimore's leaders continue to grapple with issues of public safety, so too do leaders at the state and national level. Led by Speaker Adrienne A. Jones, Delegate Vanessa E. Atterbeary, and Senator William C. (Will) Smith, Jr., the Maryland General Assembly will consider police reform legislation during the 2021 session. The Biden Administration is also expected to pursue issues related to criminal justice reform.

Going forward, the City must embrace a strategy that focuses not only on responding to violence after it has occurred, but on addressing the root causes of violence and other threats to public safety and public health. As it does so, the City must also take significant steps to rebuild trust between the Baltimore Police Department (BPD) and the communities the Department serves. Fundamentally, the Administration must continue to recognize that public safety is indeed a matter of public health, as it shapes the wellbeing of all Baltimore residents and visitors.

A COMPREHENSIVE APPROACH TO PUBLIC SAFETY

A new report from the Research & Evaluation Center at the John Jay College of Criminal Justice reviewed policies and programs that can effectively reduce violence without relying on police and incarceration. The report highlighted, for example, street outreach to individuals at the highest risk for gun violence, conflict mediation programs, and programs that connect community members with social services and employment opportunities. Each of these initiatives significantly reduces shootings.

A truly comprehensive approach to public safety in Baltimore must incorporate the following objectives: (1) create the infrastructure necessary for a continuum of care that will address violence in our communities, (2) successfully implement a group violence reduction strategy, (3) expand the capacity of community-based organizations, (4) change environmental conditions that contribute to violence, and (5) develop a community-based response for 911 calls. Equally important, the Administration must pursue each of these objectives with the intention to dismantle structural racism and policies that perpetuate social and economic inequities.

ENHANCED POLICE ACCOUNTABILITY

To further strengthen internal accountability, integrity tests and internal vetting should be utilized to ensure officers are staying on task and being held accountable for actions that are unlawful or otherwise not in line with BPD policies. The Administration's data initiatives must also tie back to accountability, for example, by ensuring BPD uses crime data to inform decisions about deployment, action, and equitable distribution of resources. Transparent use of data will allow residents, business owners, and other stakeholders to see what progress is being made to reduce crime and assist in improving city services in their communities.

IMPROVING THE QUALITY OF INVESTIGATIONS, ARRESTS, AND PROSECUTIONS OF GUN CRIMES AND ACTS OF VIOLENCE

It is critical that the City track where, when, and how crime occurs, while also analyzing that data to identify trends and better allocate resources—something at which Baltimore has excelled. To accomplish this, the Administration should rebuild BPD programs that track crime data and bring those programs into alignment with other city government programs that track performance data.

RECOMMENDATIONS

A COMPREHENSIVE APPROACH TO PUBLIC SAFETY

THE FIRST 100 DAYS

Recommendation #1

Build a high-quality team of staff who can develop policy proposals and coordinate citywide efforts to reduce violent crime.

- The Mayor's Office of Neighborhood Safety and Engagement (MONSE) should be responsible for overseeing violence intervention work, developing an ecosystem of community-based and institutional providers that meet established standards of care for individuals who commit or are victims of violence, and collaborating between city agencies and community-based organizations for violence reduction efforts

Recommendation #2

Partner with community organizations, philanthropic leaders, and academic institutions to develop a plan that will increase the capacity of community-based organizations (CBOs) to effectively engage with individuals at the highest risk for serious violence.

- Conduct a structured assessment of CBO capacity that considers CBOs' resource and training needs concerning program and fiscal management, staff recruitment and professional development, training in behavior change methods, and trauma-informed care
- Identify and support CBOs that use liberatory approaches and draw from knowledge systems that emanate from people of African descent with rigorous knowledge of the history and culture of Black people

Recommendation #3

Begin the problem analysis of the gun violence reduction strategy (GVRS). Formalized shooting reviews that inform GVRS should also inform the structure and operation of community violence prevention efforts.

Recommendation #4

Develop and execute a plan to effectively communicate GVRS to and enlist support from key stakeholders.

Recommendation #5

Determine whether there is an appropriate vendor for GVRS that can effectively reach and provide needed social services to the high-risk individuals who will be the focus of the program.

Recommendation #6

Create an interagency task force that concentrates on blocks with the highest rates of violent crime, is mindful of current police operations, builds on existing programmatic infrastructure, and uses an existing performance management framework developed by CitiStat."

Recommendation #7

Create a Task Force on Structural Racism to identify key policies and practices within the City—spanning law enforcement, housing, employment, health, education, transportation, and environment—that contribute to structural racism, with particular attention to conditions that elevate individual and community risk for violence.

- Ensure that the Task Force's membership includes those most impacted by violence, racial justice advocates, representatives of local foundations, and researchers

Recommendation #8

Convene a body of stakeholders—similar to the Public Safety and Health Committee—that regularly meets to check in on the goals listed in the final transition plan.

Recommendation #9

Task the newly established Office of Neighborhood Safety and Engagement with exploring community-based alternatives to calling 911 and police response.

- Collect and analyze data from 911 calls to identify the number and nature of 911 calls that could possibly be diverted if the resources existed to handle them.

THE FIRST YEAR

Recommendation #1

Implement a CBO capacity-building plan.

Recommendation #2

Leverage MONSE to scale-up community-based programs that use a liberatory approach to support positive change among individuals and communities at the highest risk for violence.

Recommendation #3

Partner with the City Council and other city officials to increase revenue that will support community violence prevention in the long-term. These efforts should include redirecting resources from BPD and other city agencies and consideration of special taxes earmarked for supporting neighborhood safety.

Recommendation #4

Develop a plan to transform Safe Streets from a program engaged in street outreach and violence interruption in a limited number of neighborhoods to a stronger system of community violence prevention that is better designed to identify and interrupt conflicts that can lead to shootings, help individuals with needed services turn away from gun violence, is coordinated with other community violence prevention activities, and expands the high-need areas served.

Recommendation #5

Begin implementation of GVRS in one area of Baltimore if MONSE has determined that one or more CBO can provide necessary social service support.

Recommendation #6

Create an interagency task force that concentrates on blocks with the highest rates of violent crime, is mindful of current police operations, builds on existing programmatic infrastructure, and uses an existing performance management framework developed by CitiStat.

Recommendation #7

Leverage the Mayor's Task Force on Structural Racism to identify remedies for policies and practices that contribute to structural racism—with particular attention to conditions that elevate individual and community risk for violence.

Recommendation #8

Assess whether existing CBOs and service providers have the capacity to respond to the volume of mental health calls coming into 911 for the pilot project to ensure the success of the program.

- Work with local and national foundations, state and federal agencies, and other partners to identify funding for this process.
- Identify neighborhood agencies and grassroots groups that meet criteria for service providers to build capacity and provide training.
- Continue above work and continue to expand and assess the alternative 911 system. Measurements should include calls diverted; how often police back-up is required; resolution of calls; disposition made on clients (referral for homelessness, addiction treatment, mental health follow-up, mediation of disputes, etc.); resources saved.

THE FIRST TERM**Recommendation #1**

Provide reliable funding streams for CBOs, implementing key cities strategies to prevent community violence in all neighborhoods of need.

Recommendation #2

Develop plans for promoting professional development and social support for the individuals working to keep communities safe.

Recommendation #3

Facilitate a collaborative relationship between MONSE, local foundations, CBOs, and local universities to assess program impacts; and generate learning to support strengthened community-based violence prevention.

Recommendation #4

Implement GVRS in areas with the highest rates of gun violence and integrate GVRS principles and practices into BPD and MONSE as a key foundation for public safety.

Recommendation #5

Utilize MONSE to oversee the implementation of a comprehensive community violence prevention system that covers all areas of need. If found to be successful, MONSE should develop plans to scale the effort up to address all areas of highest need.

Recommendation #6

Work towards a fully functional community-based 911 diversion program to respond to calls that do not require armed police response.

- A system to measure impact and dollars saved should also be in place.

ENHANCED POLICE ACCOUNTABILITY

THE FIRST 100 DAYS

Recommendation #1

Require BPD to host several curated community gatherings to discuss progress that has been made to address the requirements of the Consent Decree.

Recommendation #2

Establish a framework for consistent quarterly reporting from BPD to the Mayor's Office on Consent Decree progress and other accountability reforms.

Recommendation #3

Require BPD to implement regular integrity tests (beyond its current practices) and to present that plan to the public.

Recommendation #4

Request a briefing from BPD on the 50 officers with the most civilian complaints and use-of-force incidents and an update on actions the Department has taken to address this behavior.

Recommendation #5

Request a briefing from BPD on its Early Identification System (EIS).

Recommendation #6

Request a briefing from BPD on who they are working with outside of the Department to receive community input into Consent Decree policies and training.

Recommendation #7

Design a police accountability report that includes, but is not limited to, integrity test report outs, audit findings, community engagement on matters of accountability and transparency, diversity numbers in employees that are working on the Consent Decree, caseload numbers for the Public Integrity Bureau (PIB), status of investigations within the established timelines, categories of investigations, tallies of how complaints are being made, timely responses to community members, training all officers in internal affairs, top 50 officers with complaints, internal responses to frequently complained-of officers, frequency of EIS interventions, rate of mediations offered/accepted, and the number of internal affairs cases that missed investigation deadline 90-day, 180-day, and one year cut-offs.

Recommendation #8

Ensure all sworn officers are adequately trained in internal affairs before they are required to work in internal affairs.

Recommendation #9

Support changing Maryland Public Information Act (PIA) so that officer investigatory records can be disclosed to the public.

Recommendation #10

Support repeal of the Law Enforcement Officers' Bill of Rights (LEOBR).

Recommendation #11

Support a citywide promotion of mediation services and how they work, and incorporate this offering into all city and BPD community liaisons' outreach efforts.

THE FIRST YEAR

Recommendation #1

Implement a dashboard that tracks internal affairs' investigations of civilian complaints so that residents can follow their complaint from the time it is made until it is resolved.

Recommendation #2

Create a working group of Community Oversight Task Force (COTF) members and mayoral staff to draft a detailed plan for revamped civilian oversight that examines budgetary, staff capacity, and legal hurdles in the current civilian oversight model.

Recommendation #3

Create a working group to publish and analyze data on police stops, use-of-force, civilian complaints, and any other data points deemed relevant by the community during quarterly town halls.

Recommendation #4

Hold biannual meetings with civilians who have submitted complaints to BPD with no resolution.

Recommendation #5

Create an entity that will take on many of the roles currently occupied by the Consent Decree Monitoring Team.

Recommendation #6

Ensure that BPD has an appropriate record management system to track stops, uses-of-force, and responses to mental and behavioral health crisis calls.

Recommendation #7

Ensure appropriate mechanisms are in place to track and stop behavior that led to the Gun Trace Task Force (GTTF).

Recommendation #8

Establish a new and improved coordinating council that addresses violence reduction and law enforcement legitimacy.

THE FIRST TERM

Recommendation #1

Build and fund infrastructure behind the micro-community policing plans required by the Consent Decree.

Recommendation #2

Ensure the work of BPD's Equity Director is comprehensive and adhered to by all members of the Department.

Recommendation #3

Establish a mechanism of checks and balances so that the Mayor's Office—in addition to BPD—is responsible for enforcing Consent Decree mandates.

Recommendation #4

Support a citywide program that builds-up organizations like the Citizens Policing Project so that residents know how to engage on issues of public safety and reform.

IMPROVING THE QUALITY OF INVESTIGATIONS, ARRESTS, AND PROSECUTIONS OF GUN CRIMES AND ACTS OF VIOLENCE

THE FIRST 100 DAYS

Recommendation #1

Identify best practices in law enforcement agencies for the number of detectives per specific category of serious violent crime and compare BPD detective staffing in relation to those standards.

Recommendation #2

Develop specific standards and expectations for investigations of serious violence and firearms cases, including investigative checklists.

THE FIRST YEAR

Recommendation #1

Create a case management system for investigations that facilitates quality investigations and supervisor assessment.

Recommendation #2

Determine the number of detectives needed to conduct quality investigations of serious crimes and develop a plan for recruiting and training detectives to meet BPD's needs.

Recommendation #3

Examine differences in case closure rates for acts of gun violence across neighborhoods and determine how to improve the quality of investigations in communities experiencing the highest rates of gun violence.

Recommendation #4

Hold BPD investigative units accountable for performance outcomes.

Recommendation #5

Require specific training and standards of experience for all BPD investigators and first-line investigative supervisors.

Recommendation #6

Institute regular case reviews of all open homicides and nonfatal shooting cases.

Recommendation #7

Adopt the use of a complete crime scene log system for recording all evidence.

Recommendation #8

Partner with BPD and the State's Attorney's Office (SAO) to develop a stronger witness protection program.

- Examine best practices in other cities, identify outstanding resource needs, and develop a plan for raising the necessary funds to support the program



STRENGTHENING NEIGHBORHOODS AND BUSINESSES BUSINESS, WORKFORCE, AND NEIGHBORHOOD DEVELOPMENT COMMITTEE

COMMITTEE MEMBERSHIP

Gerald Jackson, Co-Chair
 Shelonda Stokes, Co-Chair
 Rahn Barnes
 Wallace Beal
 P. David Bramble
 Mark Caplan
 Ivy Dench-Carter
 Terence Dickson
 Andy Frank
 Maurice Good
 Will Holman
 Michael Hunter
 Cheo Hurley
 Yolanda Jiggetts
 Jermaine Jones
 Joseph T. Jones, Jr.
 Venroy July
 Jamie McDonald
 Robert A. Manekin
 Monica Mitchell
 Nneka Nnamdi
 Amran Pasha
 Tim Regan
 Khaled Said
 Bryce Taylor
 Javier von Westphalen
 Caryn York
 Britanni Harris, Graduate Assistant

Throughout the duration of his campaign and in the early days of his administration, the Mayor has recognized that business, workforce, and neighborhoods are necessarily interrelated. As the City moves forward, it must identify ways for *business* to sustain a *workforce* that provides a pathway to prosperity, wealth creation, stable families, and healthy *neighborhoods*.

BUSINESSES

What will it take for Baltimore to be known as a city that is “open for business”? Three components stand out. First, the Administration must address the entire city ecosystem with targeted approaches. Second, the City must professionalize and streamline each of its agencies. Third, the City must leverage its relationships with the private and nonprofit sectors and create a win-win mindset among all of its partners.

WORKFORCE DEVELOPMENT

The modern living wage movement was born in Baltimore in 1994 when the City passed an ordinance requiring firms to pay employees a rate above the minimum wage while working on city contracts. Since then, over 120 communities have followed suit, some setting wage floors more than twice the federal minimum wage, and some requiring various benefits.

The astounding growth of the living wage movement has been a response to the predicament of Americans who work but are unable to make ends meet, as well as to the public policies contributing to the problem. The City of Baltimore should continue its longstanding history as a leader of the living wage movement by embracing best practices and implementing progressive reforms that will benefit Baltimore's labor force.

NEIGHBORHOODS

On December 19, 1910, the City of Baltimore passed an ordinance that a New York Times writer called “the most remarkable . . . ever entered upon the records of town or city of this country.” The ordinance made it illegal for any Black person to live in a white neighborhood, and vice-versa, codifying the existing racially segregated residential patterns in Baltimore into law.

Although the ordinance was eventually dismantled, it had already enshrined racial neighborhood compositions such that when the Federal Home Owners' Loan Corporation (HOLC) drew up maps for where banks could or could not make loans, it easily zoned Black neighborhoods into the “could not” column—what we know today as redlining.

The Administration has an urgent opportunity and responsibility to reverse the City's poor track record on racially integrated housing. It is critical that the Administration embraces an equity mindset on all matters of neighborhood and community development.

RECOMMENDATIONS BUSINESS THE FIRST 100 DAYS

Recommendation #1

Stabilize small businesses and position them for future growth.

- Prioritize restaurant recovery and direct CARES Act funding to small and resident-owned restaurants
- Cap restaurant delivery fees on third-party app services (for example, Uber Eats and Grubhub)
- Create a Capital Access Working Group to lead efforts that will stabilize and grow small businesses

Recommendation #2

Reform the procurement process in a manner that makes city procurement more realistic for small businesses.

- Create a quick-pay program that pays small businesses within two weeks
- Add small/local business preference points to the procurement process

Recommendation #3

Establish an authentic yet aspirational Baltimore story that will rehabilitate Baltimore's image to non-stakeholders.

Recommendation #4

Demonstrate that Baltimore is committed to retaining and attracting members of the business community.

- Appoint a Deputy Mayor for Economic Development
- Create an Ombudsman for Business within the Mayor's Office
- Create a "roadshow" team to meet with signature leaseholders
- Align recommendations with the Baltimore Development Corporation's (BDC) Baltimore Together Initiative

Recommendation #5

Initiate a city master development.

- Establish a task force to evaluate signature development opportunities that include opportunities for local investment

Recommendation #6

Announce the Administration's support for the new private sector formed and funded "Surge" initiative to mobilize the startup and tech-enabled ecosystem in Baltimore.

THE FIRST YEAR

Recommendation #1

Create a new "Open for Business" brand for Baltimore's growth strategy that focuses on entrepreneurship at all sizes and stages.

- Launch targeted marketing campaigns for key demographics based on the City's existing assets (for example, leverage that Baltimore is a majority Black city that has two HBCUs and seven major hospitals)
- Commit resources to attract companies and talent that are fleeing large and expensive tech hub cities across the country

Recommendation #2

Simplify the procurement process.

- Combine the various procurement documents into a single transparent resource. This includes the City Charter, City Code, Executive Orders, Board of Estimates Resolutions, the Green Book, and the Administrative Manual

Recommendation #3

Stabilize and position small businesses for growth.

- Target at least 50% of BDC's grants on small and minority business growth
- Provide credit support to community development financial institutions, or provide loans, grants, equity, and technical assistance
- Call on Baltimore-based foundations to create capital pools and a \$50 million small business fund

WORKFORCE THE FIRST 100 DAYS

Recommendation #1

Enhance and scale the Mayor's Office of Economic Development (MOED).

- Focus on apprenticeship opportunities and career/technology education
- Establish a pre-release initiative for returning citizens

Recommendation #2

Prioritize tracking, data collection, monitoring, and oversight of and within agencies.

- Track local hire on projects and ensure compliance with the local hire ordinance
- Track local hire on publicly funded projects and projects that receive tax increment financing (TIFs)
- Track projects that have a memorandum of understanding with MOED for workforce and hiring

Recommendation #3

Create a mentor-mentee program to encourage large businesses to help grow smaller businesses, which will increase workforce opportunities.

THE FIRST YEAR

Recommendation #1

Create a workforce pipeline within city agencies and work in partnership with BDC, Baltimore City Public School System (BCPSS), and local and state organizations.

Recommendation #2

Impose a firm 51% of person hours requirement for local Baltimore hires on all city contracts greater than \$300,000 and city-subsidized projects greater than \$5 million.

Recommendation #3

Support legislation that requires all contractors bidding on public works jobs to provide health benefits to their employees.

Recommendation #4

Conduct assessment of job opportunities already available in city government for residents in need of job opportunities. The City should also assess similar opportunities in outsourced and contracted projects managed by city agencies.

- Eliminate barriers for individuals seeking employment (especially returning citizens and youth)
- Prioritize employee retention
- Ensure wraparound services are robust and ongoing

Recommendation #5

Increase efficiency in the implementation of existing programs, like YouthWorks and One Baltimore For Jobs (1B4J).

Recommendation #6

Establish a Digital Equity Corps to train young people for careers in the digital sector.

NEIGHBORHOOD THE FIRST 100 DAYS

Recommendation #1

Conduct a comprehensive review of tax credits, incentives, and payment options for homeowners.

Recommendation #2

Support Community Development Financial Institutions (CDFIs) as a funding mechanism to support tax incentives.

Recommendation #3

Address inequities in broadband.

- Hire a cabinet-level Digital Equity Director
- Coordinate digital literacy, broadband access, and device access efforts across city agencies

- Lead coordination and application efforts for federal infrastructure funding
- Form a commission of local experts to study the potential for building and operating a municipal broadband effort

Recommendation #4

Publish a clear and concise set of procedures to apply for and receive city-owned properties for development.

THE FIRST YEAR

Recommendation #1

Implement a program to ensure all eligible homeowners are receiving the Homeowner's Tax Credit and Homestead Tax Credit.

Recommendation #2

Create a Ground Rent Redemption Grant and Ground Rent Registry.

Recommendation #3

Continue to address inequities in broadband by prioritizing investment in historically-redlined neighborhoods.

THE FIRST TERM

Recommendation #1

Implement a Baltimore Neighborhood Reparations Bond.

Recommendation #2

Support an Appraisal Gap Tax Credit focused on redlined communities.

Recommendation #3

Create participatory funding and payment processes for real estate development.

Recommendation #4

Create and apply a measure to balance nonprofit property tax exemption against lost property tax revenues.

Recommendation #5

Reform the side lot program by streamlining the process and waiving the 10-year building restriction for owners who reside in the community.

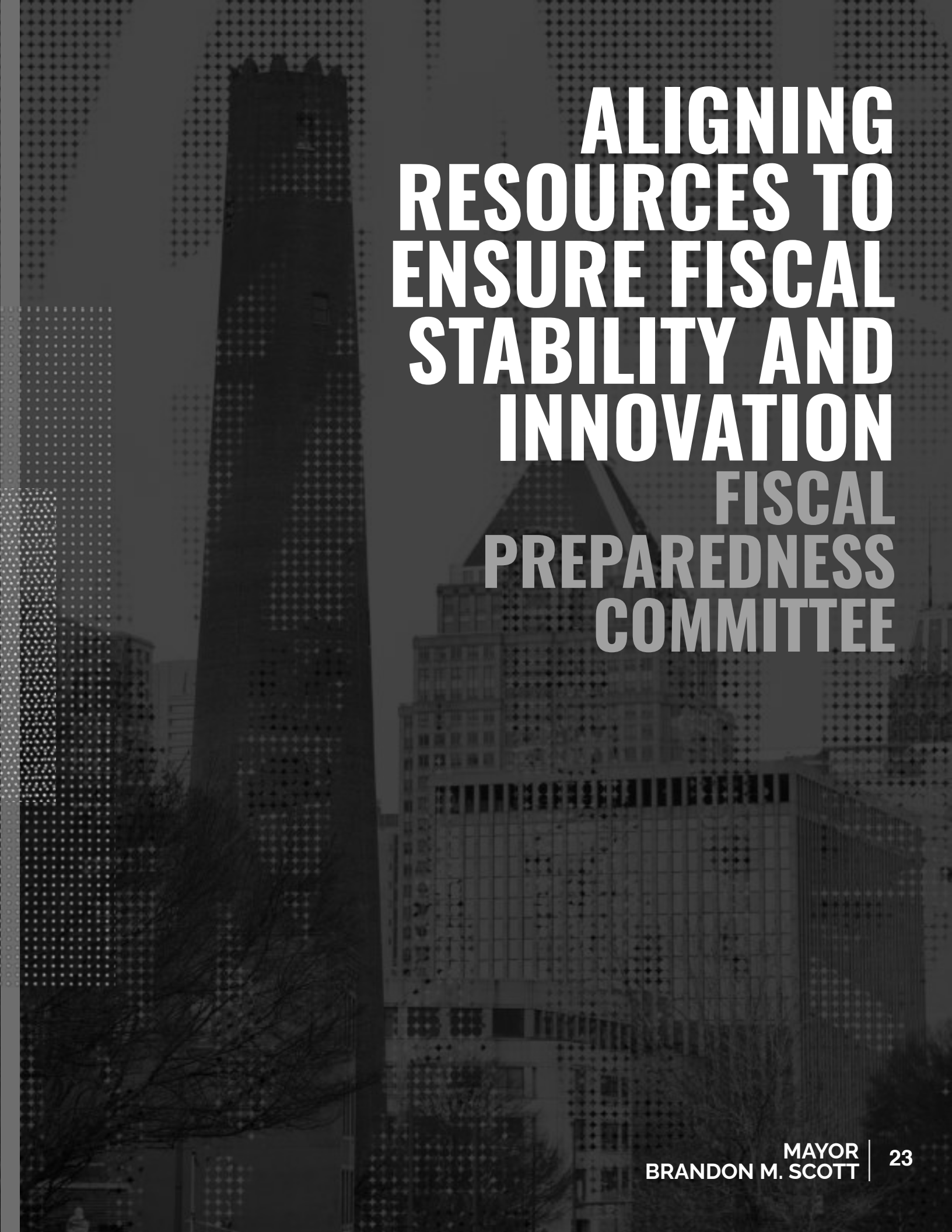
Recommendation #6

Task the Office of Equity and Civil Rights with conducting an equity analysis of existing law, regulations, and policies. The Mayor's Information Technology team should also conduct an equity analysis.

Recommendation #7

Prioritize building and redeveloping green spaces in urban areas that promote neighborhood revitalization, stabilization, and reinvestment.

- Rewrite Adopt-A-Lot and Side Lot licenses to support Black ownership and development
- Define the needs of parks and green spaces in urban communities



ALIGNING RESOURCES TO ENSURE FISCAL STABILITY AND INNOVATION

FISCAL PREPAREDNESS COMMITTEE

COMMITTEE MEMBERSHIP

Thomasina "Tomi" Hiers,
Co-Chair

Mark Kaufman, Co-Chair

Terrell Boston Smith

Marc Broady

Michael Castagnola

Andy Flacks

Helene Grady

Rian Hargrave

Jeanne Hitchcock

Jenny Hope

Talib Horne

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Tylor M. Schnell

Ben Seigel

Amy Seto

Madeleine Stokes

Caroline Sturgis

Giuliana Valencia-Banks

Yasmin Viera

Mark Washington

David Kwabena Wilson

Tiffany Matthis, Graduate
Assistant

BACKGROUND

Fiscal stability underpins the City of Baltimore's ability to deliver services and promote the welfare of its residents. As the Mayor begins his term and the pandemic concludes, the Administration must articulate a clear, consistent vision for Baltimore. This vision should reflect the values of the Administration, including having a safer city, ensuring equity, prioritizing youth, and building public trust. Moreover, it should address near-term recovery from the pandemic and a long-term goal for the City and its residents to grow and prosper. The City must shift away from top-down, incremental change that relies on simple calculations without taking into consideration the full impact such changes will have on Baltimore's communities and families, both now and in the future.

At the operating level, city agencies and employees need a clear understanding of their roles and contributions to that vision. Mechanisms are needed to gauge progress toward that vision, incentivize and reward achievements, and exert accountability measures when necessary.

FISCAL MANAGEMENT

The Committee reviewed key elements of the City's budget development, implementation, and management processes to identify opportunities that will assure the sound stewardship of taxpayer dollars. The recommendations that follow are designed to enhance efficiency, increase resident engagement, and incorporate promising practices from other jurisdictions.

POLICY ADVOCACY AND ENGAGEMENT

After gaining an understanding of the current structure of advocacy efforts and relationship between government relations staff and budget staff, the Committee prepared recommendations that will improve coordination and develop clear and consistent mechanisms for advocacy activities that leverage state and federal funds to further the City's priorities.

REVENUE OPTIMIZATION

The Committee reviewed the 10-year financial plan and proposed recommendations to increase revenues.

EXPENDITURES SAVINGS

The Committee reviewed the 10-year financial plan and proposed recommendations to reduce expenditures.

RECOMMENDATIONS

FISCAL MANAGEMENT

THE FIRST 100 DAYS

Recommendation #1

Expand community engagement in the budget process.

- Engage experts in participatory budgeting practices to help develop the process and explore opportunities for replication

Recommendation #2

Commit to updating the 10-year financial plan, with an emphasis on the first 3 years.

THE FIRST YEAR

Recommendation #1

Develop a targeted plan to pay for the Kirwan Commission's recommendations.

Recommendation #2

Develop a strategic plan for the City that addresses funding and delivery of critical city services, the possibility of additional incremental taxes or fees, the City's ability to grow its tax base, and key revenue drivers and metrics.

Recommendation #3

Relaunch the biennial community survey—a tool that allows residents to be more engaged in how city services are delivered.

Recommendation #4

Improve oversight of the fiscal units housed within agencies by instituting a dotted line relationship between agencies and the Department of Finance.

Recommendation #5

Partner with the Comptroller's Office to design an annual financial audit strategy that delineates the scope and frequency of audits, as well as defines a joint process for corrective action and accountability.

Recommendation #6

Produce community versions of all key budget documents, including the preliminary budget and comprehensive annual fiscal report.

Recommendation #7

Support the ongoing development and implementation of the Workday system.

Recommendation #8

Reinstitute and prioritize outcome-based budgeting (OBB) or some other data-driven budget monitoring process to ensure that agency allocations and spending are aligned with the Administration's priorities.

- Establish a mechanism to identify and engage residents in each step in the process—reviewing budget proposals, participating in presentations, and preparing recommendations for the Mayor's consideration

Recommendation #9

Strengthen alignment between the Bureau of Budget Management and Research (BBMR) and the CitiStat team to promote performance management and innovation.

Recommendation #10

Expand the asset management process by building upon recent efforts to inventory city-owned buildings, lots, and parking garages. Understand the value of the properties and develop a comprehensive strategy for maintenance, lease, and/or sale as appropriate to put the properties to effective use and generate revenue.

THE FIRST TERM

Recommendation #1

Deepen existing community engagement and participation in the budget development and oversight processes to strengthen current practices and introduce new mechanisms for civic involvement and transparency. In addition to the OBB process, practices could include (a) creating opportunities for residents to engage before the preliminary budget is finalized, (b) increasing the number of presentations to community organizations (in-person and/or virtual) and stakeholder groups, (c) improving the Taxpayer Night platform to allow residents to provide input regarding budget priorities, and (d) raising awareness about post-adoption budget oversight.

Recommendation #2

Consider moving toward a multi-year budget planning process, targeting a 3-5 year window.

Recommendation #3

Explore opportunities for regional strategies with surrounding counties to generate efficiencies and enhance service delivery.

POLICY ADVOCACY AND ENGAGEMENT

THE FIRST 100 DAYS

Recommendation #1

Develop clear, prioritized, general revenue funding and policy priorities at both the federal- and state -level.

- Establish a regular communication protocol between the Mayor, the federal delegation, and Annapolis leaders

Recommendation #2

Develop and communicate federal appropriations priorities.

- Develop a preliminary list of appropriations requests, meet with the federal delegation to share requests and solicit feedback, and finalize the list, with an emphasis on public safety (consent decree legislation in Congress) and infrastructure priorities (President Biden's Build Back Better plan, economic stimulus)
- Assign the federal delegation a single point-of-contact to liaise with the Mayor's Office

Recommendation #3

Develop strategy for upcoming legislative session in Annapolis.

- Establish three main priorities and pay attention to expiring grants
- Schedule a meeting with Senate and House leadership to communicate priorities

Recommendation #4

Align organizational structures and personnel.

THE FIRST TERM

Recommendation #1

Develop a clear funding mechanism for Civic Fund and consider expanded role in grant coordination

Recommendation #2

Align accountability structures and incentives of city agencies, including by creating agency-level fundraising goals and developing a centralized system for grant management.

REVENUE OPTIMIZATION THE FIRST 100 DAYS

Recommendation #1

Avoid major shifts in revenue strategies in the first 100 days. The realities of the COVID-19 pandemic place the City's revenue base on uncertain footing with key industries (for example, healthcare, education, and tourism) that are central to revenue and revenue strategy.

Recommendation #2

Commit to a 10-year planning process and focus the City's fiscal strategy.

Recommendation #3

Affirm the Administration's support for the near-term revenue enhancement efforts underway at BBMR, including ongoing audit work of owner-occupied properties and self-reported income.

THE FIRST YEAR

Recommendation #1

Implement additional revenue initiatives identified by BBMR, including optimizing speed cameras by increasing their hours and more frequently relocating them.

Recommendation #2

Balance the need for revenue enhancements with the realities of the post-pandemic recovery.

Recommendation #3

Appoint a work group or commission to holistically review by-right tax credit initiatives and task this group with revamping the full range of tax credits with a target on aggregate cost.

- Develop a plan to re-evaluate all tax credits on a regular schedule

THE FIRST TERM

Recommendation #1

Implement structural reforms that will enhance and diversify the City's revenues.

- Increase the resident population by pursuing cost-effective population growth strategies, which will generate additional revenue through property and income tax
- Assess current payment in lieu of taxation (PILOT) arrangements relative to how other cities manage the challenges associated with tax-exempt property and relative to the strategic goals of increasing jobs, population, and income wealth in the City

EXPENDITURE SAVINGS THE FIRST 100 DAYS

Recommendation #1

Renegotiate the police reimbursement for stadium rates.

Recommendation #2

Charge the full police rate for special events and secondary employment.

Recommendation #3

Adjust routes for the Charm City Circulator.

THE FIRST YEAR

Recommendation #1

Outsource the management of the City's five municipal golf courses.

Recommendation #2

Consider asking Visit Baltimore, which was a major proponent of the original Charm City Circulator system, to contribute to the Circulator Fund.

Recommendation #3

Better define tasks and routes associated with trash collection services to reduce overtime and yield labor savings.

Recommendation #4

Expand the gainsharing program beyond the Department of General Services' (DGS) Fleet Management Division.

Recommendation #5

Institute an alternative mowing and planting schedule to reduce cleaning, mowing, and other maintenance needs on city-owned vacant lots.

Recommendation #6

Develop a plan to transition the operation and management of the two remaining city-operated childcare centers to an external entity.

THE FIRST TERM

Recommendation #1

Adjust work schedules for the Baltimore City Department of Transportation's (BCDOT) Traffic Enforcement Officers, which would allow some to focus exclusively on traffic enforcement responsibilities.

An aerial photograph of a city, likely Los Angeles, showing a grid street pattern and various buildings. The image is dark and has a grid pattern overlay. The text is in large, bold, white capital letters.

EXPANDING OPPORTUNITIES FOR YOUTH EDUCATION AND YOUTH RECREATION COMMITTEE

COMMITTEE MEMBERSHIP

- James H. DeGraffenreidt, Jr.,
Co-Chair
- Shantay Jackson, Co-Chair
- Jabari Bush
- Laura Phillips Byrd
- Courtney Cass
- Damion Cooper
- Thomas Cooper
- Lynnea Cornish
- Ashley Day
- Faviola Donato-Galindo
- Legacy Forte
- Joe Francaviglia
- Karrell Goines
- Elizabeth Handy
- Lucia Islas
- Giovanni Marcantoni
- Kevin McCloskey
- Debra McCurdy
- Lance "L.C." Morrow
- Jesús Eusebio Pérez
- Rudy Ruiz
- Kate Scherr-Adams
- Roger Schulman
- Garfield Thompson
- Ramon Valentine
- Alexandria Warrick Adams
- Corey Witherspoon
- Nkenge Yasin
- Kelly Crawford, Graduate
Assistant
- Camille Snow, Graduate
Assistant

BACKGROUND

The Administration has identified public education and youth services as essential components to its comprehensive approach to government, specifically as it relates to building public safety in Baltimore.

Looking ahead, the City will have to balance the needs to ensure year-long employment opportunities for youth residents, close the digital divide, maximize youth as assets within our city, recover from the disruption caused by the COVID-19 pandemic, strengthen relationships with peer and business partners, and explore policy solutions that solve lingering financial and equity concerns within the City's education and recreation programs.

AREAS OF FOCUS:

**TRANSFORMING OUR VISION
FOR PUBLIC EDUCATION**

PROVIDING FREE WI-FI ACCESS CITYWIDE

SUPPORTING COMPREHENSIVE YOUTH DEVELOPMENT

VIRTUAL SOCIAL ENGAGEMENT

**EFFECTIVE PANDEMIC RECOVERY
FOR STUDENTS AND EDUCATORS**

**RECREATION BOARD OF PUBLIC
AND PRIVATE STAKEHOLDERS**

ELIJAH CUMMINGS HEALING CITY ACT

RECOMMENDATIONS

THE FIRST 100 DAYS

Recommendation #1

Establish the City as a proponent of the Kirwan Commission's recommendations and the Built to Learn Act—and develop budget priorities that equitably increase city funding for the Kirwan recommendations each year.

Recommendation #2

Support and work to implement the Elijah Cummings Healing City Act.

- Begin year one of agency-level training—as mandated by legislation—starting with the Mayor, the Mayor's cabinet, and members of the City Council
- Commit to training all of city government in restorative practices
- Require safe space (LGBTQ+) training for city employees

Recommendation #3

Implement plans to recover from the pandemic disruption.

- Partner with sports, arts, and cultural institutions to create equitable and age-appropriate recreational services that accelerate recovery from the pandemic period
- Direct the development and implementation of plans with the Baltimore City Public School System (BCPSS), Baltimore City Recreation & Parks (BCRP), and youth-serving organizations funded by the City that accelerate the effective re-engagement of students who may have been absent from school

Recommendation #4

Establish a Recreation Board of Public-Private Stakeholders that will create a unified campaign to promote youth recreation and incorporate general wellness and mindfulness into program offerings.

- Evaluate policies and processes to identify mechanisms that will support affordable sports programs and encourage free play
- Encourage BCRP to develop an effective personnel management plan that supports sustainable, transformational, youth-focused improvements in programming and facilities
- Develop metrics that gauge youth sports interest, participation, and physical activity to inform efforts that will increase participation and enhance quality

THE FIRST YEAR

Recommendation #1

Improve cross-agency and community collaboration.

- Establish and maintain better communication and coordination across agencies
- Deploy wraparound services effectively based on the experience of community school agencies
- Build out mental health supports within the Baltimore City Health Department

Recommendation #2

Lay the groundwork for processes and plans that will strengthen the quality of the City's public education system.

- Work with BCPSS to craft a legislative plan that implements findings from its needs assessment
- Promote policies that build on growth and development, starting at birth, so that students enter kindergarten ready for the best experience
- Prioritize distribution of federal funding for COVID-19 for school building cleaning
- Leverage success from learning center implementation to expand integration of educational and recreational facilities to promote transformational change during and after COVID-19
- Parlay the Mayor's comprehensive approach to safety and crime reduction to matters of school wellness, climate, etc.
- Evaluate the feasibility of a year-round schooling model

Recommendation #3

Prepare youth to compete by emphasizing career-readiness.

- Create a plan to roll out equitable access to citywide Wi-Fi
- Require all seniors and high school graduates to commit to a career-readiness program if they are not planning to enroll in a college or university

Recommendation #4

Enhance youth out of school time experiences.

- Instead of "recreation centers," create "youth centers" or "wholeness centers" that holistically account for youth interests and needs—from sports to chess to coding
- Promote public-private partnerships to increase opportunities for regular physical activity and youth participation in sports
- Emphasize recruitment and retention of youth in recreation center after school programming in partnership with neighboring schools
- Reignite the Police Athletic League (PAL) centers and get police involved regularly at recreation centers
- Centralize publicly-owned facility assignment and conduct an assessment of current community assets
- Identify where youth and their households have access to recreation and where support is needed

Recommendation #5

Improve youth engagement efforts by implementing a year-round YouthWorks program, connecting work-based learning experiences to city contracts, identifying ways to support affordable sports programming, and strengthening alternative education programs.

THE FIRST TERM**Recommendation #1**

Implement processes and plans that will strengthen the quality of the City's public education system.

- Change the relationship dynamic between BCPSS and the Mayor's Office into one that is more collaborative and transparent
- Develop a rational plan that explains when all students will have school buildings that support learning, whether through new construction, rehabilitation, or closure
- Remove the income threshold and develop a plan to fund universal pre-kindergarten
- Pilot year-round schooling

Recommendation #2

Improve youth engagement efforts.

- Understand what the needs assessment data reveals about needs for job training, housing support, and mental health support for households
- Create a pipeline—beginning at young ages and continuing through high school—that focuses on career readiness based on input and participation from local colleges and the business community
- Implement a municipal identification card program that both protect the privacy of youth and provide adequate data to inform service provision needs

Recommendation #3

Enhance youth out of school time experiences by expanding access to after school programs, increasing the availability of paid apprenticeship opportunities, and identifying ways to make jobs compatible with the lives of working students.

Recommendation #4

Integrate the workforce and education systems by implementing technical and workforce preparation within the BCPSS curriculum and increasing the number of magnet programs in middle schools that offer tech and career paths.

Recommendation #5

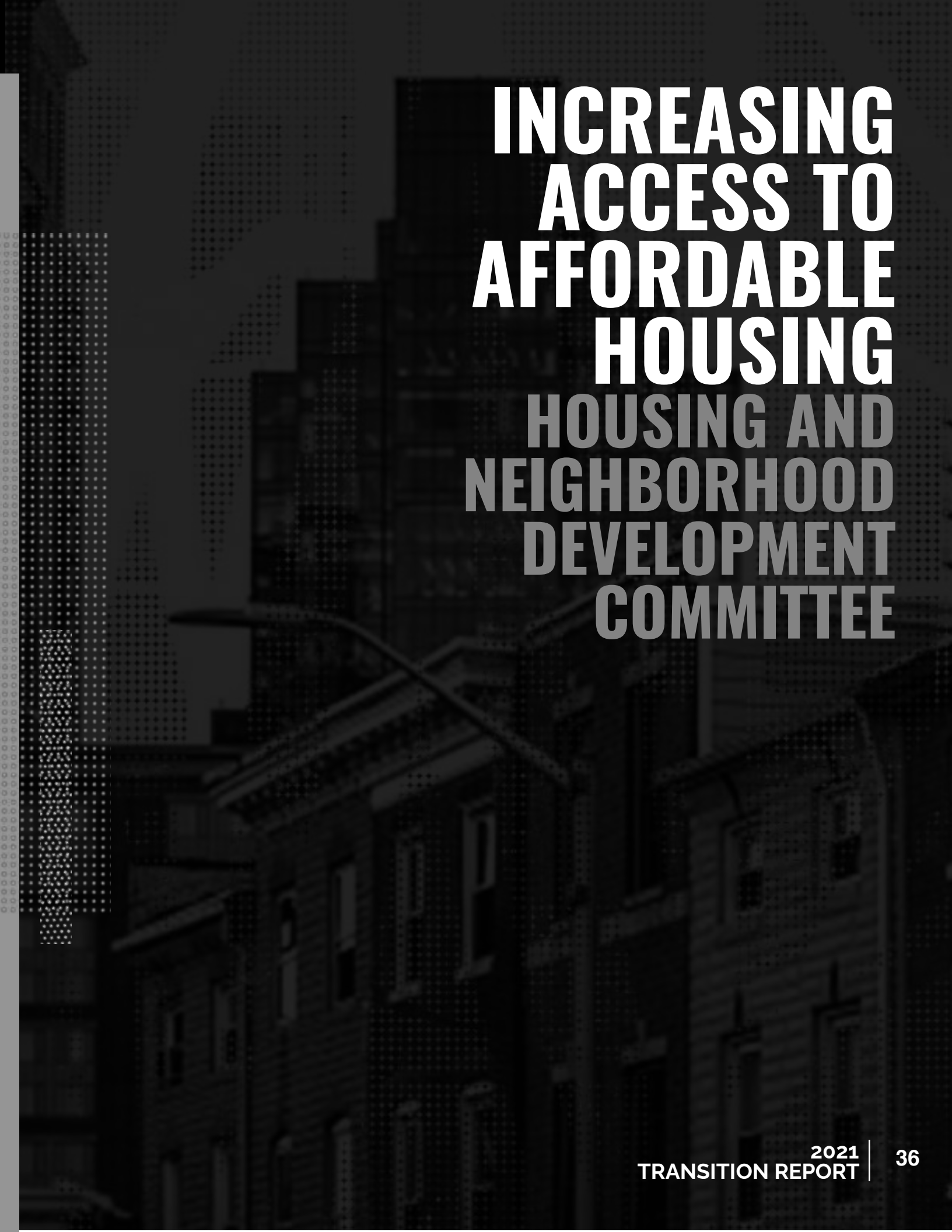
Prepare youth to compete in the workforce.

- Build Baltimore's capacity for free citywide Wi-Fi
- Tackle the digital divide of understanding and utilization of devices
- Incorporate public transportation of students and parents within the Administration's state and federal policy agendas

Recommendation #6

Execute a plan to convene Baltimore's most vulnerable youth for a discussion around opportunity preferences, including this Committee's focus group youth participants

- Model inclusive behavior by committing to use gender-neutral language in all casual conversations, formal speeches, and published statements
- Determine baseline and target goals for youth participation in positive developmental programming
- Make a commitment that any youth who signs up for a YouthWorks job will get a job
- Commit to potential scaling of investment in Grads to Careers and 1B4J programs and career readiness opportunities for older youth
- Announce a plan to expand and scale employment and BCPSS collaborative partnerships to include institutions of higher learning and all high schools
- Form an exploratory university partner committee to provide recommendations for local colleges' increased engagement and support of communities in Baltimore



**INCREASING
ACCESS TO
AFFORDABLE
HOUSING
HOUSING AND
NEIGHBORHOOD
DEVELOPMENT
COMMITTEE**

COMMITTEE MEMBERSHIP

- Richard Manekin, Co-Chair
- Ernst Valery, Co-Chair
- Terrel Askew
- Joanna Jane Bartholomew
- Lisa Budlow
- Kathy Christian
- Rita Crews
- Adria Crutchfield
- Kevin Daniels
- Christina Schoppert Devereux
- Charles Duff
- Dan Ellis
- Jason Filippou
- Susan Francis
- Matt Hill
- Seema Iyer
- David Karceski
- Larry Jennings
- Dana Johnson
- Calvin Keene
- Kobi Little
- Howard Majeve
- Ashiah Parker
- Otis Rolley
- Mark Sissman
- Khalil Uqdah
- Bowen Valery
- Tamika Winkler
- Thamar Burke, Graduate Assistant
- Morgan L. Gillard, Graduate Assistant

BACKGROUND

The City of Baltimore's need for a robust and equitable housing plan is clear. Far too many city residents regularly contend with housing insecurity; others have left the City altogether in favor of neighboring jurisdictions that have been more effective at attracting and retaining individuals and families.

The recommendations that follow provide solutions to these issues and propose a strategy for dealing with the City's continuing vacant property dilemma.

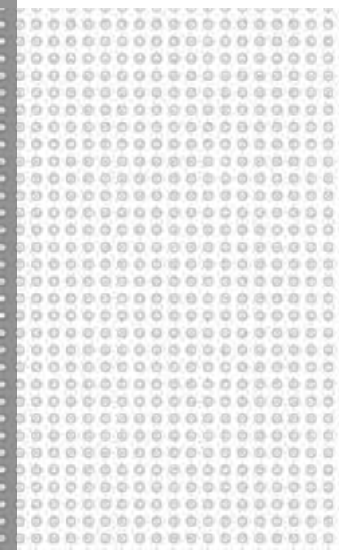
AREAS OF FOCUS:

VACANT PROPERTIES AND LAND

CREATING AND PRESERVING AFFORDABLE AND WORKFORCE HOUSING

RETAINING AND ATTRACTING NEWLY-FORMED HOUSEHOLDS

HOUSING ISSUES RELATED TO COVID-19 AND HOMELESSNESS



RECOMMENDATIONS

THE FIRST 100 DAYS

Recommendation #1

Appoint a permanent Department of Housing & Community Development (DHCD) Commissioner who has deep and broad experience in development and finance, and a demonstrated commitment to work in partnership with neighborhoods.

Recommendation #2

Improve protections for those whose housing is at risk during the COVID-19 pandemic.

- Hire a first-rate leader to head Mayor's Office of Homeless Services
- Articulate prioritization for eviction prevention programs
- Extend hotel stays for those experiencing homelessness and ensure that individuals experiencing homelessness are transitioning to permanent supportive housing
- Bring all individuals experiencing homelessness into hotels until the state of emergency has ended
- Launch public service announcements and targeted outreach of available resources for residents who are most likely to face eviction
- Track outcomes of those staying in or departing from hotels and encampments to better understand scope of problem and response, particularly youth and families, and coordinate with the Baltimore City Sheriff's Office on a scheduled evictions list
- Secure personal protective equipment (PPE) for shelter staff and at-risk groups
- Prioritize vaccines for essential workers and at-risk groups as defined by public health officials (such as the unhoused and those living in crowded home situations)
- Reintroduce the local voucher bill or ask the Affordable Housing Trust Fund (AHTF) to take this matter on directly
- Review and rebuild homeless outreach teams and consider options to assist those living in encampments

Recommendation #3

Cancel the 2021 Tax Sale for owner-occupied properties and begin a study on how to move forward in an equitable manner.

Recommendation #4

Set a goal for the elimination of vacant housing.

- Establish a clear vision for vacant properties that is shaped by residents in neighborhoods impacted by vacant housing and solicit support from private sources

Recommendation #5

Expedite property transfers by extending the expiration of lien sheets from 45 days to 60 days, and ensure that deeds are recorded in a timely manner.

Recommendation #6

Support the introduction of state-level legislation that will increase the Maryland Affordable Housing Trust's small community commercial tax credit fund from \$4 million to \$8 million.

Recommendation #7

Convene a meeting of senior bank and financial services executives to seek commitments on economic, community development, and housing development.

Recommendation #8

Mount a concerted effort to promote the use of three existing state tax credits—the State Renter's Tax Credit, Homeowner's Tax Credit, and Homestead Tax Credit—that reduce housing costs.

Recommendation #9

Support a strong effort to clear titles for homeowners, particularly Black homeowners, who think they have clear title but do not.

- Encourage estate planning and fully implement the state-enabled waiver of estate administration fees for low-income households
- Eliminate the requirement that all city liens must be cleared to record new deeds for legacy homeowners

Recommendation #10

Establish the Baltimore City Reparations Council to ensure equitable access to resources for Black residents.

- Contract with Baltimore-based law firms and nonprofit law centers to provide free legal/technical assistance to community associations that will help them create bylaws and run effective organizations

Recommendation #11

Ensure that DHCD, the Department of Planning, and other city agencies are connected to active community associations, including public housing tenant's associations.

- Update the Community Association Directory immediately and then annually so that it reflects which associations are active and has updated contact information for each association

Recommendation #12

Empower and encourage city agencies to work together towards a shared vision for affordable housing and community development.

- Launch a task force on improving the City's housing programs
- Establish a framework for communication between DHCD, the Housing Authority of Baltimore City (HABC), Department of Planning, and Mayor's Office of Homeless Services (MOHS)

Recommendation #13

Require DHCD and other city agencies to expedite the delivery of money to community groups.

Recommendation #14

Announce a major partnership between Live Baltimore and the Baltimore Development Corporation (BDC) to leverage DHCD Neighborhood Impact Areas to retain and attract residents.

Recommendation #15

Create a Neighborhood Stat that tracks progress on retention, attraction, and growth in neighborhoods.

THE FIRST YEAR

Recommendation #1

Address the impacts of COVID-19 on homelessness by reducing barriers to accessing rental assistance for tenants, increasing the capacity of city agencies to conduct outreach, collaborating with the Sheriff's Office on eviction enforcement, and creating a Mayor's Office to End Homelessness.

- Develop affordable housing opportunities for individuals and families who are homeless as a central priority of the City's equitable development framework
- Consider naming a nonprofit instead of a city agency as the lead continuum of care coordinator, and review and implement the organization's approved action plan
- Issue an Executive Order to protect encampments

Recommendation #2

Establish a mechanism for more meaningful community engagement.

- Ensure that every neighborhood council has a digital presence
- Provide neighborhood leaders with greater access to resources, the Mayor's Office, and agency leaders
- Support neighborhood associations in becoming more effective and representative, and create model bylaws and training modules for neighborhood leaders

Recommendation #3

Ensure accountability and coordination across city agencies on matters of housing and neighborhood development.

- Design a multi-year (greater than four years) housing strategy that can be measured periodically
- Convene with legal services organizations, counseling agencies, and community advocates to better understand housing policies that destabilize low-income residents
- Identify and empower a senior executive who will track the timing of contracts and reimbursements to nonprofits and other service providers. Provide the executive with authority to reach out to the Department of Finance and demand accountability for timely payments
- Reform the receivership program
- Make public processes easy to access, understandable, and timely

Recommendation #4

Create a culture of high-quality customer service at DHCD by announcing and delivering all grant awards in a timely fashion, developing a standard of responsiveness and transparency within the agency, and ensuring community voice in the city disposition process and city-supported development projects.

Recommendation #5

Leverage banks and financial institutions as partners by creating a citywide lending institution policy, piloting an affordable housing program in several neighborhoods, and partnering with financial institutions to reduce the harms caused by foreclosure.

Recommendation #6

Retain and attract families and individuals by prioritizing unified signage and wayfinding at and within the City's borders, creating a citywide 529 college savings plan, and establishing specific objectives for increasing the City's population by 2040.

- Provide homeownership opportunities to immigrants and refugees relocating to the United States by making Baltimore the most immigrant-friendly city in the nation—and the only city that directly invests in increasing its immigrant population
- Create a program to provide homeownership opportunities for recent graduates of Baltimore-based colleges and universities (and those within five miles of the city limits)
- Identify and address neighborhoods with realtor deserts
- Strengthen Live Baltimore's efforts by launching a citywide campaign to encourage all Baltimore-based realtors to support and collaborate with Live Baltimore

Recommendation #7

Establish an equitable growth strategy.

- Create an expedited development and permitting process for market housing (while interest rates are low) that is conditioned on developers including deeply affordable units in the development
- Partner with Healthy Neighborhoods to increase the number of Healthy Neighborhoods by 30%
- Explore creating a program that could increase affordable housing development by leveraging partnerships between private developers and nonprofits
- Urge the State of Maryland to free up low-income housing tax credits (LIHTC) for low-income and underserved city neighborhoods
- Reform the City's inclusionary housing law, zoning code, and land use laws to promote affordable housing development
- Make Community Benefits Agreements (CBAs) a standard to be attached to entitlements for large developments
- Support the Neighborhood Impact Investment Fund becoming a CDE and a CDFI

THE FIRST TERM

Recommendation #1

Develop a comprehensive, citywide strategy to prevent and eliminate homelessness.

- Simplify and streamline application processes for all rental assistance and homeless services programs
- Identify intersections between MOHS and the Mayor's Office of Employment Development (MOED) to allocate funding to systems and supports that align with homelessness efforts
- Create a workgroup for "second chance housing" and provide funding for landlords that will accept tenants who have recently been forced to move and have eviction records or troublesome rental histories
- Prioritize and incorporate funding for deeply affordable housing for persons who are homeless in DHCD's Notice of Funding Announcements (NOFAs)
- Explore making Baltimore City a "right to housing city" through a charter amendment

Recommendation #2

Retain and attract households.

- Develop and implement a plan to reduce the property tax burden
- Allow city residents to initiate payment plans for their property taxes
- Invest in shrinking neighborhoods and fund housing counseling and community resources in schools, churches, etc.
- Require DHCD, the Department of Planning, BCPSS, and the Department of Recreation and Parks (BCRP) to develop community-based marketing themes, information, and materials or websites for families

Recommendation #3

Address vacant homes and land.

- Develop a strategic and aggressive plan to acquire vacant properties throughout Baltimore
- Create a land bank
- Reestablish the City's contractor initiative and utilize vocational students to provide support
- Generate an additional \$100 million annually for housing and community development initiatives
- Investigate a progressive and punitive property tax for properties that have remained vacant for three years
- Allow nonprofit and small developers to have a tax abatement during the window of property assemblage
- Investigate whether the City can prohibit property purchases by landowners who have violated code enforcement
- Develop an incentive program geared for middle neighborhoods
- Reform the tax sale system and implement an in rem deed-based system
- Support innovative neighborhood marketing programs with small, quick grants

Recommendation #4

Commit to the Affordable Housing Trust Fund.

- Increase stable, consistent revenue to the Trust Fund and reinforce the importance of advancing equity, community organizing, and permanent affordability in the priorities and policies of the Fund
- Implement a more comprehensive approach to allocating housing development/ assistance resources from multiple sources and multiple agencies working in tandem to advance the strategic goals of its community development framework
- Ensure the Trust Fund has bylaws and meeting attendance requirements

Recommendation #5

- Develop a strategic plan to address vacant homes and land that incorporates a “path to ownership” for adopt-a-lot participants, identifies and distributes subsidies for developers of vacant property where the cost of renovation exceeds the resale value, and strategically and aggressively takes titles for vacant properties.

Recommendation #6

Support healthy, stable housing citywide.

- Commit to a philosophy that every Baltimore resident has a right to safe and sound housing
- Support efforts to eradicate toxic lead-based paint, asthma triggers, and other home-based environmental health hazards that create racial and health disparities, and seek funding from healthcare institutions, federal sources, banks, anchor institutions, the philanthropic community, and social impact funders
- Implement right-to-counsel legislation for Baltimore renters facing eviction
- Partner with Annapolis leaders to enact a “just cause” eviction statute



REINVIGORATING OUR TRANSPORTATION AND INFRASTRUCTURE

TRANSPORTATION AND INFRASTRUCTURE COMMITTEE

COMMITTEE MEMBERSHIP

- Celeste Chavis, Co-Chair
- Liz Cornish, Co-Chair
- Rick Binetti
- Chance Carter
- Mark Edelson
- Earl El-Amin
- Janet Eveland
- Margaret Fulcher
- Alexandra Grayson
- Josh Greenfeld
- Anwer Hasan
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- Montrae Jones
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- Veronica McBeth
- Joe McAndrew
- Samuel F. Minnitte Jr.
- Brian O'Malley
- Anikwenze Ogbue
- Nadia Owusu
- Chris Palazzi
- Traceé Strum-Gilliam
- Aaron Tomarchio
- Adrea Turner
- Michele Whelley
- Thamar Burke, Graduate Assistant
- Morgan Gillard, Graduate Assistant

BACKGROUND

The Committee framed its recommendations around the Mayor's four main policy platforms: Public Safety, Government Transparency and Accountability, Creating an Inclusive and Equitable Economy, and recommendations that will help Baltimore both during and recovery from COVID-19.

In the area of Public Safety, recommendations focus on the safety of vulnerable road users. This includes solutions that will reduce traffic injuries and death. With respect to Government Transparency, the Committee addressed one of the City's most persistent challenges when it comes to managing capital projects—interagency coordination and comprehensive planning. Understanding how projects are selected and prioritized is a critical aspect of equitable community investment. Additionally, economic and public health recovery related to COVID-19 highlights the need to ensure all residents have access to critical services. The Committee considered and recommended strategies that will allow capital projects to create jobs, generate revenue, and drive investment.

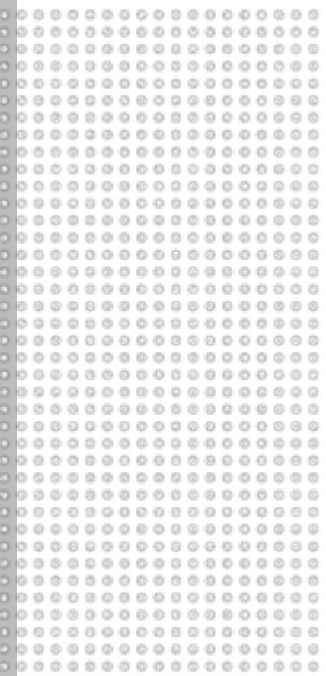
AREAS OF FOCUS:

BUILDING PUBLIC SAFETY IN BALTIMORE

BUILDING AN INCLUSIVE, EQUITABLE ECONOMY IN BALTIMORE

RESTORING TRUST IN CITY GOVERNMENT

SUPPORTING BALTIMORE DURING AND AFTER COVID-19



RECOMMENDATIONS

BUILDING PUBLIC SAFETY IN BALTIMORE

THE FIRST 100 DAYS

Recommendation #1

Officially adopt the complete streets manual and begin its application on all future roadway projects.

- Launch a citywide effort to re-envision and alter existing public rights of ways to better serve neighborhoods, which may include increasing bike and pedestrian access, lane reductions along commercial corridors, and transitioning one-way streets into two-way streets

Recommendation #2

Announce the Administration's intention to prioritize opportunities for neighborhood and other coalitions to re-envision public spaces for their own safety and enjoyment.

Recommendation #3

Launch a plan to study one-way to two-way street conversions.

Recommendation #4

Combat illegal dumping by providing more pop-up locations.

THE FIRST YEAR

Recommendation #1

Establish and staff a traffic calming quick build team.

Recommendation #2

Reconfigure the Charm City Circulator and private institutional shuttles.

Recommendation #3

Create a Bus Priority Team.

Recommendation #4

Develop a strategy to outfit Charm City Circulator buses with on-board cameras that can be used to levy hefty fines on drivers who violate the bus-only lane.

Recommendation #5

Manage curb space usage.

THE FIRST TERM

Recommendation #1

Complete Americans with Disabilities Act (ADA) compliance projects surrounding all bus stops.

- Allocate savings gained from lower demand for the MTA Mobility Service to improving existing bus lines

Recommendation #2

Develop a sustainable waste management plan.

- Create a distribution plan for free recycling containers
- Research the feasibility of using new collection strategies and available equipment to increase recycling and composting through efficient routing and co-collection efficiencies
- Consider adopting mandatory commercial and household recycling

BUILDING AN INCLUSIVE, EQUITABLE ECONOMY IN BALTIMORE THE FIRST 100 DAYS

Recommendation #1

Hire a Transit and Sustainable Transportation Chief. Fill this vacant management position with an individual who can enhance and grow collaboration with internal and external partners in support of transit priorities for the City and region.

Recommendation #2

Appoint members to the Bus Priority Team.

THE FIRST YEAR

Recommendation #1

Reroute the Charm City Circulator to address MTA service gaps to core employment centers, instead of duplicating service along current MTA routes.

Recommendation #2

Determine opportunities to align existing shuttle services with potential private sector and institutional partners in Baltimore City and County.

Recommendation #3

Refocus the Water Taxi/Harbor Connector as a mode of transit to connect Baltimore residents to job centers and accelerate tourism.

- Craft a carefully designed Request for Proposal (RFP) that seeks to combine these services into a unified system that coordinates operations with MTA and the Charm City Circulator and provides a universal payment system

Recommendation #4

Develop solutions to move forward the Hanover Street Bridge, Howard Street Tunnel, and the B&P Tunnel.

Recommendation #5

Develop solutions to complete the Greenway Trail Network and invest in a study that assesses ways to prevent displacement, ensuring legacy residents have access to the trail.

Recommendation #6

Adopt a Digital Equity Scorecard and create a requirement for reporting in the Annual Equity Report.

Recommendation #7

Require a meaningful percentage of a contractor's workforce to be apprentices, and/or require that contractors participate in or contribute to apprenticeship programs certified by the Maryland Department of Labor and federal standards.

Recommendation #8

Fully fund and enforce the City's existing prevailing wage law. Begin to include meaningful and targeted local hiring provisions in public infrastructure contracts. Contracts should require wage and benefit standards that pay journeymen and apprentices at least the Maryland prevailing wage for a worker's specific craft, and provide healthcare and access to pensions or retirement programs.

Recommendation #9

Develop an interagency extracurricular program for Baltimore youth that would provide access to a pipeline of jobs in local utilities systems through a paid, academic year-long training program that builds interest in government engineering and infrastructure jobs.

THE FIRST TERM

Recommendation #1

Implement traffic control measures such as transit signal priority (TSP), queue jumps, and transit bus movement exemptions.

Recommendation #2

Maintain an adequate record of past performance when evaluating RFPs. Vendors who excel at meeting these pre-qualifications should receive priority when contracts are awarded.

Recommendation #3

Increase wages for sanitation workers.

Recommendation #4

Improve access to industries that have seen increases to jobs, such as shipping and healthcare.

Recommendation #5

Amend standards of local hiring to move from 51% of new hires to 51% of work hours to improve accountability to local hiring standards for vendors.

Recommendation #6

Review potential bidders' history of labor, employment, environmental, and workplace safety violations, and use a detailed questionnaire asking bidders to disclose and explain past and pending litigation, past contract suspensions, and outstanding judgments.

RESTORING TRUST IN CITY GOVERNMENT THE FIRST 100 DAYS

Recommendation #1

Strengthen and prioritize intergovernmental relations efforts on infrastructure-related policy and funding matters at the regional, state, and federal levels.

Recommendation #2

Appoint a Deputy Mayor or similar cabinet-level position to coordinate and monitor infrastructure projects across agencies.

Recommendation #3

Hire a Director of Digital Equity in the Office of Equity and Civil Rights.

Recommendation #4

Proactively, through collaboration with the Departments of Transportation, Public Works, Planning, Housing/Community Development and Finance, establish priority projects.

THE FIRST YEAR

Recommendation #1

Relaunch the City Transportation Master Plan.

Recommendation #2

Generate new revenue streams for transportation.

Recommendation #3

Hire an in-house federal lobbyist to focus specifically on transportation funding.

THE FIRST TERM

Recommendation #1

Work with regional partners to create a regional transit authority or equivalent.

Recommendation #2

Perform a comprehensive analysis of our city's conduit space rental system.

Recommendation #3

Increase transparency and accountability by publicly releasing data on procurement, asset management, capital and maintenance projects, transit ridership, and state of repair.

Recommendation #4

Perform an audit of customer service, automated metering, and the new water billing system to improve billing accuracy and relationships between residents and the water department.

Recommendation #5

Perform an independent management and governance review of BCDOT.

Recommendation #6

Enhance interagency, regional, and private sector coordination on infrastructure projects to maximize productivity and reduce costs.

Recommendation #7

Conduct a full revamp of baltimorecity.gov and Baltimore City agency domains, improve the City's digital organization and connectivity so that residents can easily find important updates and track performance data.

Recommendation #8

Reassess the distribution of labor and management of water, wastewater, and storm water resources between Baltimore City and County.

SUPPORTING BALTIMORE DURING AND AFTER COVID-19 THE FIRST YEAR

Recommendation #1

Provide better access to critical services and industries.

- Plan for and provide transportation service that ensures neighbors in need have access to emergency food distribution. Of particular importance is maintaining food distribution for youth who rely on food provided at school
- Plan for and provide transportation service that ensures neighbors in need have access to testing and vaccine sites as well as healthcare unrelated to the pandemic
- In consultation with MTA, develop a plan to safely accommodate BCPSS students on the transit system when school reopens

Recommendation #2

Address the digital divide in the short-term.

- Partner with community groups and advocates to increase the number of gap networks
- Extend student access to BCPSS- and the Enoch Pratt Library-provided hotspots, laptop/tablet devices, and the Comcast Internet Essentials Program beyond September 2021

Recommendation #3

Adopt a main streets program for COVID-19.

- Maintain and expand efforts to re-purpose public spaces previously devoted to vehicles in order to drive economic development for main street businesses



PRIORITIZING OUR PEOPLE HUMAN SERVICES COMMITTEE

COMMITTEE MEMBERSHIP

- Shamoyia Gardiner, Co-Chair
- Chuck Tildon, Co-Chair
- Molly Amster
- Quinton Askew
- Julia Baez
- Nancy Blackwell
- I'Shea Boyd
- Melissa Buckley
- Jamesha Caldwell
- Marly Cardona Moz
- Harold Carter, Jr.
- Zainab Chaudry
- Iya Dammons
- Vincent DeMarco
- Monalisa Diallo
- Jessica Dickerson
- Rajani Gudlavalleti
- Mónica Guerrero Vázquez
- Stacey Jefferson
- Jodi Kelber-Kaye
- Howard Libit
- Kevin Lindamood
- William "Bill" McCarthy, Jr.
- James Nelson, Jr.
- Carlos Ricardo Ortiz
- Nancy Smith
- Robin Truiett-Theodorson
- Rachel White
- Julia Le Gendre, Graduate Assistant
- Christiana Abisuga, Graduate Assistant

BACKGROUND

Creating a healthy, thriving Baltimore requires reconsidering the very structure of city government so that it is actively anti-racist, trauma-informed, trauma-responsive, and committed to the health, safety, and self-determination of its residents. An effective, human approach to government is one that emphasizes serving Baltimore's most vulnerable residents, coordinates between city agencies and community partners to meet the needs of Baltimoreans, and embraces restorative practices for marginalized communities.

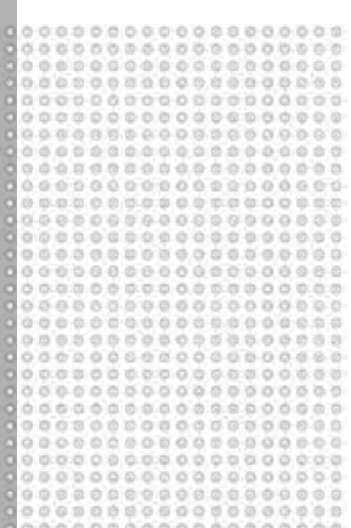
AREAS OF FOCUS:

CIVIL RIGHTS AND SYSTEMIC OPPRESSION

POVERTY AND SYMPTOMS OF POVERTY

HOUSING INSTABILITY AND FORMS OF HOMELESSNESS

HEALTH AND WELLNESS



RECOMMENDATIONS THE FIRST 100 DAYS

Recommendation #1

Commit to enacting anti-racist, anti-poverty, and equitable policies and practices at all levels of city government.

Recommendation #2

Recommit to Baltimore Police Department (BPD) Policy 1021, which provides law enforcement services to all persons regardless of immigration status and states the Department's practice not to assist in civil immigration enforcement operations.

Recommendation #3

Partner with Baltimore's delegation in Annapolis to support legislation that promotes health equity, protects renters, supports working-class families, reduces alcohol outlet density, addresses homelessness, expands access to free high-speed internet, and increases food access.

- Publish Baltimore City's state legislative agenda on a baltimorecity.gov domain before the start of each Maryland legislative session

Recommendation #4

Partner with Maryland's congressional delegation to support legislation that will provide reform and relief to undocumented immigrants and immigrant-workers, and legislation that will expand the availability of school-based health centers and bolster antidiscrimination protections for transgender and gender non-conforming healthcare patients.

THE FIRST YEAR

Recommendation #1

Increase the City's investment in public benefits programs to support residents who would otherwise not qualify (for example, undocumented immigrants, returning citizens, individuals experiencing homelessness) and continue to provide COVID-19 relief to residents excluded from federal and state relief initiatives.

Recommendation #2

Pursue a policy framework that incorporates best practices in public health.

- Integrate health considerations in policymaking decisions at all levels and sectors of city government

Recommendation #3

Guarantee equitable language access throughout city government, including buildings and agencies.

- Require all people-serving agencies to develop public plans and budget requests that address language interpretation and communication services for and with Baltimore residents who have a limited English proficiency

Recommendation #4

Support City Council legislation that will authorize the operation of multiple overdose prevention sites.

Recommendation #5

Slow and stop the spread of COVID-19 among vulnerable populations, including individuals experiencing homelessness, immigrants, returning citizens, unaccompanied youth, sex workers, and other city residents living in vulnerable circumstances.

Recommendation #6

Leverage the City's five Community Action Partnership Centers (BCCAP Centers) to better coordinate service delivery to all Baltimore residents and broaden the demographic currently served to include those with the greatest need.

Recommendation #7

Train all city employees at all levels in trauma-informed practices, trauma-responsive strategies, and the role of adverse childhood experiences in trauma formation, in accordance with the Elijah E. Cummings Healing City Act.

Recommendation #8

Ensure all people-serving staff are trained in restorative practices, de-escalation, and cultural competencies specific to marginalized communities in Baltimore, including immigrants, youth, and LGBTQ+ residents.

Recommendation #9

Create a visibility and informational campaign that destigmatizes discourse around gender identity and sexual orientation, and condemns discrimination and violence against LGBTQ+ Baltimore residents.

Recommendation #10

Establish an advisory commission to advise the Administration on reproductive health and care for vulnerable groups, including pregnant Black women, immigrants who are unable to access services in the existing landscape, and LGBTQ+ residents.

Recommendation #11

Create a process to implement a data-driven analysis of the equitable distribution of public dollars in city agency budgets to ensure that agencies allocate the resources needed to meet the needs of the population they serve.

Recommendation #12

Require the Department of Human Resources (DHR) to analyze employment trends and inequities within city government's hiring practices, report on the state of employment equity, and develop strategies to recruit retain, and appropriately compensate a workforce representative of the City's racial and ethnic demographics.

Recommendation #13

Request that the Inspector General investigate instances of discrimination and complaints resulting from interactions with city agencies and/or employees in the course of their work duties and produce a report to the Mayor and Chief Equity Officer that outlines recommendations for operational and systemic changes.

Recommendation #14

Establish a task force to reduce the housing waitlist for high-need populations and ensure the public availability of and accessibility to disaggregated data on the current waitlist.

Recommendation #15

Establish a task force to explore the state of the City's eviction crisis, including whether residents have sufficient capacity and support to navigate the process of maintaining housing; the impact of intersecting issues like health, employment, and education; and the viability of strategies around unlicensed rentals and renter advocacy assistance.

Recommendation #16

Strengthen resident-serving partnerships with faith leaders, community organizations, and institutions in all areas of the City to better understand the needs of all Baltimore residents and create open channels to disseminate information and resources.

THE FIRST TERM

Recommendation #1

Invest in the City's crisis response service infrastructure—including the behavioral health crisis hotline and service delivery for youth and adults—and promote a multilingual, intergenerational awareness campaign that initially focuses on building trust and credibility with Baltimore's LGBTQ+ community.

Recommendation #2

Review and repeal all aspects of the Baltimore City Code that criminalize victimless behaviors and/or produce discriminatory outcomes for any marginalized/vulnerable group in Baltimore, including sex workers, immigrants, youth, individuals with disabilities, and members of the LGBTQ+ community.

Recommendation #3

Update the City's housing code to address mold, lead, and other risks that jeopardize the availability of safe, clean housing options for Baltimore residents.

Recommendation #4

Consolidate grant management for all City agencies, including soliciting, grant-writing, and reporting to ensure alignment with the Mayor's vision and avoid mission creep for agencies in need of resources. Centralize the effort to identify untapped funding opportunities and shift agency resources away from activities not directly and immediately supportive of their people-serving missions.

Recommendation #5

Bring all people-serving city agencies online and into coordination with a shared care/case management system that tracks referrals, shares information, and communicates with systems used by state agencies.

Recommendation #6

Definitively map and communicate Baltimore City's human services assets in an interactive, searchable format that is accessible, regularly updated, and heavily communicated (in multiple languages and in a culturally relevant manner) in areas of the City where residents have the most acute unmet needs.

Recommendation #7

Prioritize the wellness of rank-and-file city employees through policies, practices, initiatives, and benefits that are grounded in a concept of community and that aid employees in healing from secondary and personal trauma (for example, including generous telework policies, mental health days, group and individual therapy sessions, and community pop-up days).

Recommendation #8

Fully implement the new renter's right to counsel by streamlining coordination between legal services and service providers more broadly, and funding community outreach to make residents aware of this resource.

Recommendation #9

Pilot a guaranteed income program for residents experiencing the greatest economic need, prioritizing those who are ineligible for state and federal relief but meet defined income criteria.

Recommendation #10

Establish a food sovereignty strategy for residents that partners with local subject matter experts to expand urban farming, agricultural knowledge across the City, and supports grocery store density in current food priority areas.

- Create a city-owned and operated gardening and tool rental service to encourage food sovereignty for Baltimore residents and create employment and learning opportunities for all, including youth residents

Recommendation #11

Collaborate with the Department of Social Services to establish a foster family recruitment strategy.

Recommendation #12

Coordinate a citywide reentry initiative for returning citizens.

Recommendation #13

Evaluate the funding streams and work of all city agencies to assess which agencies are operating from grant-given missions because of lack of funding and would benefit from greater city investment and/or centralized, coordinated grants management services.

Recommendation #14

Establish an intentional exchange program with Baltimore's sister cities that includes opportunities for youth and other residents to travel abroad, international and multicultural engagement locally, and the sharing of best practices in government operations and policy.

Recommendation #15

Expand the capacity and resourcing of Baltimore's grassroots-led, community-based, and trusted navigator organizations so that they are prepared to take full advantage of opportunities to leverage and attract resources to expand their impact.



RETHINKING GOVERNMENTAL OPERATIONS GOVERNANCE STRUCTURE AND INNOVATION COMMITTEE

COMMITTEE MEMBERSHIP

- Casey Brent, Co-Chair
- Ralph Tyler, Co-Chair
- Elizabeth Alex
- Marlon Amprey
- Antoine Banks
- Taylor Beckham
- John Brothers
- Eleanor Carey
- Charly Carter
- Tiffany Davis
- Jason Hardebeck
- Malcolm Heflin
- Jon Laria
- Robyn Murphy
- Aeirss Prince
- Ronnie Rosenbluth
- Jesse Salazar
- Stephen Salsbury
- Emily Scarr
- Ken Ulman
- Calvin A. Young
- Camille M. Cipollone, Graduate Assistant

BACKGROUND

Over the next four years, the Administration will have the opportunity to proactively address structural inequities perpetuated in laws, the City Charter, and regulations. It will be especially important for the City to apply an equity lens thorough all aspects of city governance and observations. Additionally, the City should increase transparency, accountability, and ethical behavior throughout city government and identify new and creative mechanisms to engage with its residents.

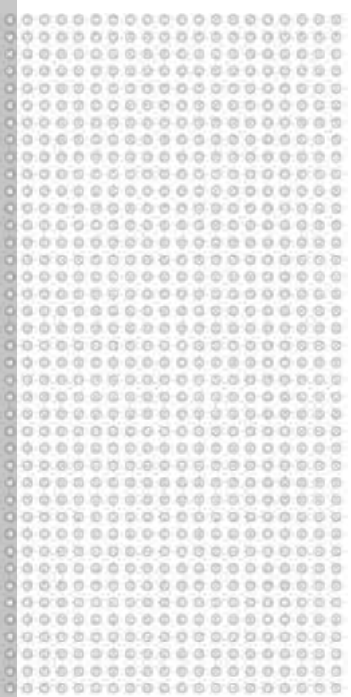
AREAS OF FOCUS:

TRANSPARENCY AND ACCOUNTABILITY

INCLUSION AND RACIAL EQUITY

ENGAGEMENT AND ACCESSIBILITY

OPERATIONAL EFFICIENCY



RECOMMENDATIONS TRANSPARENCY AND ACCOUNTABILITY THE FIRST 100 DAYS

Recommendation #1

Create a true culture of ethics within every aspect of city government.

- Prioritize filling vacancies on the Baltimore City Board of Ethics within three months of the position's opening
- Strengthen the City's ethics infrastructure by specifically allocating a portion of the Baltimore City Information & Technology's (BCIT) budget for maintaining and enhancing the Board of Ethics' technology capabilities
- Require all city employees to take the ethics pledge and abide by disclosure requirements
- Announce that mandatory ethics training for all city employees will take place by the end of 2021
- Update the City's procurement practices to deter fraud, waste, abuse, and corruption—and enforce disclosure of conflicts in procurement by city employees and vendors

Recommendation #2

Establish a Data Governance Committee to improve data management and transparency.

- Create a robust committee that includes executive support, a policy leader, a data leader, a data steward from each agency/department, an IT liaison, and representatives from the Mayor's Office of Communications and the Law Department
- Schedule regular meetings of the Committee and adopt a data governance charter that outlines the structure and process for how data will be managed and used in city government

Recommendation #3

Employ effective use of data to assess the City's murder rate.

- Because 40% of murders are committed by individuals who are already on parole and/or active state supervision, the City should examine shared engagement, accountability, and resources between the City and State

THE FIRST YEAR

Recommendation #1

Create an independent ethics officer position, which would function as a compliance and educational resource for city employees and those doing business with the City.

Recommendation #2

Launch Open Data 2.0.

- Create a program that includes a comprehensive data inventory of all city agency data, monitors agency compliance with uploading data onto the portal, establishes data collection protocols, and provides real-time data for 311
- Design and implement a community engagement program to introduce Open Data 2.0 to city residents and stakeholders

THE FIRST TERM

Recommendation #1

Establish a civic university.

- Create sessions for city residents and employees to learn the inner-workings of government processes and how to engage with City Government

Recommendation #2

Require all city agencies to develop performance plans and accountability reports at the beginning of each year, and to publicly release a year-end report.

INCLUSION AND RACIAL EQUITY THE FIRST 100 DAYS

Recommendation #1

Partner with the Government Alliance on Racial Equity (GARE) to identify a core team of city employees who will develop a framework for how to address implicit/explicit bias and systemic racism within their respective agencies.

Recommendation #2

Identify and expand opportunities to embrace full civic participation among Baltimore residents and stakeholders.

Recommendation #3

Implement a de facto moratorium on evictions to combat COVID-19 homelessness.

- Prohibit the tax sale of properties until at least 90 days after the COVID-19 state of emergency has been lifted
- Hold landlords accountable to their yearly lead certification and prevent delinquent landlords from filing for eviction
- Increase eviction filings from \$115 to \$250 to discourage landlords from requesting ejection

Recommendation #4

Increase the nonprofit overhead floor to allow for greater investment in nonprofit administrative/operational capacity.

THE FIRST YEAR

Recommendation #1

Build a culture of racial equity in city government.

- Continue to focus on identifying and dismantling deeply racialized systems and cultures that drive the production of inequities in Baltimore
- Develop and launch a public education campaign that acknowledges the government's role in structural inequity and introduces a new framework to improve outcomes within the City
- Partner with the Office of Equity & Civil Rights to incorporate equity into the City's performance management program to track inequitable service delivery and implement policy tools and interventions to fix issues

Recommendation #2

Create a Commission on Public Health that will facilitate interdisciplinary and interagency collaboration on policy, programs, and research that focus on the social determinants of health. Utilize the Commission to develop health solutions that optimize the wellness of all Baltimore residents.

- In consultation with the Baltimore City Health Department, develop a bi-annual health report card for Baltimore

Recommendation #3

Audit the existing membership of boards and commissions within city government to assess their diversity with respect to race, gender, socioeconomic background, and geography.

- Review and analyze appointment requirements for boards and commissions, and determine if those requirements present a barrier to equitable participation by all city residents
- Consider, if necessary, proposing legislative reforms that alter board membership requirements
- Develop a strategic plan for the selection of new board members that will ensure equitable representation

THE FIRST TERM

Recommendation #1

Implement participatory budgeting.

- Invite residents of Baltimore City, especially those from disenfranchised and marginalized communities, to participate in the budgeting process

Recommendation #2

Create a working group to realign poverty funding.

- Utilize the working group to partner with state and federal program officers and local and national experts on how to better align our state and federal poverty funding to the needs of the City
- Examine other state and city examples as the City redesigns its structures, programs, and efforts to alleviate poverty

ENGAGEMENT AND ACCESSIBILITY

THE FIRST 100 DAYS

Recommendation #1

Relaunch effective community engagement tactics and attach metrics to those tactics.

Recommendation #2

Create a community engagement plan for the Chief Administrative Officer (CAO).

- Introduce the CAO to residents and stakeholders to educate them on the role of the CAO
- Provide opportunities for the CAO to hear directly from all stakeholders to gain a better understanding of the City of Baltimore

Recommendation #3

Announce the plan to recruit and retain primary resident individuals and families by making Baltimore the best city for people with student loan debt.

- Create strategic plan on how to provide student debt refinancing, counseling, and repayment benefits to increase the population of the City

Recommendation #4

Encourage Baltimore City residents to share their ideas for building a better Baltimore.

THE FIRST YEAR

Recommendation #1

Establish a public relations campaign to reclaim Baltimore's reputation.

- Routinely identify and report on positive stories about the City
- Establish a counter-narrative to anti-Black and crime-ridden rhetoric that has given Baltimore a reputation as a dangerous and undesirable city
- Focus on historical accomplishments in the recent and distant past that have distinguished the City at the state- and national-level
- Require Visit Baltimore to earmark funds for the public relations campaign

Recommendation #2

Identify partners and establish an Anchor Institutions Workgroup to assist and work with the City.

- Facilitate partnerships that will allow the City to use the research structures of anchor institutions to include cultural institutions, work alongside communities on projects that are important and impactful, and leverage those institutions' human capital to serve local, community-based organizations

Recommendation #3

Enlist and expand educational and data resources for all city employees, city government, and community groups.

- Inventory, evaluate, and expand existing collaborations between city government and the City's educational institutions

THE FIRST TERM

Recommendation #1

Expand civic participation among Baltimore City residents.

- Increase voter registration, public education, and overall engagement
- Allow all permanent residents over the age of 16 to vote in citywide elections

Recommendation #2

Recruit businesses to adopt neighborhoods for a citywide neighborhood clean-up initiative.

OPERATIONAL EFFICIENCY THE FIRST 100 DAYS

Recommendation #1

Implement an employee hierarchy and coordination structure that allows for greater and more effective collaboration on matters of data and privacy.

THE FIRST YEAR

Recommendation #1

Initiate strategic plan for Baltimore City.

- In consultation with the CAO and the Mayor's Office of Performance & Innovation, develop a strategic plan that outlines measurable goals and outcomes, and allows residents to track progress online

Recommendation #2

Appoint a Charter Commission and charge the Commission with reviewing and simplifying the City Charter.

- Ensure that the Commission includes representatives from the Law Department and Department of Legislative Reference

THE FIRST TERM

Recommendation #1

Create a committee to develop a youth contracting seal.

- Consider providing a seal program designation for contracts (similar to Women/Minority-Owned business designations), which seek to employ young people as part of the project, that would award those contracts extra scoring points
- Leverage relationships with existing nonprofits to work with prospective contractors to train, employ, and manage youth
- Align the youth contracting seal program with the Youth Fund, YouthWorks, and other youth-serving initiatives



PROTECTING NATURAL RESOURCES ENVIRONMENT AND SUSTAINABILITY COMMITTEE

COMMITTEE MEMBERSHIP

- Phil Croskey, Co-Chair
- Mary Grant, Co-Chair
- Kai Abelkis
- Jenn Aiosa
- Will Baker
- Shashawnda Campbell
- Sean D. Davis
- Tanika Davis
- Cody Dorsey
- Rianna Eckel
- Scott Goldman
- Jack Haden
- Ed Hatcher
- Danyelle Tauryce Ireland
- Jonathan Kosobucki
- Jennifer Kunze
- Steve Lafferty
- Adam Lindquist
- Jakir Manela
- Rich Norling
- Ben Rupert
- Greg Sawtell
- Dante Swinton
- Allison Wilson
- Mojeed Bello, Graduate Assistant
- Khadija Smith, Graduate Assistant

BACKGROUND

The Committee has identified substantial opportunities to improve the City's quality of life and the environment while simultaneously elevating Baltimore as a green leader in a manner that will attract and retain residents to Baltimore and create good, green jobs for city residents. This will bring positive attention, economic opportunity, and resources to Baltimore, while improving public health and the environment.

With the Biden Administration's focus on climate change and environmental justice, Baltimore will be able to attract federal resources to support these initiatives. Vice President Harris has also championed climate justice and water justice, and incoming Transportation Secretary Buttigieg will likely lead the effort for a new infrastructure stimulus to create jobs, address climate change and promote racial equity. With this Administration's leadership, Baltimore can position itself to seize these opportunities to improve the quality of life for all Baltimore residents.

AREAS OF FOCUS:

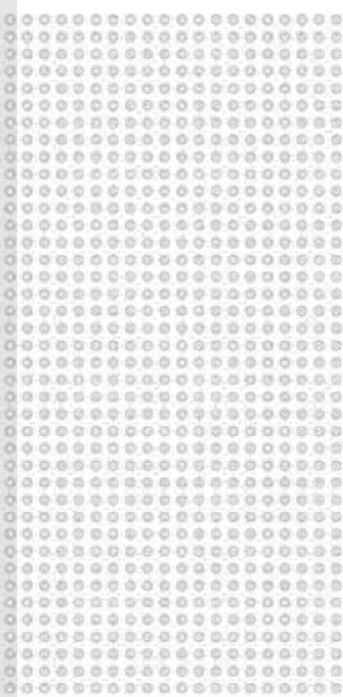
CLIMATE CHANGE

ENERGY EFFICIENCY

FOOD ACCESS

WATER

ZERO WASTE



CENTRAL RECOMMENDATIONS

Recommendation #1

Appoint a Chief Environmental Officer who will be charged with overseeing a sub-cabinet in the Mayor's Office, breaking down silos to comprehensively address climate change, and ensuring environmental protection and environmental justice across city agencies.

Recommendation #2

Create green jobs for youth by raising work standards and providing a living wage at all city agencies that will attract and retain a qualified in-house workforce that can meet the environmental and public health goals of the City.

- Elevate the relatively new Baltimore City Public School System (BCPSS) BmoreSTEM collaborative to a signature initiative and augment it with BlueSTEM and WildSTEM programs to match BCPSS graduates and community college graduates with careers in the water sector, natural resources, and the environment
- Establish Baltimore as a hub for green jobs by creating a broader jobs pipeline

Recommendation #3

Initiate or expand a citywide green purchasing effort.

- Announce the creation or expansion of a Green Purchasing Plan
- Establish a Green Purchasing Committee and direct the Committee to evaluate products for their environmental benefits, waste minimization, reduced toxicity, water and energy efficiency, social responsibility, and improved air quality and performance
- Schedule to convert the City's fleet of vehicles to zero-emission vehicles
- Require that when purchasing portable tools, battery-powered tools are preferred over those powered by gasoline or other fossil fuels
- Promote purchasing sustainable products and services, including durable/reusable products, recycled-content paper and mulch, and locally produced and Energy Star-labeled products
- Minimize or restrict the procurement of single-use plastics
- Support the use of cooperative purchasing programs through city procurement policies to buy recycled products

Recommendation #4

Improve internal and external communication strategies.

- Prioritize communication among and between agencies and the residents and businesses they serve
- Creatively use social media campaigns and other channels to reach residents
- Change responses on 311 to include information about getting financial help from the Department of Public Works and other agencies
- Conduct a systemic overhaul of DPW's approach to communications and training of 311 representatives

CLIMATE CHANGE

THE FIRST 100 DAYS

Recommendation #1

Issue an Executive Order that declares the City's strong commitment to addressing climate change as a matter of public health.

- Establish a goal of 100% renewable clean energy for city government by 2030 and 100% citywide by no later than 2040
- Set a goal to reduce citywide greenhouse gas pollution by 60% from the 2006 levels by 2030
- Direct the development of a new Climate Equity Action Plan that will contain achievable progress metrics and strong provisions for equity, environmental justice, and economic development/job creation opportunities
- Direct each city agency to designate a senior official as the agency's designee for environmental, climate change and sustainability efforts
- Join Climate Mayors in supporting the spirit and goals of the Paris Climate Agreement and Global Covenant of Mayors for Climate and Energy; and endorse the C40 Cities Global Mayors COVID-19 Recovery Statement of Principles that include emphasis on equity and economic recovery
- Initiate the development of new criteria for evaluating capital budget requests, including consideration of the project's lifecycle cost, impact on climate change and resiliency, equity, and contribution to preventing or mitigating effects of climate change

THE FIRST YEAR

Recommendation #1

Initiate a review of the City's investments to determine whether any of the City's investments support the fossil fuel industry and, if so, whether and how the City can divest.

Recommendation #2

Improve the adequacy of air quality monitoring across Baltimore and increase the monitoring in low-income neighborhoods.

Recommendation #3

Use the Baltimore Metropolitan Council and other forums to convene joint efforts with neighboring counties to address the region's climate, energy, water, and waste issues.

THE FIRST TERM

Recommendation #1

Complete the formation of the Climate Action Plan.

Recommendation #2

Announce continuation and support for implementation of the Baltimore Green Network and the TreeBaltimore initiative to reverse neighborhood blight, offer new jobs and job skills training, and to reach a goal of 40% tree canopy cover by 2037. Prioritize action in underserved neighborhoods and, if feasible, accelerate both to achieve neighborhood green space and tree canopy goals earlier than anticipated.

Recommendation #3

Evaluate all city government buildings for rooftop solar potential and install solar projects on the roofs of at least 25% of those that are suitable. Utilize Youth Corps members to paint rooftops white on another 25% of city government buildings to reflect light and reduce heat islands. Participate in off-site solar projects.

Recommendation #4

Expand city solar installations to create jobs, provide workforce development opportunities, and reduce the cost of electricity.

Recommendation #5

Partner with major philanthropists to create a Baltimore Climate Funders Group, made up of Baltimore-focused funders who could support funding of discrete projects such as air monitoring stations, the Climate Action Plan, neighborhood greening, etc.

ENERGY EFFICIENCY THE FIRST YEAR

Recommendation #1

Issue an Executive Order committing the City to a 10% energy consumption reduction by the end of 2024 and commit Baltimore to the Better Buildings Challenge, which includes a goal to reduce municipal energy consumption by 20% within 10 years.

Recommendation #2

Leverage energy, water, and wastewater consumption and cost data to identify and prioritize projects at inefficiently operating municipal buildings (for example, create an “energy-hog” list) using commercial and industrial facility evaluation best practices, including comparison to industry performance standard benchmarks.

Recommendation #3

Define the future investment strategy for operation and maintenance of city-owned buildings to determine if buildings require investment.

Recommendation #4

Engage the Department of Finance, Department of General Services (DGS), and the Office of Sustainability to establish payback criteria for energy efficiency projects

Recommendation #5

Partner with private sector partners to understand and maximize best practices in sustainability.

Recommendation #6

Hire an additional dedicated grant writer in anticipation of additional federal funding for energy efficiency and sustainability projects.

THE FIRST TERM

Recommendation #1

Introduce a benchmarking and disclosure policy, which would require large commercial, industrial, and multi-family residential building owners to publish energy data benchmarked to their building type and size.

Recommendation #2

Increase investment in off-site renewables whose energy can be attributed to Baltimore facilities.

Recommendation #3

Provide a property tax abatement for residential housing that would allow residents to avoid future property tax increases by implementing specific energy reduction measures.

Recommendation #4

Create a solar co-op within Baltimore to help residents obtain lower prices for solar power through collective negotiation.

FOOD ACCESS THE FIRST 100 DAYS

Recommendation #1

Declare a food emergency to bring attention to the societal, economic, health, and wellbeing impacts of the lack of healthy food choices in Baltimore.

Recommendation #2

Introduce two bills simultaneously to the City Council, modeled after New York City, to (1) codify the existing Food Policy and Planning Division in the Department of Planning and (2) require the Food Policy and Planning Division to formulate a 10-year Food Policy Plan that gives the Division the ability to manage policy, planning, and interagency programming and implementation.

Recommendation #3

Convene representatives from all existing food retailers (including Baltimore's public markets) to understand the full picture of food access and impediments to more equitably providing higher-quality food.

Recommendation #4

Establish a blue-ribbon panel of healthcare institutions, community organizations, economic development groups, retailers, school administrators, farmers, food distributors, and neighbors to discuss ending food apartheid in Baltimore's neighborhoods.

Recommendation #5

Continue the City's emergency assistance to those challenged by food insecurity during the COVID-19 pandemic. Support emergency food deliveries by city agencies and non-governmental organizations—prioritizing youth, seniors, and other high-risk individuals.

- Work with federal officials to secure additional support.

THE FIRST YEAR**Recommendation #1**

Ensure agencies collaborate monthly with local nonprofits to host food demonstrations and workshops in priority food access areas for nutritional education.

Recommendation #2

Appoint a Task Force on Food Apartheid that will work with the Food Policy and Planning Division to (1) deliver a comprehensive report on the measurable outcomes, challenges, and opportunities associated with all Baltimore food policy initiatives in the past five years; and (2) develop an incubator program to fund, educate, and mentor local food producers and local food vendors that have new ideas or existing initiatives that the City can invest in towards sustainable, scalable, and equitable solutions to eradicate food apartheid in Baltimore.

Recommendation #3

Direct a feasibility study of piloting a municipal grocery store in a healthy food priority area.

- Thoroughly review potential models for a private-public partnership and existing operations, including the Salvation Army's DMG Foods Grocery Store in northeast Baltimore
- Review existing community-owned or cooperative grocery stores around the country and analyze needs, determine costs, and identify potential operators for a city-supported grocery store

Recommendation #4

Support Baltimore's public markets and continue to support their upgrades and operations.

Recommendation #5

Develop targeted subsidies and tax incentives to support corner stores in underserved neighborhoods with buying equipment, such as refrigerators, to increase the supply of fresh produce they can sell.

THE FIRST TERM

Recommendation #1

Increase taxes on sugary beverages and consult with the City Solicitor to explore a class action lawsuit against soda, energy drink, and alcohol manufacturers for their negative impact on the health of our residents.

Recommendation #2

Increase public transportation stops near grocery stores, and broaden options for residents to travel to obtain food.

Recommendation #3

Restrict dollar discount stores in low-income neighborhoods or create ordinances specific to dollar stores to achieve healthy food standards.

Recommendation #4

Work with zoning and business owners to repurpose ghost kitchens (commercial kitchens that would allow food entrepreneurs to create to-go businesses), restaurants, cafes, and markets during and after the pandemic.

Recommendation #5

Make Baltimore a center of food production for the 21st century, including building 100 new community farms or gardens on currently vacant lots, building a vertical farm, and locating a new commercial-scale healthy food processing facility in the City.

WATER THE FIRST 100 DAYS

Recommendation #1

Issue an Executive Order by March 18, 2021 to quickly implement and make permanent the reforms to Baltimore's policies for responding to sewage backups into buildings articulated by the Department of Public Works (DPW) at the July 28, 2020 City Council hearing, including:

- Begin a program for direct clean-up services to residents who experience a sewage backup regardless of cause
- Expand the Expedited Reimbursement Program to permanently eliminate the eligibility requirements that the sewage backup must have been reported to 311 within 24 hours and must have been caused by a wet weather event
- Expand the Expedited Reimbursement Program to cover all costs related to sewage backups (not only clean up and disinfection costs and not limited to \$5,000)
- Commit to coordinate with the Maryland Department of the Environment and the Environmental Protection Agency to include these changes as modifications within the Emergency Response Plan that is part of the City's Modified Sewer Consent Decree or take other steps to ensure the program's permanence

THE FIRST YEAR

Recommendation #1

Prioritize eliminating sewage backups into buildings in DPW operations.

Recommendation #2

Implement the Water Accountability and Equity Act by July 1, 2021 to create the Water for All Affordability Program and Office of Customer Advocacy and Appeals.

Recommendation #3

Work with Baltimore County and Carroll County to improve reservoir monitoring and protection for emerging contaminants that threaten drinking water.

Recommendation #4

Establish a strong partnership with Baltimore County to improve the health of shared water resources.

THE FIRST TERM

Recommendation #1

Prioritize ending sewage backups into buildings in the development and implementation of the Phase Two Sanitary Sewer Modified Consent Decree.

Recommendation #2

Enroll at least 30,000 households into the water affordability program and shift from a premise-based system to a customer-based water billing system to provide equitable access to water billing information and dispute resources for renters and homeowners alike.

Recommendation #3

Establish an agreement between Baltimore City, Baltimore County, and Carroll County that tasks government agencies with the development of new, proactive measures to protect Baltimore's unfinished drinking water reservoirs and the lands in their watersheds.

- Reform authorized uses on city-owned lands around each reservoir based on their compatibility with protecting water quality, public health, and the cost of treating water for human consumption
- Work with Baltimore County, and Carroll County to ensure that land use decisions within the watersheds of these reservoirs are made based on their impact to water quality, public health, and the cost of treating water for human consumption

Recommendation #4

Make green stormwater infrastructure a priority by embracing green practices for stormwater management that provide co-benefits for residents and communities.

Recommendation #5

Improve recreational access to Baltimore waterways and the Chesapeake Bay.

- Direct the Department of Recreation and Parks (BCRP) to participate in a public-private planning effort to improve recreational water access to Baltimore's public waterways for human-powered craft
- Incorporate the priorities of the recreational water access plan into Baltimore City's Land Preservation, Parks and Recreation Plan
- Direct Baltimore City Recreation and Parks to work with non-governmental organizations and state and federal partners to identify public and private sources of funding for implementing the water access component of the updated Land Preservation, Parks and Recreation Plan

ZERO WASTE **THE FIRST 100 DAYS**

Recommendation #1

Issue an Executive Order to commit to Baltimore's zero waste goal of diverting 90% of materials from incinerators, landfills, waste-to-fuel facilities and the environment by 2040.

- Appoint a Community-Labor Coalition to oversee implementation of the City's just transition policy, which protects existing public waste and recycling workers and helps create new, living wage, zero waste jobs
- Set an interim goal of diverting 180,000 tons from incinerators by 2024 by releasing the following separate requests for proposals (RFPs): (1) a long-term recyclables processing for at least 450,000 tons annually, (2) a long-term organic waste processing for at least 180,000 tons annually, (3) purchasing of minimum 32-gallon carts for curbside organic waste collection, and (4) long-term material recovery biological treatment (MRBT) facility for residual waste not delivered to recycling and composting facilities
- Adopt and implement the Zero Waste Hierarchy, established by the Zero Waste International Alliance, through which all city agencies must handle waste, as referenced in the Fair Development Plan for Zero Waste

THE FIRST YEAR

Recommendation #1

Require the Community-Labor Coalition to complete a plan that fully implements, in phases, food waste diversion programs for (1) institutional, (2) large commercial, and (3) small commercial establishments in Baltimore, in that order. Elements of the plan include:

- Establish a community working group to begin the formulation of an NGO to implement the City's zero waste program
- Build on existing food waste reduction and recovery plans and efforts moving towards scaled implementation to achieve zero waste diversion goals
- Advance prohibition on commercially generated food waste being disposed of in trash dumpsters citywide as a component of the plan
- Begin working with regional partners to establish resilient remanufacturing recycling infrastructure
- Begin working with federal partners to establish a national recycling blueprint to capture and process recycled materials

Recommendation #2

Establish a zero waste goal to divert 90% of all materials discarded in Baltimore from landfills, incinerators and the environment by 2040 using Baltimore's Zero Waste Plan to guide the implementation of this zero waste goal. Elements of the goal include:

- Make zero waste a citywide priority and create a culture within city government to work collaboratively to implement zero waste policies and programs and to recognize this as a shared challenge
- Establish zero waste goals and initiatives within each city department and each public school focusing on employment and waste reduction outcomes
- Support schools to implement zero waste as part of their sustainability plans that include paid employment for students to staff onsite school-based composting, gardens, and reuse and recycling programs
- Establish source-separated recycling and organics collection in all city facilities
- Provide outreach materials and education to all households on a consistent basis

Recommendation #3

Implement the plastic bag ban.

- Partner with businesses that have provided plastic bags to develop clear and consistent messaging about the new law and how to accommodate residents' and visitors' needs
- Direct city revenue from the plastic bag fee to fund zero waste programs

Recommendation #4

Identify revenue opportunities for local zero waste infrastructure and create stronger regional markets for Baltimore's recycled commodities.

THE FIRST TERM

Recommendation #1

Implement the Food Waste Diversion Program for residential, commercial, and institutional establishments and expand composting. The program should emphasize requiring permitted haulers to provide recycling and composting collection for all of their customers and increasing the frequency of bulk collections.

Recommendation #2

Incentivize and support workforce development around deconstruction—source-separation of recyclable materials on-site and recycling of all discarded materials from any construction, remodeling or deconstruction projects (75% diversion of target materials and 100% diversion of concrete and asphalt)—through the building permit process.

Recommendation #3

Require DPW and the Community-Labor Coalition to issue public reports tracking the following data and strategic approaches—recycling and composting bins for residents; consideration of bin sizes, colors, and labeling; mechanical lifting design to protect sanitation workers; collection frequency; and related matters.

Recommendation #4

Develop resource recovery centers around Baltimore where residents and small haulers can drop off a full range of products such as packaging and materials (for example, bulky goods, furniture, clothes, toys, recyclables and compostables) to make it easier for people to do the right thing, alleviating illegal dumping issues. Consider a small payment for salable goods

Recommendation #5

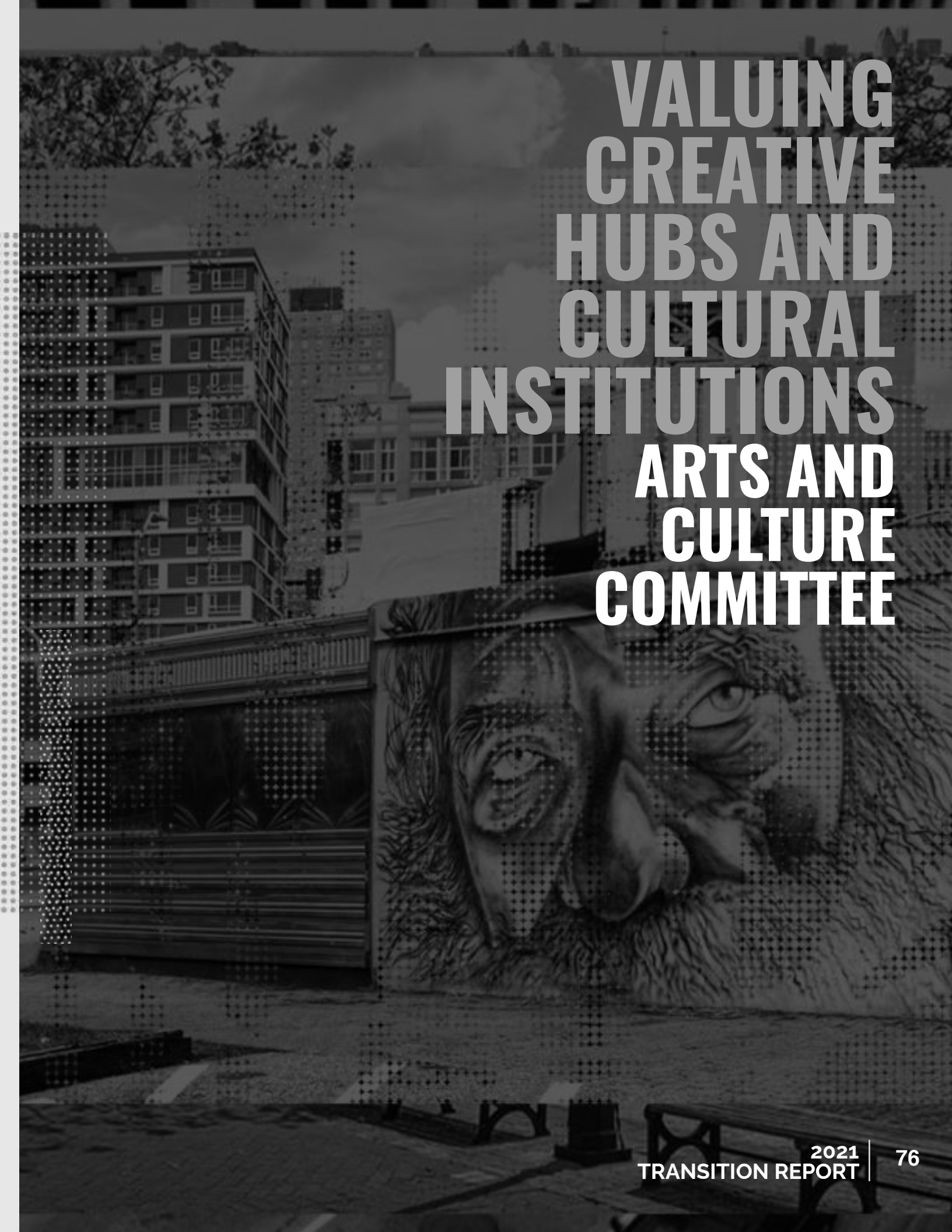
Ban toxic PFAS “forever chemicals” in single-use plastic and paper products: Expand on the polystyrene foam ban adopted in 2018 to eliminate other single-use plastic and paper products coated with per- and polyfluoro- alkyl substances (PFAS).

- Require reusable food ware at dine-in establishments
- Encourage use of reusable to-go boxes for takeout food by promoting services offered by the private sector and/or through economic development tools such as low interest loans and permitting assistance for entrepreneurs offering these services

Recommendation #6

Provide funding through rates, bonds or public financing to support Zero Waste policies and programs.

- Create a Zero Waste Business Incubator Fund
- Provide technical expertise and assistance to frontline communities to implement zero waste policies and programs
- Pay prevailing wages, protect workers' rights to organize, guarantee workplace protections against wage theft and sexual harassment, provide healthcare benefits, and hire local workers for all city zero waste jobs. City zero waste jobs and/or jobs contracted by the City need to guarantee household-sustaining wages, family and medical leave, paid sick leave, vacations and retirement security to all Baltimore City workers
- Develop a just transition strategy for workers whose jobs are lost as a result of closing landfills and waste incinerators, providing workers with priority hiring at new facilities



VALUING CREATIVE HUBS AND CULTURAL INSTITUTIONS ARTS AND CULTURE COMMITTEE

COMMITTEE MEMBERSHIP

- Graham Coreil-Allen, Co-Chair
- Jessica Solomon, Co-Chair
- Elissa Blount Moorhead
- Lady Brion
- Derrick Chase
- Nicholas Cohen
- Joy Davis
- Navasha Daya
- Quanice Floyd
- Krista Green
- Denise Griffin Johnson
- Arianna Hawthorne-Cox
- Adam Holofcener
- Eze Jackson
- Jeffrey Johnson
- Vincent Lancisi
- Julia Marciari-Alexander
- Joanne Martin
- Aaron Maybin
- Sheena Morrison
- Asma Naeem
- DJ QuickSilva
- John Racanelli
- Susan Schuster
- Ernest Shaw Jr.
- Savannah Wood
- Maggie Villegas
- Stephanie Ybarra
- Clair Zamoiski Segal
- Fatima Imani Smith, Graduate Assistant
- Adriana Foster, Graduate Assistant
- Declan McKenna, Graduate Assistant

BACKGROUND

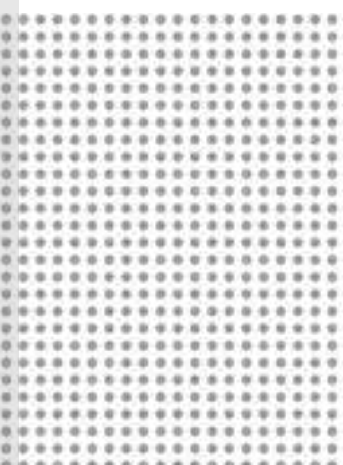
The arts are not a luxury but an accessible human right. Culture is the activity of human expression and art and creativity are the linchpins of innovation, emotion, and one of the ways we distinguish ourselves as a species. A thriving arts & cultural sector is a critical component—and driver—of any city's health, wellness, and success. It is imperative that the Administration works alongside arts and culture advisors to co-develop milestones and the infrastructure and resources needed to achieve the following recommendations

AREAS OF FOCUS:

**REIMAGINING BALTIMORE'S
ARTS COUNCIL**

PUTTING CREATIVES TO WORK

**VALUING CREATIVE HUBS AND
CULTURAL INSTITUTIONS**



RECOMMENDATION

THE FIRST 100 DAYS

Recommendation #1

Reconvene a small task force—that includes members of the previously-appointed Special Commission to Review Confederate Monuments and members of the City's internal monuments task force—to review the work that has been completed to-date, create a plan with assigned tasks and responsibilities, and identify a funding and implementation timeline.

Recommendation #2

Establish an Arts & Culture Advisory Board.

- Ensure that the Advisory Board includes representatives from grassroots organizations, working artists, city agencies, state government, legacy arts institutions, Black-led organizations, arts service organizations, and other relevant nonprofits
- Charge the Advisory Board with creating a vision for the entirety of the sector that benefits all parties and engaging with the sector through town halls, small group sessions, and publicly-accessible reports
- Hold agencies and organizations designated by the City to work on issues of arts and culture accountable for results
- Reevaluate the current structure of the Arts Council and consider alternatives

Recommendation #3

Create a mayoral-appointed, cabinet-level position for arts and culture.

- Designate the appointee as the Mayor's representative on the Arts & Culture Advisory Board
- Empower the appointee to develop and implement processes that ensure all formal memoranda of understanding, strategic plans, long-term governance structures, and financial support and incentives are based on rigorous community-based advice and engagement

Recommendation #4

Increase representation of artists/creatives on city task forces, agency commissions, and other committees.

Recommendation #5

Enhance CharmTV with arts and media programming from Baltimore-based artists and media makers.

Recommendation #6

Designate an Arts Advocacy Day in Baltimore.

- Consult with Maryland Citizens for the Arts, which facilitates the annual Maryland Arts Day, to determine how best to structure a Baltimore Arts Advocacy Day

Recommendation #7

Provide additional support to the culinary arts by providing funding for local restaurants that agree to manufacture and/or distribute food to Baltimore residents experiencing food insecurity.

Recommendation #8

Recognize the legacy of the Baltimore Symphony Orchestra and its origins within the Baltimore City Department of Music by re-launching the municipal band.

- Organize and facilitate outdoor musical performances by a diverse group of musicians for all the City's neighborhoods

THE FIRST YEAR

Recommendation #1

Ensure that the Creative Baltimore Fund is operating in a manner that is racially equitable and subject to accountability.

- Institute a race equity analysis of the Creative Baltimore Fund to ensure that grants are invested equitably in artists of color and supportive of Baltimore's smaller, BIPOC-led arts organizations
- Mandate and measure grantees' support of small organizations and independent artists through employment and professional development

Recommendation #2

Reverse longstanding historic disinvestments in Black neighborhoods, Black cultural institutions, and LGBTQ+ spaces.

- Acknowledge the longstanding distrust and underinvestment of Black-led institutions by Baltimore-based foundations
- Prioritize sustainable funding for legacy Black-led cultural institutions, and identify and reduce barriers to funding for those institutions
- Create pathways for increasing capital and building ownership, capacity, and mentorship programs for Black-led organizations, LGBTQ+ venues, startups, and small arts organizations
- Incentivize deeper and more authentic partnerships with communities by reimagining the rubric and model for funding and evaluating arts organizations
- Equitably target investment in and financial support of neighborhood anchor organizations
- Promote tourism—through the Baltimore Office of Promotion & the Arts (BOPA) and Visit Baltimore—by highlighting the City's arts communities and traditions, Black culture and history, and non-white LGBTQ+ neighborhoods

Recommendation #3

Create Public Artist in Residence positions to enhance the vision and breadth of existing city programs and services.

- Embed the Public Artists in Residence within different municipal agencies to solve problems and build connections

Recommendation #4

Revamp the Baltimore Development Corporation's (BDC) small business loans for those working in the creative industries, specifically those in film, music, and digital entertainment.

- Expand the BDC's existing program to focus on creatives who need assistance with production, post-production, distribution, marketing outreach, touring/festivals, prototype development, product development, sales and attraction, and other uses
- Consider re-implementing the Rawlings-Blake era microloan program, which provided financial assistance to Baltimore-based individual artists, artists' collectives, and small and medium sized nonprofit arts and culture organizations
- Consult with local production houses in film, music, and media to craft a program uniquely suited for Baltimore producers

Recommendation #5

Mandate that all new real estate developments receiving incentives from the City, such as Tax Increment Financing (TIF) and Payments in Lieu of Taxes (PILOT), also include a Community Benefits Agreement (CBA) that supports existing arts and culture organizations.

THE FIRST TERM

Recommendation #1

Prioritize arts education in the Baltimore City Public School System (BCPSS).

- Integrate arts education into BCPSS at all grade levels so that every student has equitable access to the arts
- Equitably direct city funding toward arts learning and experiences in school
- Create pathways and programs that support individual artists' work within BCPSS so that youth can directly engage with cultural producers and learn how to enter creative careers
- Incorporate the history of Baltimore's BIPOC cultural institutions into BCPSS history and arts curriculum
- Invest in supporting arts and cultural education beyond the school system by supporting the existing robust network of youth education organizations, cultural organizations, and youth leadership organizations

Recommendation #2

Create a cultural plan for Baltimore that reflects a shared, comprehensive vision for the future of Baltimore's arts and culture and the City's creative economy.

- Establish a dedicated revenue stream for funding the Arts Council, such as the Billboard Tax
- Conduct an artist census by reimagining and building on BOPA's "I'm a creative and I count" campaign for the 2020 census

Recommendation #3

Implement the recommendations of the Safe Arts Space Task Force.

- Reaffirm Executive Order 2017-02: Safe Art Spaces – Securing the Safety of Non-Compliant Artists' Spaces While Avoiding Displacement and codify the Executive Order in corresponding legislation
- Designate one city employee from either the Mayor's Office or Department of Planning who will function as the City's "point person" for issues related to the development and support of art spaces Create an interagency Artspace Resource Team (ARTeam) led by the Mayor's Office and the City's "point person" to address circumstances in which art space projects require coordination between multiple city agencies
- Fund an Artspace technical assistance program that provides advice and assistance to artists and to art space developers, owners, and operators
- Implement the Task Force's recommendations on code and regulatory changes that allow for the creative mixed use of buildings
- Build on the City's successful track record of making vacant or under-utilized spaces—especially those owned by the City—available as art spaces

Recommendation #4

Establish a city pay scale for artists and cultural workers so that Baltimore residents can live and thrive as employees in institutions supported by city funding.

- Institute a prevailing wage rate for all cultural producers that is included in municipal contract bidding requirements

Recommendation #5

Make city procurement more accessible for small businesses and sole proprietors.

- Improve the current procurement system or develop a user-friendly alternative for small businesses and sole proprietors
- Open the system up to (and prioritize) artist-owned cooperative businesses
- Expedite turnaround times for payments from the City to small vendors
- Offer trainings on accessing local procurement for artists and makers

Recommendation #6

Enable multi-year funding through the Creative Baltimore Fund to reduce the development and reporting burdens for smaller organizations and independent grantees.

Recommendation #7

Enforce Baltimore's 1% for Public Art Ordinance.

- Rewrite the ordinance to clarify financial management
- Codify an explicit process for enforcement of the ordinance, such as charging the Department of Planning with taking all eligible 1% of Art funding off the top of mandated capital projects during the Capital Improvement Program
- Add long-term maintenance and preservation of Baltimore's Public Art Collection to the program and ensure that documenting and preserving artists' stories is part of the program
- Align the program's equity goals with those outlined in the 2019 sustainability plan

- Ensure that the Arts Council uses program funds to allocate enough staff time to effectively manage both the program and the Public Arts Commission
- Consider supporting Percent for Art legislation on private development projects supported with city financing

Recommendation #8

Create a robust and streamlined arts infrastructure to open connections between residents and venues.

- Reduce the cost and difficulty of permitting to encourage ease of access to institutions and promote more local neighborhood and street festivals.
- Consider waiving fees and additional permit requirements on restaurants with liquor licenses when they wish to add live entertainment, which will incentivize more live music post-pandemic. Make this contingent on the restaurant agreeing to the City pay scale for the artists/musicians
- Improve ease of navigation of city processes and reduce administrative burdens and long turnaround times
- Review nightlife and entertainment regulations to improve conditions and support Black and LGBTQ+ nightlife
- Activate vacant retail spaces
- Improve access to arts and cultural venues by working with state elected officials to invest in Maryland Transit Administration (MTA) service improvements
- Extend the hours of student bus passes so that youth may attend art events citywide
- Add a free Charm City Circulator route connecting the Bromo Arts District, Pennsylvania Avenue Black Arts District, Mondawmin, and Druid Hill Park

Recommendation #9

Avoid displacement of working class residents, cultural producers, and arts organizations.

- Mitigate gentrification-caused displacement by supporting the creation of permanently affordable housing and workspaces through the use of community land trusts, limited equity housing cooperatives, and other shared equity models. These tools can generate equitable development that increases long term stability, celebrates community vision, and breaks from patterns of involuntary and serial forced displacement in Baltimore
- Increase Affordable Housing Trust Fund resources and utilize other public dollars to invest in the health, affordability, and sustainability of Baltimore neighborhoods

Recommendation #10

Support creative entrepreneurial training and professional development for artists.

- Permit creative entrepreneurial training and professional development to be eligible for public funding by supporting the addition of artist and creative professional development service providers on the state-run Eligible Training Providers List (ETPL)
- Strengthen technical assistance providers and support resident-led cultural enterprises by leveraging the resources of the BDC, Small Business Resource Center, Mayor's Office of Minority and Women Owned Businesses, Mayor's Office of Employment Development, Department of Housing and Community Development, Neighborhood Impact Investment Fund, and Community Catalyst Fund
- Subsidize training for creatives in key business development areas

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TRANSITION REPORT

2021



Brandon M. Scott
Mayor

