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**BALTIMORE CITY COUNCIL
BUDGET AND APPROPRIATIONS
COMMITTEE**

Mission Statement

On behalf of the Citizens of Baltimore City, the mission of the Budget and Appropriations Committee is to analyze and oversee the continuing operations, efficiency, and functions of Baltimore City government.

The Committee provides regular oversight of the funding and spending practices of City agencies, periodically analyzes the budget reports and activities of those agencies, and maintains a high level of fiscal accountability in City government.

As a result of its analysis and oversight, the Committee will recommend reforms to improve the operations of any of these agencies; through legislative, administrative, and/or budgetary improvements.

**The Honorable Eric T. Costello
Chairman**

PUBLIC HEARING

**WEDNESDAY, JUNE 10, 2020
9:00 AM THRU 9:00 PM**

VIRTUAL WEBEX MEETING/HEARING

TO BE TELEVISED ON CABLE TV 25

Council Bill #20-0527

Ordinances of Estimates for the Fiscal Year Ending June 30, 2021

BUDGET HEARINGS – DAY THREE

CITY COUNCIL COMMITTEES

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Leon Pinkett – Vice Chair
Bill Henry
Sharon Green Middleton
Isaac "Yitzy" Schleifer
Shannon Sneed
Danielle McCray
Staff: Marguerite Currin

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Isaac "Yitzy" Schleifer – Co-chair
Sharon Green Middleton
Staff: Samuel Johnson

EDUCATION AND YOUTH

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Mary Pat Clarke – Vice Chair
John Bullock
Kristerfer Burnett
Leon Pinkett
Staff: Jennifer Coates

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Staff: Marguerite Currin

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Staff: Matthew Peters

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Danielle McCray
Leon Pinkett
Shannon Sneed
Staff: Richard Krummerich

TAXATION, FINANCE AND ECONOMIC DEVELOPMENT

Sharon Green Middleton – Chair
Danielle McCray – Vice Chair
Eric Costello
Edward Reisinger
Robert Stokes
Staff: Samuel Johnson
- Larry Greene (*pension only*)

TRANSPORTATION

Ryan Dorsey – Chair
Leon Pinkett – Vice Chair
John Bullock
Staff: Jennifer Coates



BILL SYNOPSIS

Committee: Budget and Appropriations

Council Bill: 20-0527

Ordinance of Estimates for the Fiscal Year Ending June 30, 2021

Sponsor: *President Scott at the request of the Department of Finance*

Introduced: *May 11, 2020*

Purpose:

For the purpose of providing the appropriations estimated to be needed by each agency of the City of Baltimore for operating programs and capital projects during the Fiscal 2021 year.

Effective: Beginning July 1, 2020 through June 30, 2021.

Analysis

Current Law

Article VI – Board of Estimates of the City Charter outlines the rules and regulations which pertains to the budget schedule.

§ 3. Fiscal year; Budget schedule.

(a) Fiscal year. The fiscal, budget, and accounting year of the City shall begin on the first day of July and end on the thirtieth day of June in every year unless otherwise provided by law.

(b) Notice and hearing. At least thirty days prior to the adoption by the Board of Estimates of a proposed Ordinance of Estimates the Board shall make public the Director of Finance's recommended operating budget, the Planning Commission's recommended capital budget and long-range capital improvement 11/11/18 -147- ART. VI, § 4 BALTIMORE CITY CHARTER program, and the reports of the Director of Finance and Planning Commission on these documents. Thereafter, the Board shall hold public hearings at which members of the City Council, heads of municipal agencies, and citizens shall have the opportunity to appear before the Board to speak for or against the inclusion of any appropriation in the proposed Ordinance of Estimates.

(c) Submission to Council. The Board of Estimates shall submit to the City Council the proposed Ordinance of Estimates for the next fiscal year at least forty-five days before the beginning of that fiscal year.

(d) Adoption by Council. The City Council shall have at least forty days after receipt of the Board's proposed Ordinance of Estimates to enact an Ordinance of Estimates. The City Council shall adopt an Ordinance of Estimates at least five days prior to the beginning of the fiscal year to which it is applicable if the Board of Estimates submits its proposed Ordinance of Estimates within the period prescribed by Section 3(c).

Background

Wednesday, June 10, 2020, day three for budget hearings, the Budget and Appropriations Committee will reconvene the hearing.

See attached schedule(s).

Note: The hearings will begin at 9:00 AM

Additional Information

Fiscal Note: See Budget Books: Agency Detail – Volumes I and II – Board of Estimates Recommendations – Fiscal 2021

Information Source(s): City Charter and Council Bill 20-0527

Marguerite M. Currin

Analysis by: Marguerite M. Currin
Direct Inquiries to: 443-984-3485

Analysis Date: June 4, 2020

HEARING SCHEDULE

- I. For Wednesday, June 10, 2020
- II. For Entire Week – June 8th thru June 12th

DAY 3: Wednesday, June 10, 2020

AGENCY/SCHEDULE

TIME ALLOTTED

Department of Human Resources (DHR)/Labor Commissioner

9:00 AM THRU 10:00 AM

VOLUME ONE - BEGINNING ON PAGE 281 - DHR

VOLUME TWO - BEGINNING ON PAGE 197 - Labor Commissioner

(Schedule Revised Per Chairman)

Department of General Services (DGS)

10:00 AM THRU 11:00 AM

VOLUME ONE - BEGINNING ON PAGE 153

Planning

11:00 AM THRU 12:00 NOON

VOLUME TWO - BEGINNING ON PAGE 237

LUNCH

12:00 NOON THRU 12:30 PM

Department of Housing and Community Development (HCD)

12:30 PM THRU 3:00 PM

VOLUME ONE - BEGINNING ON PAGE 229

Mayor's Office of Children and Family Success (MOCFS) and Family League

3:00 PM THRU 5:00 PM

VOLUME TWO - BEGINNING ON PAGE 109 - for MOCFY

VOLUME TWO - BEGINNING ON PAGE 76 for Family League

Under: M-R: Educational Grants

DINNER

5:00 PM THRU 5:30 PM

Department of Transportation

5:30 PM THRU 9:00 PM

VOLUME TWO - BEGINNING ON PAGE 399

Chairman, Budget & Appropriations Committee
 Chairman, Judiciary Committee
 Chairman, Biennial Audio Oversight Commission



City Hall, Room 527
 100 N. Holliday Street
 Baltimore, MD 21202

Land Use & Transportation Committee
 Taxation, Finance, & Economic Development Committee

Eric T. Costello

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Baltimore City Council, 11th District

| Time Slot (Military Time) | Monday, June 8 | Tuesday, June 9 | Wednesday, June 10 | Thursday, June 11 | Friday, June 12 |
|---------------------------------|----------------|---------------------------------------|--------------------------|-------------------|-----------------|
| 0900 - 0930 | Finance / BBMR | | DHR | BCFD / OEM | |
| 0930 - 1000 | Finance / BBMR | | DHR | BCFD / OEM | BOPA |
| 1000 - 1030 | Finance / BBMR | BDC | DGS | BCFD / OEM | BOPA |
| 1030 - 1100 | Finance / BBMR | BDC | DGS | BCFD / OEM | MOED |
| 1100 - 1130 | Finance / BBMR | Visit Baltimore /Convention Center | Planning | | MOED |
| 1130 - 1200 | Finance / BBMR | Visit Baltimore /Convention Center | Planning | | MOED |
| 1200 - 1230 | LUNCH | LUNCH | LUNCH | LUNCH | LUNCH |
| 1230 - 1300 | BCIT | MOHS | HCD | BCRP | PABC |
| 1300 - 1330 | BCIT | MOHS | HCD | BCRP | PABC |
| 1330 - 1400 | BCIT | MOSS | HCD | BCRP | Sheriff |
| 1400 - 1430 | BLLC | MOSS | HCD | BCRP | Sheriff |
| 1430 - 1500 | BLLC | BMZA | HCD | BCRP | SAO |
| 1500 - 1530 | Law | BMZA | MOCFS / Family League | Comptroller | SAO |
| 1530 - 1600 | Law | HUA COMMITTEE | MOCFS / Family League | Comptroller | SAO |
| 1600 - 1630 | CharmTV | HUA COMMITTEE | MOCFS / Family League | Comptroller | MOCJ |
| 1630 - 1700 | CharmTV | HUA COMMITTEE | MOCFS / Family League | Comptroller | MOCJ |
| 1700 - 1730 | DINNER | DINNER | DINNER | DINNER | DINNER |
| 1730 - 1800 | MOMWOBD | DPW | DOT | BCPSS | BPD |
| 1800 - 1830 | MOMWOBD | DPW | DOT | BCPSS | BPD |
| 1830 - 1900 | Health | DPW | DOT | BCPSS | BPD |
| 1900 - 1930 | Health | DPW | DOT | BCPSS | BPD |
| 1930 - 2000 | Health | DPW | DOT | BCPSS | BPD |
| 2000 - 2030 | Health | DPW | DOT | BCPSS | BPD |
| 2030 - 2100 | Health | DPW | DOT | BCPSS | BPD |

ABOUT US

AGENCIES SCHEDULED TO ATTEND

JUNE 10, 2020

Human Resources

MISSION

Through strategic partnerships and collaborations, DHR ensures human resources services, policies, procedures, and systems are properly aligned with the City's aim to be an employer of choice. By attracting, developing and retaining a high performing and diverse workforce, DHR guides City Agencies to foster a healthy, safe, and productive work environment for employees, their families, and the community.

VISION

Transitioning the Department of Human Resources into a visionary and strategically-driven organization that effectively supports the mission of the City of Baltimore through:

- Proactive, efficient, customer-focused Human Resources service delivery;
- Focused investments in supporting Human Resources technologies and best practices; and
- A culture of high performance and innovation.

DHR CORE VALUES & OPERATING PRINCIPLES

- Promote Integrity and Accountability – We honor our commitments and conduct business in a manner that promotes fairness, respect, honesty, and trust. We take responsibility for our actions.
- Embrace change, creativity, and innovation – We are committed to and proactively encourage, creativity and innovation for the purpose of driving growth. We demonstrate not only the flexibility to adapt to change, but also the energy and drive to initiate and lead it.
- Encourage Strategic Thinking and Execution - We understand and set goals that align with the strategic direction of the City's business. We adjust priorities and objectives as necessary to remain aligned. We execute against strategic priorities.
- Champion Employee Development - We are committed to maximizing the potential and wellness of every employee and to support and promote the City as a learning organization.
- Model Leadership - We lead by example and advocate equitable treatment in our behaviors, policies, procedures, and practices.
- Demonstrate Effective Communication - We demonstrate strong two-way (listening and speaking) communication skills. We convey information and ideas in an open, articulate, and timely manner and provide others (direct reports, peers, supervisors) with the information they need to stay informed and effectively do their jobs.

- Produce Quality Results - We believe those we serve deserve excellent service and quality results.

The City of Baltimore is an Equal Opportunity Employer.

Office of the Labor Commissioner

About the Office of the Labor Commissioner

The Office of the Labor Commissioner (OLC) was created by City Charter in 1968. The OLC works in partnership with managers and supervisors, union leadership and their membership, and employees to promote effective labor relations in the workplace. Our core values of continuous improvement, teamwork and achieving results are woven into every aspect of labor relations management. We are a strategic partner of the Pugh Administration and through our labor relations activities support the Mayor's initiatives.

The OLC's responsibilities include carrying out the collective bargaining and meet and confer obligations of the City; administering the MOUs, advocating the City's position in arbitration proceedings; serving as the hearing officer at the final internal step in the employee grievance process; and conducting labor relations training for supervisors and managers. The OLC provides support to supervisors with respect to staff discipline and grievance handling. The OLC also provides policy direction, and information and answers to labor relations questions for employees, supervisors, managers, and officials.

The OLC serves as the hearing officer in the last internal step in the grievance process outlined in each union's Memorandum of Understanding (MOU) and AM 210-1. In some cases, the OLC can help parties to a grievance facilitate a mutually agreeable settlement to their dispute.

The OLC conducts contract negotiations with 8 City unions and 1 professional organization. These 9 groups represent 85% of the City's workforce. The OLC negotiates collective bargaining agreements (also called MOUs) with employee representatives of each of these groups. The negotiations are related to wages, hours, benefits, and other terms and conditions of employment. The OLC oversees the administration of the MOUs including grievance hearings. The OLC also studies and makes recommendations for the establishment, revision, or correction of City

Deborah F. Moore-Carter is the Labor Commissioner for the City of Baltimore. The OLC encourages employees of the City of Baltimore and guests of this website to read and review all the information provided.

Who We Are and What We Do

The Office of the Labor Commissioner (OLC) represents the Mayor in conducting all labor relations activities between the City of Baltimore and the labor organizations representing employees of the City. The OLC also serves as the hearing officer in the last internal step in the grievance process outlined in each union's Memorandum of Understanding (MOU).

Mission

The Office of the Labor Commissioner (OLC) works in partnership with managers and supervisors, union leadership and their membership, and employees to promote effective labor relations in the workplace. Our core values of continuous improvement, teamwork and achieving results are woven into every aspect of labor relations management. We are a strategic partner of the Administration and through our labor relations activities support the Mayor's initiatives.

General Services

Administration

DGS Administration Division

As the principal management and leadership wing, the Administration Division uses its executive authority to sustain the vision and mission of the Department. The Administration Division is responsible for fiscal management, human resources, historic property preservation, real estate portfolio oversight, space planning, telecommunications, information technology, tracking facilities maintenance work orders, and promoting public communications in support of the DGS mission to serve the general public and its inter-agency partners.

Data accuracy, used to improve the decision-making process, is an integral part of supporting the DGS mission. The Administration Division, to assist in tracking facilities maintenance orders, implemented Archibus, a management tool, to enforce accountability and improve data accuracy. With Archibus, DGS can track building needs and repairs to provide a safe, clean and comfortable working environment for City agencies while holding our employees responsible for their role.

Under the general direction of the Director, and within the framework of established policies and objectives the Fiscal Office oversees all financial operations including accounts receivable and payable, payroll, fee schedules, billing and collections, purchasing, and inventory control. Through its actions and policies, the Fiscal Office often charts the course for many of the Department's activities, responsible for ensuring that the results of operations sustain effective policies.

The Information Technology Section is responsible for the efficient dissemination of computer hardware, software, and offering maintenance to support the Department of General Services. The Section is also responsible to act as a liaison with the Mayor's Office of Information Technology(MOIT), vendors, and end users that provide services necessitated by the Department.

The Telecommunications Section is responsible for all aspects of telephony and cell phone provisioning. This includes deploying telephone hardware, landlines, or cellular service (s) for employees, elevators within City-owned buildings, and security monitoring under the DGS purview. Additional duties include continuous auditing of invoices and presentation of telephone service requests (TSRs) to the Office of the Comptroller Department of Communication Services which actuates repairs, installations, and invoicing to City agency customers.

General Services

Business Process Improvement Office

The Business Process Improvement Office (BPIO) resides within the Administration division and uses data analytics and automation, user-centered design, and strategic pipeline partnerships to improve efficiency in each division at DGS.

Our mid- to long-term focus for the agency revolves around the following key initiatives :

- 1) Becoming an entirely paperless agency:** using web-based, automation software to increase efficiency and accountability in all DGS government processes by the year 2024
- 2) Partnering with local stakeholders to increase problem-solving capacity:** developing and managing a multi-year talent pipeline with research and academic institutions, nonprofits, startups
- 3) Automating and documenting frequent reports:** using Python to automate and document regularly occurring reports such as Outcome Budget Reports
- 4) Establishing Python as the lingua franca in city government:** supporting a language of use as part of our work ecosystem and as the lingua franca for government process improvement

General Services

Facilities Maintenance

The Facilities Maintenance Division manages and maintains a diverse portfolio of city owned properties. The Division consists of over 100 quality staff members including engineers, superintendents, pipe fitters, electricians, mechanical and electrical technicians, and carpenters. Our staff provides around-the-clock construction, repair and maintenance of city facilities, fire stations, and libraries, etc. We also provide custodial staff and building security services for public buildings. Facilities Maintenance strives to improve operations and reduce expenditures by embracing preventative maintenance and proactive measures that will reduce reactive work.

The Archibus office provides a sustainable system which assists in our business processes along with providing accurate data to senior staff in order to make managerial decisions. We are effectively managing over 60,000 work orders that are routed through the Archibus system which consists of building information, maintenance costs and problem types that are associated with over 200 buildings. Overall our goal is to be in an alignment with our Department's mission to maintain our data efficiently, provide an effective resource and red carpet customer service to our system users.

If you are a City employee and would like to place a work order, please contact your Service Request Liaison or email the Archibus Office directly here: <http://facilities.baltimorecity.gov/archibus/login.axvw>.

General Services

Fleet Management

The Fleet Management Division is responsible for the overall administration of a fleet of over 5,600 pieces of motorized equipment that are used by 29 City Agencies and entities. Our team of highly-trained automotive technicians provides scheduled maintenance, repair, inspections and road call services to all these vehicles which include Police patrol cars, Fire apparatus (engines, ladder trucks, etc.), Inner Harbor water skimmers, refuse collection load packers, lawn mowers and many more. Operations take place at the George L. Winfield Fleet Maintenance Facility (3800 East Biddle Street) and at several substations throughout the City.

Other services provided by the Division include:

- Administration and management of the City's fueling systems at several manual and automated fueling stations
- Management of all aboveground and underground fuel storage tanks on City property
- Purchasing vehicles to meet the needs of City agencies
- Retiring from the fleet (primarily via public auction) vehicles no longer used
- Maintaining a large parts inventory to enable the timely provision of automotive services
- Processing all tag and title work
- Coordinating training of agency vehicle operators

The mission of the Fleet Management Division is to support customer agencies in the delivery of vital city services by providing reliable access to vehicles, equipment and service facilities. The Division's goal is to work closely with our customers to ensure the provision of the highest quality product in the most cost-effective manner.

General Services

Capital Projects

The Capital Projects Division of the Department of General Services is comprised of three major sections:

- 1- Architectural and Engineering Design
- 2- Construction Management
- 3- Contract Administration

Overall, the Division is responsible for Design and Construction in the many buildings the City of Baltimore owns and operates. Our scope can be as simple as reconfiguring an office space in a division restructuring or as complex as building a new facility. We have architects and engineers on staff who either do the actual design or select and supervise outside design professionals in larger projects. We provide a package of services tailored to the requirements of the client agency including all phases of design and construction from concept to punch list. Our Contract Administration Section oversees the bid process and tracks the spending on every project, administering the City's mandated fiscal vehicles.

General Services

Historic Properties Program

The Department of General Services is committed to the preservation of Baltimore's architectural heritage. The Historic Properties Program provides in-house technical support for the preservation of fourteen historic landmarks owned by Mayor and City Council of Baltimore. By supporting facilities maintenance and construction projects, the Historic Properties Program ensures that stewardship of Baltimore's historic and cultural treasures is maintained to federal, state, and local historic preservation standards.

DGS is committed to reinvesting in Baltimore's landmarks so that they may continue to serve the citizens of Baltimore. The city's historic properties are not only treasured as artifacts of our collective past but are also enhanced and used for the contemporary benefit of the public.

Take a look at our [interactive map](#) and click on the images to find out more about the properties.

The program actively partners with private and public entities to assist with the preservation of these landmarks. Many of the historic buildings are used for municipal purposes or are leased to community partners for heritage tourism. Visit our partners, listed below, to learn about historic preservation in Baltimore and how you can discover our city's history in person.

General Services

Energy

ENERGY KEEPS BALTIMORE RUNNING

Energy lights libraries, heats fire stations, runs police cars, and illuminates city streets at night. Energy is important to the mission of the City government. The Energy office in the DGS Division of Capital Projects and Energy wears many hats. We review and track utility data on energy use and cost – identifying opportunities and unexpected changes in energy trends. We lead and manage energy efficiency and energy production projects. We participate in cooperative buying of electricity in the wholesale market and lock in fuel purchase contracts at the best rates.

WHO WE ARE

We cut energy costs in City-owned buildings and fleet. Since 2005, our team of engineers, accountants, and energy experts have been scouring the City for saving opportunities.

Our Vision: A future where clean, reliable and affordable energy fuels the City of Baltimore

CITY OF BALTIMORE

DEPARTMENT OF PLANNING

About Us

Our Mission:

To build Baltimore as a diverse, sustainable and thriving city of neighborhoods and as the economic and cultural driver for the region.

The Department of Planning is the City agency entrusted with guiding the physical development of the City of Baltimore. The Department staffs three Mayoral-appointed City commissions:

- Planning Commission
- Commission for Historical & Architectural Preservation (CHAP)
- Sustainability Commission

This Department of Planning has five divisions within the Department, in addition to the Office of the Director, each with its special focus in support of the mission and the Commissions we serve. Cross-division collaboration is essential to our planning work and is embedded in the Department's culture:

- Office of the Director
- Office of Sustainability
- Community Planning and Revitalization (CPR)
- Land Use and Urban Design
- Policy and Data Analysis
- Historical and Architectural Preservation

Our Department is currently renewing our focus on equity, as well as public engagement. Please read about what is currently underway on the new webpage for our **Equity in Planning Committee**.

CITY OF BALTIMORE

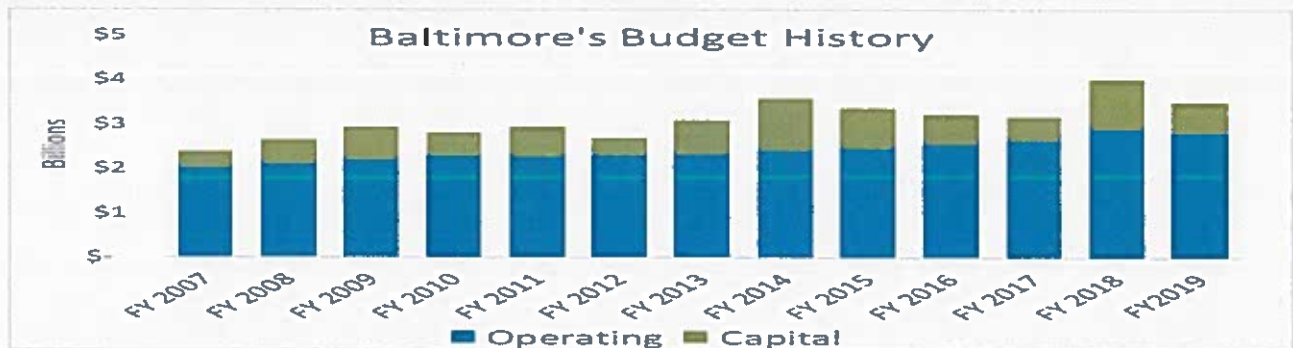
DEPARTMENT OF PLANNING

Capital Improvement Program

About the Capital Improvement Program

To guide the City in making necessary physical improvements, the City Charter requires the Planning Commission to annually recommend a six-year Capital Improvement Program (CIP) to the Board of Estimates. Each year, the Planning Department works with the various City agencies to prepare and present a new six-year program. The first year of the six-year program is the budget year and becomes the basis for the capital component of the Ordinance of Estimates (budget), adopted by City Council. City Council votes to approve the Ordinance of Estimates, and can remove funds from a project or program but cannot add funds for any purpose.

The capital budget is the budget for capital improvements in the City. A capital improvement is a long-term investment, typically in physical infrastructure, such as roads, monuments, public buildings, parks, or art. Capital improvements are defined by the Board of Estimates as "... any physical betterment or improvement and any preliminary studies and surveys relative thereto, including, but not limited to, any property of a permanent nature, and equipment needed in connection with such improvement, when first erected or acquired."



Over the past ten years, the capital budget has represented between 15 and 30 percent of the total budget for the year. The operating budget represents the remaining 70 to 85 percent of the budget. The operating budget generally supports the day-to-day services and activities that keep Baltimore running, including salaries, funding for programs, ongoing maintenance costs at parks and recreation centers, and the like.

Click [here](#) to learn about the process through which the City plans its future capital improvements, go straight to the [Current Program – Get Involved](#) page to see the most recent six-year Capital Improvement Program projects, or download [this overview presentation](#) to learn more.

Baltimore City Department of Housing and Community Development

About

The Baltimore City Department of Housing and Community Development (DHCD) works to improve the quality of life for all Baltimore City residents by revitalizing and redeveloping communities and promoting access to quality affordable housing opportunities in safe, livable neighborhoods.

DHCD was created in 1968 to consolidate local community development efforts with housing and building code enforcement. With just over 400 employees, DHCD strengthens City neighborhoods by attracting investors, developers and home buyers. Through the administration of CDBG, HOME, City bond funds, and other creative financing mechanisms, the Department finances and guides strategic development projects to meet housing and neighborhood needs. To hold property owners accountable and keep neighborhoods safe, DHCD monitors construction and building activity and enforces the City's housing and building codes. The Department also provides a host of valuable community services and administers a host of programs for residents.

The agency's equity principles

Equity Statement

Equity in housing and community development must begin with acknowledgement that the history of slavery and institutional racism is undeniably woven into the fabric of present conditions. The challenge is to ensure that the past does not define the future.

The Baltimore City Department of Housing & Community Development (DHCD) is committed to equitable community development that benefits all Baltimoreans. This approach requires that we understand and commit to redress the long-standing race-based barriers and policies that have devastated neighborhoods, concentrated poverty, and created an affordable housing crisis.

In understanding equity, we have a tremendous opportunity to “get community development right.” This means:

- Ensuring community voices are central to shaping neighborhood redevelopment;
- Minimizing the displacement that can occur with rising values;

- Supporting existing homeowners and residents to help them stay in their homes;
- Maximizing Baltimoreans' access to jobs and entrepreneurial opportunities created by reinvestment;
- Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought, and
- Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable.

With this approach, there is a commitment to equity and inclusive redevelopment from the start.

DHCD is committed to affirmatively further fair housing by promoting non-discrimination, fair and equal housing opportunities and fair housing choice and to fostering inclusive communities. DHCD implements its programs in a manner that is consistent with the fair housing laws, including but not limited to the Fair Housing Act and the Maryland and Baltimore City laws, which prohibit discrimination in housing or services directly or indirectly on the basis of race, color, religion, sex, national origin, age, familial status, disability, marital status, sexual orientation, gender identity, age and ancestry.



MAYOR'S OFFICE OF CHILDREN & FAMILY SUCCESS

Our Launch

A New Sense of Urgency

A majority of Baltimore's young people face unacceptable odds. Systemic poverty and institutional racism, and the inequities that flow from these, prevent our young people from having a fair shot at healthy, fulfilling lives. We can change these odds. We have resources and the will to do it. But we've lacked the strategic alignment and sustained commitment to activate these assets on behalf of our children and families. In summer 2019, I created the Mayor's Office of Children & Family Success to spark a collective sense of urgency and drive that alignment. The lift is big. It is imperative. Change begins now. — *Mayor Bernard C. "Jack" Young*

Programs

When the Office of Children & Family Success launched in July 2019, we incorporated the following programs from other agencies that provide Baltimore residents with financial and developmental assistance, aligning with our work to lift up children and youth and make families whole:

- Baltimore City Community Action Partnership
- Baltimore City Head Start
- African American Male Engagement

Baltimore City Community Action Partnership

The Baltimore City Community Action Partnership (CAP) operates five community-based resource centers to help low-income residents get through financial crises related to rent and utility bills and become financially self-sustaining.

CAP center services include eviction prevention, energy assistance through the MD Office of Home Energy Programs (OHEP) and the city's new water discount program, Baltimore H2O Assists.

[Find more information about CAP center services and locations.](#)

Baltimore City Head Start

Baltimore City Head Start operates early childhood education and family development programming for low-income children and families at 10 different sites across the city.

Health services (medical, dental, mental) and family/community engagement are core components of Baltimore City Head Start programming.

[Learn more about Baltimore City Head Start and apply.](#)

[Impact Report](#)

[2018-2019 Annual Report](#)

African American Male Engagement

The data makes it clear: Boys and young men of color represent Baltimore's most underutilized asset.

- **62%** of Black boys enter kindergarten unprepared
- **33%** of Black male high school students don't graduate
- **94%** of male entering juvenile justice system are Black
- **17%**: unemployment rate for Black men, compared to 4% for White men
- **69%** of known homicide victims in 2018 were Black males, **31%** 25 or younger

African American Male Engagement (AAME) is about creating community, opportunity and hope for Baltimore's Black boys and men.

FAMILY LEAGUE

OF BALTIMORE

Family League of Baltimore serves as an architect of change by promoting data-driven, collaborative initiatives and aligning resources to create lasting outcomes for children, families and communities. We envision a Baltimore where every child grows up in a family that thrives.

Family League builds capacity through Professional Development and Funding Partnership Opportunities. By providing coaching, administrative structure and financial resources to community-based organizations, we support them in providing families with high quality programs and services.

PROFESSIONAL DEVELOPMENT

Family League provides coaching and professional development focused on helping community to bring about tangible change for children, youth, and families in the City of Baltimore. While trainings are a requirement for our funded partners in food access and childcare; and our Community Schools, out-of-school time and youth development program leaders and workers, many of our classes are also open to community members.

FUNDED PARTNERSHIPS

Our work is made possible by our funded partners. We directly connect a wide range of community-based organizations with financial resources provided by city and state government and the philanthropic community in support of food access programming, the Community Schools strategy, out-of-school time programs, and youth and family supports.

Family League also enlists the support of community members when convening its independent review panels to rate and score proposals submitted in response to Requests for Proposals (RFP) because we believe that those who are receiving supports and services provide a unique and necessary perspective to determining with whom we should partner.

Additionally, Family League often shares information on funding opportunities made available by partner organizations working throughout the City of Baltimore.

INFLUENCING SYSTEMS

Family League engages, informs and collaborates with leaders and policymakers to create an efficient network of opportunities for children and families in Baltimore through policy recommendations at the local, state and national levels. We believe sharing data helps bring positive and lasting change for Baltimore families.

We recognize that it is critical to approach our work through a racial equity lens. The **Racial Equity Analysis Tool** supports our efforts to advocate for policy changes in a way that mitigates the impact of racism entrenched in existing structures by accounting for stakeholder input, unintended consequences, root-cause transformational ability, and questions of implementation in the development of legislation.

Foundational to the success of this work is our ability to influence systems and advocate for solid public policy. Our 2020 policy priorities are guided by the eight Maryland Results for Child Well-Being. Our high-priority issue areas include:

Family League supports policy to achieve healthy birth outcomes; specifically decreased infant and maternal mortality.

COLLABORATING

Family League brings together stakeholders from government, public and private sectors, and the community. We work together toward the common goal of helping all Baltimore families reach their full potential. Our ultimate goal is to reduce duplication of services, ensuring children and families r

B'MORE FOR HEALTHY BABIES COMMUNITY ADVISORY BOARD

Role: Convener

B'more for Healthy Babies (BHB) is a citywide initiative, led by the Baltimore City Health Department with Family League and HealthCare Access Maryland, to reduce infant mortality and improve the health of mothers and babies. Family League serves as the lead implementation partner of BHB with the initiative focused on two Baltimore neighborhoods, Upton/Druid Heights, and Patterson Park North and East.

BHB is committed to shared decision-making power with people who are most affected by BHB's work. This commitment led to the formation of the Community Advisory Board (CAB) in 2017. The 14-member board brings a wide range of talents, expertise and life experience to the BHB management structure. CAB members provide guidance and oversight for BHB's practices and priorities.

Baltimore City Department of Transportation



The Baltimore City Department of Transportation's mission is to maintain and improve the transportation infrastructure to produce a safe, reliable, accessible and efficient system for everyone that provides for multiple and sustainable modes of transportation for residents, businesses and visitors — thereby promoting livable and vibrant communities across Baltimore City.

Transportation Goals

- To restore deteriorated alleys, sidewalks and roadways.
- To rehabilitate bridges and road structures.
- To improve the City's traffic control system.
- To establish transportation hubs and coordinate inter-modal transportation cohesiveness to serve citizens more efficiently.
- To improve and expand the conduit system so that it is effective in meeting the needs of the expanding growth in Baltimore.
- To improve signage and eliminate faded signs.
- To improve City lighting by focusing on major gateways and high crime areas.
- To examine, evaluate and streamline transportation processes from concept to construction.
- To support the City's economic growth, downtown redevelopment and other urban renewal and community programs.

The Department of Transportation is responsible for the planning, designing, building and maintenance of:

- 2,000 miles of roadways
- 7 miles of interstate highways
- 298 bridges and culverts
- 3,600 miles of sidewalks, curbing and gutters
- 456 miles of alleys
- 72,000 street lights
- 1,300 signalized intersections
- 250,000 traffic and informational signs