



The BRACtion Plan for Baltimore City

2007-2012

SHEILA DIXON
Mayor



SHEILA DIXON
Mayor
250 City Hall
Baltimore, Maryland 21202

The Honorable Anthony G. Brown
Lieutenant Governor
State of Maryland
100 State Circle
Annapolis, Maryland 21401-1925

August 1, 2007

Dear Lieutenant Governor Brown:

I am pleased to submit to you this BRACtion Plan for Baltimore City. The BRACtion Plan was developed after a series of meetings and individual discussions with City agencies, non-profits, foundations, private enterprise, small business owners, and community leaders, and after discussion and review in a BRAC stakeholders' forum known as BRACStat. Building from the foundation established by the City's recently adopted Comprehensive Master Plan, the BRACtion Plan articulates strategies for 1) Population Growth, 2) Workforce Development and Education, 3) Minority and Women-Owned Business Development, and 4) Business Attraction.

BRAC presents enormous regional challenges. Working together now is a critical component to our future success. I am confident that your leadership on BRAC will bring about a regional approach to growth management and planning. We stand ready to serve as a partner with you in this effort.

I look forward to working together to meet these challenges.

Sincerely,

Sheila Dixon
Mayor,
Baltimore City

SD:abf/eg

Please Visit Our Website @ www.baltimorecity.gov

On Behalf of the Citizens of Baltimore, Mayor Dixon sincerely thanks the following individuals for their participation in BRACStat and the development of the BRACtion Plan:

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Mayor Dixon’s BRACtion Plan for Baltimore City

IA. Population Growth: Transportation and Infrastructure.....	5
1. Ft. Meade Oriented Transportation Access Improvements to/from Middle Branch/Westport.....	5
2. Aberdeen Oriented Transportation Improvements	7
3. Rail and Transit	7
4. Water & Wastewater	9
IB. Population Growth: Planning and Zoning	10
5. Create Neighborhoods of Choice Through Targeted Comprehensive Planning	10
6. Streamline and Strengthen the Development Process (See LiveG2O2 and related strategies).....	12
IC. Population Growth: Marketing and Policy	13
7. Develop a Coordinated, Inclusive and Holistic Approach to Marketing the City and the Region.....	13
8. Develop Policies to support BRAC-related planning	14
II. Workforce Development	16
1. Reach Out to the BRAC Employer Community.....	16
2. Connect BRAC relocating spouses to area job opportunities.....	16
3. Prepare the School-Age Population and the Existing Workforce for BRAC jobs	17
4. Strengthen Partnerships with Institutes of Higher Learning to Coordinate BRAC Preparedness.....	18
5. Continue to Actively Support Regional Workforce Development Efforts	19
III. M/WBE Opportunities in Contracting.....	20
1. Reach Out to the Defense Industry.....	20
2. Reach Out to Contractors	21
3. Coordinate with Business and Workforce Development Initiatives.....	22
4. Track BRAC related M/WBE Outcomes	23
IV. Business Development.....	24
1. Participate in Regional efforts for Marketing and Business Attraction and Business Development	24
2. Pursue City-specific efforts for Marketing and Business Attraction	25
3. Pursue City-specific efforts for Business Development for City Businesses.....	25

IA. Population Growth: Transportation and Infrastructure

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<i>1. Ft. Meade Oriented Transportation Access Improvements to/from Middle Branch/Westport</i>				
a. Russell Street/MD-295 Ramp & Intersection Upgrades	On pace with or slightly ahead of Middle Branch developments over next 10 years	Not presently funded	DOT	Currently under review as part of Middle Branch Master Plan
<p>Significant safety and capacity upgrades to the ramps to and from Russell Street/MD-295 will be required to accommodate projected traffic demand. Conservatively, these upgrades could cost \$1 million each, depending on the nature of the rehabilitation or improvements required. Specific examples include the ramps to and from MD-295 to Waterview Avenue and Annapolis Road, and the intersection of Waterview and Annapolis Road.</p>				
b. Russell Street Gateway – Phases II & III	Projects currently in design; funded for construction in FY 08 – 10	Funded in CIP	DOT	Projects currently in design; funded for construction in FY 08 – 10
<p>Previously envisioned as simply infrastructure reconstruction projects, the Baltimore City Department of Transportation is now examining possible capacity improvements as Phases II and III of the Russell Street Gateway. These projects will extend from the northernmost end of the current Russell Street Viaduct at Bush Street to Alluvion Street and from the southernmost end of the current reconstruction of the Russell Street Viaduct to the City Line, respectively. The current construction estimate for Phases II and III is a combined \$15.5 million and is scheduled to begin in mid-to-late FY 2008; construction could be delayed if it is determined that capacity improvements are needed to meet likely growth in the Middle Branch.</p>				

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
	c. Annapolis Road Bridge Over 295	Funded for design and construction at current roadway capacity in FY 08 – 10;	Funded for reconstruction at current capacity	DOT	Funded for design and construction at current roadway capacity; project being re-evaluated based on growth scenarios
<p>The Annapolis Road bridge over MD-295 is deteriorating and in need of repairs. Significant traffic volume, including construction vehicles servicing the redevelopment project, is expected on the Annapolis Road bridge. Capacity may also need to be addressed, pending development scenarios. Full reconstruction at current configuration is estimated to cost \$7 million. Construction is currently programmed for FY 2010.</p>					
	d. Annapolis Road, Waterview Road and Maisel Street Bridges	Funded for design and construction at current roadway capacity in FY 08 – 10	Partially Funded in CIP	DOT	Projects currently in design; funded for construction in FY 08 – 10
<p>These three bridges connect various parts of the Westport/Mt. Winans community to MD-295 and the Westport Waterfront site and are also in significantly deteriorated condition. Significant traffic volume, including construction vehicles servicing the redevelopment project, is expected on the bridges; construction is estimated at \$7.8 million and is currently programmed for FY 2009.</p>					
	e. Kent Street Improvements to Link Light Rail with Westport redevelopment	Funded for design in FY 08	CIP; request additional funding from MTA	DOT	Funded for design; project being re-evaluated based on growth scenarios
	f. Examine feasibility of MARC Camden Line Station near Westport.	Request feasibility study in FY 08	MTA	MTA, DOT, Planning	DOT will include in CTP priority list for feasibility study

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<i>2. Aberdeen Oriented Transportation Improvements</i>					
	a. Create a Comprehensive Transportation Plan for Southeast Baltimore.	Improvements to be made incrementally over next 5 years.	To be determined; estimated implementation cost is \$6 to \$10 million for short-term improvements	DOT	Very high priority; plan to be announced in late May 2007
Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system. Improvements include intersection capacity, transit, and bicycle/pedestrian improvements to accommodate growth (See LiveG3O1S3) ¹					
	b. Boston Street Widening/Reconstruction	To be determined	Various city, state, federal and private sources to be determined	DOT	Feasibility analysis of several options to be concluded by July 2007
Expanding Boston Street from 4 to 6 lanes between Baylis Street and Interstate Avenue, along with modest intersection improvements is necessary to continue development in the area. The estimated cost of this project is \$57 million.					
<i>3. Rail and Transit</i>					
	a. Advocate for expansion of MARC service from Penn Station to Aberdeen; construct East Side MARC Station at EBDI or Bayview.	To be determined	Various city, state, federal and private sources to be determined	MTA, DOT, Planning	Regional consensus exists on expanded service to I-95 northeast corridor; implementation dependent on MTA and Amtrak discussions

¹ References to the Comprehensive Master Plan refer to the Section, Goal, Objective and Strategy. For instance, the third strategy of the second objective of the first goal of the LIVE section of the Comprehensive Master Plan is noted as (LIVE G1O2S3). For more information about the Comprehensive Master Plan, please visit www.liveearnplaylearn.com.

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<p>Construction of a new MARC Station on the East side of Baltimore at either the East Baltimore Development Initiative (EBDI) location or the Johns Hopkins Bayview location, along with expansion of the MARC Penn Line service between Penn Station and Aberdeen, will provide a direct connection for East Baltimore commuters, businesses and researchers to APG. Funding to study the optimal location for the MARC station and to construct the new station at one of these sites is a critical component for a Smart Growth approach to realizing the benefits of BRAC for the region.</p> <p>Implementation of the EBDI redevelopment plan is underway. An entirely new community of over 1200 mixed-income dwelling units and bio-medical and life sciences research space, with up to 6000 jobs, will be created. In addition to residents who could walk to a new MARC station at the EBDI location, the future Green Line will provide transit links to the proposed MARC station and the BRAC-related job opportunities at APG.</p> <p>The Johns Hopkins Bayview Campus currently consists of 2.8 million square feet of research, patient care and support facilities. Bayview and NIH together employ 5,500 people and receive more than 500,000 patients annually. A new \$250 million NIH Biomedical Research Center is set for occupancy in Summer 2007 and is part of an anticipated 5,500 new jobs by full campus build-out in 2020. Research activities at Bayview currently support the scientific and programmatic activities at Aberdeen Proving Ground and other bio-defense industries in the Baltimore-Washington corridor. A long-considered MARC Station at Bayview, connected to the proposed Red Line transit project, would neatly tie together the several military bases and defense-related agencies/industries throughout the corridor. Additionally, a station at this location would serve to capture commuters along I-95 or I-895 before entering the Harbor Crossings or into downtown Baltimore.</p>				
<p>b. Actively support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments (LiveG3O2S2).</p>	<p>2007-2012</p>	<p>Various City, State, Federal and private sources</p>	<p>MTA, DOT, Planning and multiple City agencies</p>	<p>Draft Environmental Impact Statement to be released in Fall 2007</p>
<p>c. Protect and create Rights-of-Way along existing and proposed rail lines (See LiveG3O2S3).</p>	<p>2007-2012</p>		<p>Department of Planning (DOP), Baltimore Development Corporation (BDC), Baltimore Housing, Department of Public Works (DPW)</p>	<p>Right-of-way protection is typically included in a jurisdiction's master plan and zoning documents.</p>

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
	d. Promote the Commuter Choice Program to encourage transit use.	Ongoing	Operating budget	DOT, partner employers, MTA	DOT is currently expanding its capacity to implement transportation-demand management strategies.
<i>4. Water & Wastewater</i>					
	a. Comprehensive Water and Wastewater Plan (See Live G2O5).			Mayor and City Council, DPW, Planning, Transportation	Plan was last adopted in 2006.
<p>The objective of the City's 2006 Comprehensive Water and Wastewater Plan is to guide the development of the ultimate water and wastewater systems consistent with population growth, comprehensive planning, and economic development so that an ample supply of water may be collected, treated, and delivered to points where needed and so that collected wastewaters may be treated and disposed of to prevent or minimize adverse effects on legitimate water uses.</p>					

IB. Population Growth: Planning and Zoning

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<p>5. <i>Create Neighborhoods of Choice Through Targeted Comprehensive Planning</i></p>					
<p>a. Create Area Master Plans for Priority Development Areas Related to BRAC.</p>					
	<p>i. Middle Branch/Westport/Cherry Hill</p>	<p>2007</p>	<p>Local funds</p>	<p>Planning, DOT, MCC, Rec & Parks</p>	<p>In progress</p>
<p>Develop a plan for the Middle Branch that redevelops the area into a sustainable waterfront for housing, transit and recreation. In addition to the overall Middle Branch plan, Westport and Cherry Hill neighborhoods are also engaged in an area master planning process.</p> <p>The Middle Branch waterfront of Baltimore City alone can accommodate nearly 28 million square feet of new development, including nearly 10,000 new dwelling units. Stated differently, if BRAC-related residential growth were strategically targeted, the new Baltimore waterfront could accommodate nearly 35% of all new households.</p> <p>The Westport Waterfront is a \$1.4 billion mixed-use development located on newly developable waterfront property. Current development programs envision the creation of 2,000 housing units, 2.5 million square feet of office space and a half-million square feet of retail/entertainment space. While proximity to I-95 and MD-295 are a significant catalyst for the development, the developer also includes strong links to the Westport Light Rail Station. Similarly, substantial development opportunities exist in the South Baltimore neighborhood of Cherry Hill.</p>					
	<p>ii. West Baltimore MARC Station Transit-Oriented Development (TOD) Plan</p>	<p>2007-2008</p>	<p>Local funds</p>	<p>Planning, MDOT, MTA, Housing, BDC, Transportation, Health</p>	<p>In progress</p>
<p>Develop a TOD Strategy with MDOT/MTA for land uses in the ½ mile area surrounding the West Baltimore MARC. An intensive community-driven charrette process will lead to an area master plan to address resident needs and future vision for the area.</p>					
	<p>iii. Uplands</p>	<p>2007-2009</p>	<p>Local funds</p>	<p>Housing, Planning, Transportation</p>	

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
	Uplands, a 70-acre neighborhood in West Baltimore, is to be the site of approximately 1,100 newly built residential homes. With its proximity to the regional highway system, major government and private employers, and the proposed Red Line transit expansion, Uplands will position West Baltimore as one of the region's best residential destinations between Baltimore and Washington.				
	iv. Edmondson Village	2007-2008	Local funds	Planning, BDC, Housing, CHAP	On April 13, 2007 the Draft plan for Edmondson Village was released and the final plan is to be completed by this spring.
	The Edmondson Village Area Master Plan (EVAMP) is comprised of 4 main neighborhood areas: Edmondson Village (including Edgewood and Lyndhurst), Allendale (including Lower Edmondson Village), Saint Josephs, and Rognel Heights. The goal of this Area Master Plan is to give the neighborhood and the City a strategy for prioritizing future investments and redevelopment initiatives.				
	b. Encourage Improvements to the Housing Stock in areas most impacted by BRAC.	2007-2012	Local, state, and private funds; varies	HCD, Planning, BDC, Mayor's Office	
	Priority development projects that can be directly linked to BRAC include developments in Middle Branch, Poppleton, Westport, Gateway South, Uplands, Cherry Hill and in East Baltimore. In addition to the projects already mentioned, the Gateway South project will include 600,000 square feet of office space and a 90,000 square feet "sportsplex," of indoor and outdoor fields for activities including soccer, lacrosse and football. The Greyhound Intercity Bus Terminal, funded in part from a federal earmark and City matching funds, is also a part of this project.				
	c. Diversify our housing product through strategic investment of City resources and development incentives.	Ongoing	Local, state, and private funds; varies	Mayor's Office, HCD, Planning, BDC, Finance	
	BRAC planning should influence the City's allocation of resources and incentives for development and growth. As the City continues to employ important development tools such as Tax Increment Financing (TIF) and Payment in Lieu of Taxes (PILOT), linkages to BRAC should influence decision-makers in how and where these tools are utilized.				

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
	d. Link school facilities planning with neighborhood planning.	Ongoing	N/A	BCPSS, Planning	Medium
<p>6. <i>Streamline and Strengthen the Development Process (See LiveG2O2 and related strategies)</i></p>					
	a. Update the City Zoning Code through the Comprehensive Rezoning Project.	2007-2009	Local funds	Mayor and City Council, Planning, Zoning, BMZA, Law, MDP	Beginning Fall 2007
<p>The Zoning Code of Baltimore City was written in 1971. The City will review, rewrite and replace the code in order to take advantage of zoning and technological innovations as well as land use and demographic changes to bring Baltimore's development regulations into the 21st Century.</p>					
	b. Create Transit-Oriented Development zoning and incentive programs for transit nodes throughout the City (i.e. State Center, West Baltimore Marc) (See Earn G3O2S2).	2008-2010	Local funds	MDOT, Mayor and City Council, BDC, Housing, Planning, BMZA, Law, Transportation	
<p>The City has already been pursuing projects and partnerships to bolster awareness and use of land near existing transit stations. By building principles of Transit-Oriented Development into RFPs and RFQs for publicly owned property, and into the site plan and design review, City agencies will help developers achieve better products that support ridership and augment profitability.</p>					
	c. Create a Master Development Database	2007-2008		Planning, BDC, Housing, MCC	In progress
<p>Development projects in the City are subject to several review processes depending upon the complexity of the project and/or the land use regulations that apply to the site. In order to provide the Mayor and City Council as well as developers and community groups timely information on the status of these projects, the Department of Planning will develop a web-based tracking system that provides updated information on the status of ongoing projects.</p>					

IC. Population Growth: Marketing and Policy

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<p>7. <i>Develop a Coordinated, Inclusive and Holistic Approach to Marketing the City and the Region</i></p>					
	<p>a. Coordinate City web information through the Mayor's Office, BDC and Live Baltimore websites.</p>	<p>2007</p>	<p>Local funds</p>	<p>Live Baltimore, Mayor's Office, MOIT, BDC</p>	<p>Low. The City has created a BRAC page. Moving forward, we will assess the value of creating a stand-alone site.</p>
	<p>b. Promote comprehensive neighborhood profiles to households or firms interested in locating in the City.</p>	<p>2007-2012</p>	<p>Local and private funding</p>	<p>Live Baltimore, Planning, HCD, BNIA</p>	<p>Live Baltimore already has this information on their website.</p>
<p>Live Baltimore will continue to use comprehensive neighborhood profiles to promote the City as part of their BRAC efforts.</p>					
	<p>c. Create a targeted, inclusive and complete set of information resources for potential residents, including special interest groups.</p>	<p>2007-2008</p>	<p>Local and private funding.</p>	<p>Live Baltimore, BNIA-JFI</p>	<p>City has funded Live Baltimore to develop in FY2008.</p>
<p>Live Baltimore will create a set of publications customized to BRAC relocatees. Including information about the many vibrant ethnic, cultural, lifestyle and religious communities that exist in Baltimore City will be a big draw for relocatees that self-identify with these communities.</p>					
	<p>d. Promote the affordability of Baltimore's housing stock.</p>	<p>Ongoing</p>	<p>Local and private funding</p>	<p>Live Baltimore, HCD, Planning, BNIA-JFI, local foundations and nonprofits</p>	

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
Baltimore's relative affordability within the region should be touted as one of our strengths in promoting the City to relocatees.				
e. Encourage local cultural and artistic institutions to approach potential future membership.	2007-2012	N/A	Baltimore Office of Promotion and the Arts, Live Baltimore, BCHA, artistic and cultural institutions	Medium.
BRAC offers a unique opportunity for museums and other cultural organizations to target a potential membership base that has not yet moved to the City. If these organizations begin pursuing potential BRAC-related membership now, they can expand their membership base and promote the City at the same time.				
f. Connect and Coordinate the Healthy Neighborhoods Initiative with local BRAC marketing and homeownership initiatives	2007-2012	Foundations, local, banks	Healthy Neighborhoods, Inc., Live Baltimore	Resources available now with expansion in the 3 rd quarter of 2007
Market home purchase/rehab and home improvement opportunities in 25 "middle neighborhoods" with below market loans (\$38 million in place with no income or house price limits) and free design services (SMG) in partnership with 18 neighborhood CDCs, active city realtors and lenders. Link HNI and neighborhoods websites and neighborhood marketing to others promoting BRAC and region.				
<i>8. Develop Policies to support BRAC-related planning</i>				
a. Create an Ongoing Education Campaign on BRAC and Baltimore City for Publicly Elected Officials.	Ongoing	N/A	Mayor's Office, Planning, BDC, Transportation, MOED, BWIB, Housing, Foundations and Nonprofits	
Ensuring that our local, state and federal partners "Get In on It" will be a key component of the City's BRAC outreach, and will allow the City to spread our message to a larger audience.				

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
	b. Utilize the Mayor's Blue Ribbon Committee on Property Taxes to examine ways to make the City's Rates more competitive with the Region.	2007	Local funds	Mayor's Office, Finance, Planning, Blue Ribbon Committee on Property Taxes	High. The Committee expects to produce a report in the Fall of 2007.
	c. Develop a legislative agenda to support BRAC-related planning.	2007-2008	Local, State and Federal support.	Mayor and City Council, Planning, Housing, MOED, BWIB, Transportation, DPW, BCPSS, Finance, Law	High. The Lieutenant Governor has already expressed his intention to create a package of incentives to encourage homeownership in Baltimore City.
The City should work with State and Federal partners to develop a legislative agenda to support BRAC-related planning, including incentives to live in Baltimore City.					
	d. Create a BRAC budget.	2008	N/A	Mayor and City Council, Department of Finance	
As the City identifies BRAC planning priorities, an effort should be made to link these to the next annual budget process to demonstrate Baltimore's commitment to BRAC preparedness.					

II. Workforce Development

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<i>1. Reach Out to the BRAC Employer Community</i>				
a. Develop relationships with relocating Department of Defense agencies and their leadership.	2007-2009	N/A	Mayor's Office, BDC, MOED, BWIB	High
By maintaining a high-level line of communication with the relocating defense agencies, primarily, DISA and Ft. Monmouth, the City can maintain a pipeline of information on the needs and interests of these employers and their relocating workers. Additionally, marketing opportunities for the City will naturally arise through this channel of communication.				
b. Market MOED's job posting, job matching and job training capabilities through participation in defense-related job fairs.	2007-2012	Local funds	MOED, BWIB	High
c. Survey military employers to determine employment needs (See Earn G1O1S4).	2007-2012	Local funds	BWIB, MOED, BDC, Planning, Housing, MOMWBD	High.
Surveys should be coordinated with efforts to collect site selection and contractor information where these three groups overlap.				
<i>2. Connect BRAC relocating spouses to area job opportunities</i>				
a. Market MOED's job matching and job training capabilities through targeted publications at relocation fairs.	2007-2012	Local funds	Live Baltimore, MOED, BWIB	

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<p>In addition to marketing MOED’s capabilities to potential new employers, Live Baltimore should incorporate information about MOED’s services into their relocation information. For families relocating, job opportunities for military spouses will be a key component of their decision.</p>				
<p><i>3. Prepare the School-Age Population and the Existing Workforce for BRAC jobs</i></p>				
<p>a. Develop a short and long-term communication and marketing plan that will expand the number of skilled job candidates for BRAC-related employment.</p>	<p>2007-2010</p>	<p>Local and regional funding—TBD</p>	<p>MOED, Mayor’s Office, BCPSS, area colleges and Universities, BCCC, Regional partners</p>	<p>High.</p>
<p>This short and long-term communication and marketing plan should have a specific emphasis on math and science skills and eligibility requirements for security clearances, and should be coordinated regionally.</p>				
<p>b. Examine Charter Schools as a means of satisfying BRAC-related education needs.</p>	<p>Ongoing</p>	<p>N/A</p>	<p>BCPSS, Mayor’s Office, MOED, BWIB</p>	
<p>Charter Schools offer the opportunity to create programming tailored to BRAC training needs. The City and BCPSS should jointly explore this possibility.</p>				
<p>c. Support the development of strong math and science curricula for City students at all levels, through programs such as Career and Technology Education.</p>	<p>Ongoing</p>	<p>State and local funds</p>	<p>BCPSS, MDE</p>	
<p>d. Assess needs in education and training for secondary and spin-off jobs</p>	<p>2007-2009</p>	<p>TBD</p>	<p>MOED, Mayor’s Office, State and regional partners</p>	<p>High</p>
<p>The 2006 RESI study commissioned by the Maryland Department of Economic Development identified educational needs for the primary jobs moving to the region as a result of BRAC. The study acknowledged that further assessment focused on secondary and spin-off jobs is needed.</p>				

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
e. Support the development of programs in building trades	2007-2012	TBD	BCCC, MOED, BWIB, BCPSS, area colleges and universities, regional partners	High.
<p>While the most immediate BRAC impacts will be felt in the areas surrounding the bases, realignment will promote tertiary job growth in Baltimore City, particularly in the building trade occupations. Construction is a key growth sector for Baltimore City and a need for building trades training programs already exists within the City.</p> <p>The City should support Baltimore Community College’s proposal to create the Maryland Center for Construction Technologies (MCCT). The MCCT will be a construction trades laboratory and classroom for workforce training in electrical, plumbing, carpentry, heating/ventilation/air conditioning (HVAC), and fiber optics/copper cabling, and certificate/Associate Degree options in Construction Supervision. The MCCT will have a regional focus, serving Baltimore City and Central Maryland, including the Ft. Meade region and Aberdeen Proving Ground.</p>				
<p>4. <i>Strengthen Partnerships with Institutes of Higher Learning to Coordinate BRAC Preparedness</i></p>				
a. Continue to Actively Support the Development of Higher Education institutions and training programs.	Ongoing	N/A	Area Colleges and Universities, BCCC, and other training programs.	
b. Create an Outreach, Recruitment, and Referral Arm from Baltimore City’s Colleges, universities, professional schools and companies to regional training programs and employment opportunities.	2008-2012	Local and regional funds—TBD	Area Colleges and Universities, BCCC, MOED, BWIB, and other training programs	Pending funding

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
c. Develop and promote comprehensive programs in Science, Technology, Engineering and Math (STEM).	Ongoing		BCPSS, MOED, Area Colleges and Universities, BCCC, and other training programs	
Coordinate BCPSS & MOED with Institutes of Higher Learning to develop and promote comprehensive programs in Science, Technology, Engineering and Math (STEM).				
<i>5. Continue to Actively Support Regional Workforce Development Efforts</i>				
a. Continue to utilize the Baltimore Workforce Investment Board (BWIB) to coordinate local and regional workforce development efforts to prepare for BRAC.	Ongoing	N/A	BWIB, MOED	

III. M/WBE Opportunities in Contracting

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<i>1. Reach Out to the Defense Industry</i>				
a. Create an alliance with the Defense Industry to formalize the connections with small, local, minority & women-owned businesses.	2007-2010	N/A	MO-MWBD SBRC, BDC, DoD agencies and regional alliances	High. This can be coordinated with surveys on relocation and employment needs.
Identify key contacts within the Defense Industry and major businesses currently doing business affiliated with BRAC (DoD & their partners). Have an in-depth discussion of what the requirements are and what they are looking for in companies that want to do business with them. (security clearance, skill level, capacity, size, special skill set, certifications and/or degree of knowledge in the industry).				
b. Explore possibility of creating a Reciprocity Certification Process for firms certified with the City of Baltimore, the State's MDOT certification and the Federal SBD certification or DOD requirements for DISA.	2007-2012	N/A	MO-MWBD, MO-MWBOO, MDOT	Contingent on MDOT interest in pursuing reciprocity agreements.
Investigate what will it take for a Baltimore City certified company to obtain certification with MDOT. Reciprocity may be possible between the State of Maryland and the Federal government but not with the City of Baltimore. Explaining why MDOT certification is necessary for our business clients will be a key component in marketing BRAC opportunities to them should reciprocity become available.				

	Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
	c. Seek out opportunities for direct & indirect product & service contracts with the military, corporate companies working with the military, and the surrounding community.	2007-2012	Local funds	MO-MWBD SBRC, Chambers of Commerce, BDC, Planning	
The City should set up a comprehensive directory or pipeline of small, minority, & women-owned businesses of companies who want to be involved with BRAC directly & indirectly. A map should also be available to these businesses to show the locations affected by the move of employees coming to Baltimore & surrounding areas. This will benefit them in their planning for the growth & expansion of their business.					
<i>2. Reach Out to Contractors</i>					
	a. Utilize the MBE Directors Alliance to specifically look for opportunities through BRAC for Small, Local, Minority & Women-Owned firms.	2007-2012	N/A	MO-MWBD MBE Directors Alliance, MO-MWBD	The MBE Directors Alliance is currently working on their strategy from a local jurisdiction & overall statewide perspective.
	b. Continue Procurement and Outreach Fairs and provide a BRAC connection.	Ongoing	Local funds	MO-MWBD, SBRC	MO-MWBD recently held a fair, though it was not specifically linked to BRAC.
Continue this kind of Outreach through future Fairs. Conduct specific Procurement and Outreach Fair for M/WBE firms as it relates to BRAC contracts.					
	c. Support efforts to create small-business incubators.	Ongoing	Private and local funds	MO-MWBD, SBRC, BDC	

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<p>Small business incubators, such as the Small Business Resource Center’s incubator and Meridian Management Group’s incubator, will be used as models for creating additional incubators in Baltimore. The City should support existing incubators and assess the need for additional incubators throughout the City.</p>				
<p>d. Provide good news information for the media about M/WBE firms benefiting from BRAC.</p>	<p>Ongoing</p>	<p>N/A</p>	<p>MO-MWBD, MOCC</p>	<p>Will be a focus a few years out, when firms start obtaining contracts.</p>
<p>MO-MWBD can work with MOCC to get news out through press releases, online newsletters and email blasts. Baltimore Business Link can dedicate some time in some of their shows to talk about BRAC and how M/WBE’s are benefiting.</p>				
<p>e. Tailor marketing strategies to minority ethnic groups and M/WBE firms.</p>	<p>2007-2012</p>	<p>Local and private funds</p>	<p>MO-MWBD, Live Baltimore, Minority Business groups, and Chambers of Commerce, BDC</p>	
<p>Create a BRAC Marketing Strategy as it relates to Minority Ethnic groups and M/WBE firms and include it in the overall BRAC marketing strategy for the City.</p>				
<p><i>3. Coordinate with Business and Workforce Development Initiatives</i></p>				
<p>a. Utilize the MBE Directors’ Alliance to Coordinate Efforts.</p>	<p>Ongoing</p>	<p>N/A</p>	<p>MO-MWBD, SBRC, MOED, BDC</p>	
<p>Employ the MBE Directors Alliance to investigate what types of businesses, contract opportunities are and/or will be available in and around Baltimore City as it relates to BRAC in conjunction with the Small Business Resource Center (SBRC), Mayor’s Office of Employment Development (MOED), and various business and education organizations.</p>				
<p>b. Actively provide marketing and outreach to the business community on BRAC opportunities.</p>	<p>2007-2012</p>	<p>N/A</p>	<p>MO-MWBD, SBRC, BDC, Chambers of Commerce</p>	

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
Incorporate this message into our existing messages regarding business opportunities in and around the City of Baltimore				
<i>4. Track BRAC related M/WBE Outcomes</i>				
a. Create a web database of contractors.	2008-2012	Local funds	MO-MWBD, MOIT, CitiStat	
Create a web database of firms looking to do business with BRAC and track those who actually obtain contracts through BRAC outreach efforts.				
b. Create a monthly BRAC MBE Stat report.	2008-2012		MO-MWBD, CitiStat	Low. Not relevant for a few more years.
This can be added to the City's monthly MBE Citi Stat. MO-MWBD will provide a quarterly report until we get closer to seeing viable results.				
c. Explore ways to quantify forecasted contracting opportunities that will result from BRAC.	2007-2010	N/A	MO-MWBD, Planning	High. This information will more than likely come from the study conducted by The Sage Group & the study MMG is asking the State to fund.
Job and housing forecasts are the basis for current BRAC planning efforts. We should explore the feasibility of forecasting contracting opportunities as well.				

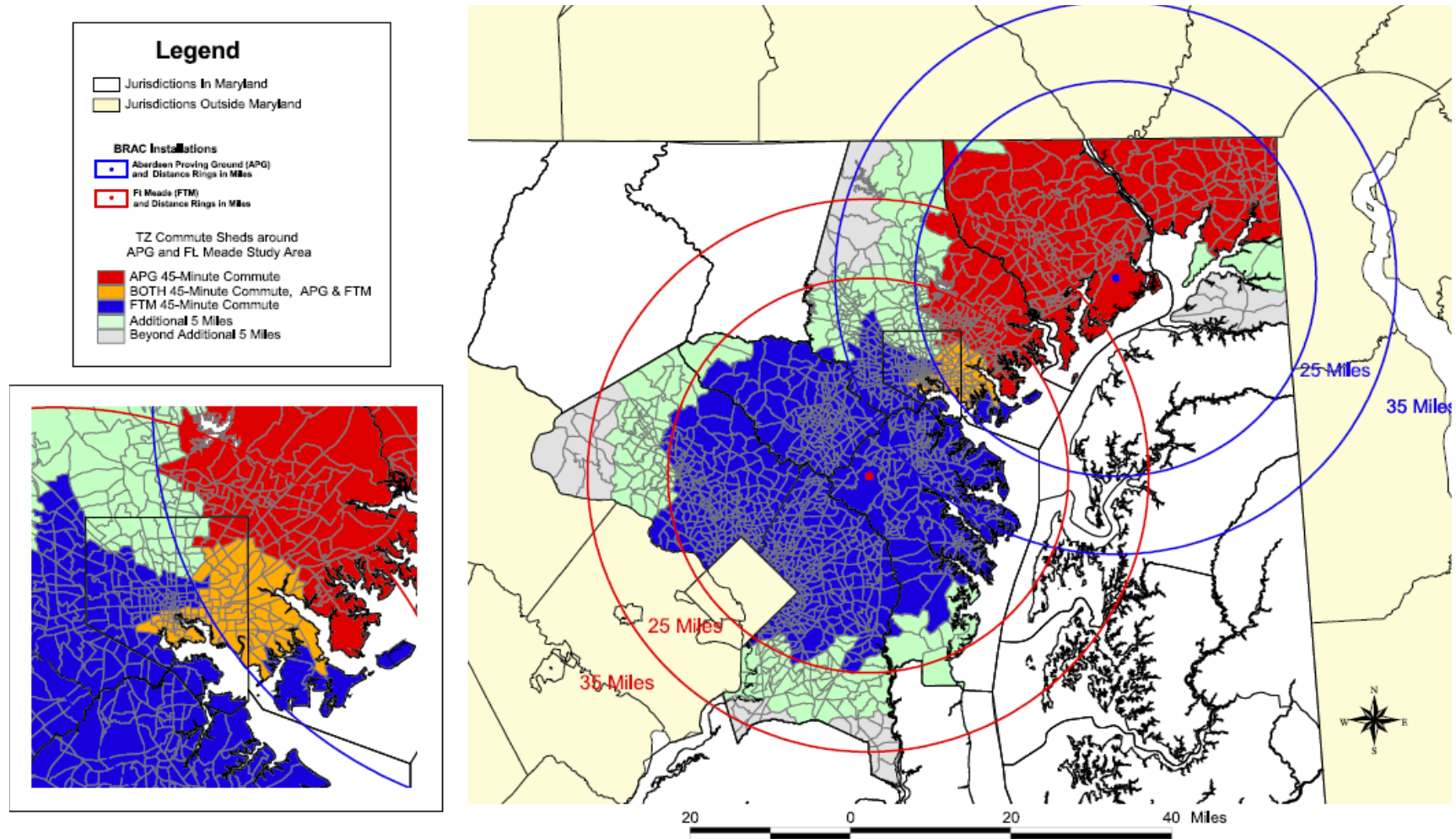
IV. Business Development

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<i>1. Participate in Regional efforts for Marketing and Business Attraction and Business Development</i>				
a. Reach out to Site Location Consultants.	2007-2011	Local funding, federal OEA grants	Baltimore Development Corporation (BDC)	High. Outreach is already in progress in the CSSC and in the beginning stages in Fort Meade.
Work with Chesapeake Science & Security Corridor (CSSC), Economic Alliance of Greater Baltimore (EAGB) and Fort Meade Regional Alliance (FMRA) to reach out to key site location consultants involved with BRAC contractors				
b. Actively participate in relocation fairs.	2007-2012	Local funds	BDC, Mayor's Office, Live Baltimore (LB), Baltimore City Public School System (BCPSS)	City is already participating in relocation fairs.
Continue to participate in relocation fairs in Ft. Monmouth, NJ and at DISA in Northern Virginia to sell strengths of region to affected personnel. This is critical because employee retention will ensure that defense missions will be successful. We will sell the region's outstanding quality of life, affordability, and strong education options.				
c. Coordinate tours of Greater Baltimore.	2007-2012	N/A	BDC, Baltimore Area Convention and Visitors Association (BACVA), LB, BOPA, BCHA	High. Tours have not yet begun.
Work with various defense contractor organizations to plan bus tours of Baltimore area, highlighting cultural attractions, distinct architecture, and natural beauty of area. These will be day trips, thus it will be critical to identify highlights to send best message to contractors and their families.				

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
<i>2.Pursue City-specific efforts for Marketing and Business Attraction</i>				
a. Survey military contractors on site selection criteria.	2008-2009	N/A	BDC	High. Surveying has not yet begun.
Military contractors should be surveyed to determine what information would be most effective when considering site selection. Information may include real estate needs, housing, cultural and recreation assets, and school system. It will be important to coordinate with information gathering efforts on employment needs and contracting opportunities.				
b. Create dynamic brochure for BRAC purposes.	2007-2008	Local funds	BDC, Mayor's Office, LB, Department of Planning (DOP)	
This marketing piece should be effective and have staying power. It should be useful for the next five years, pointing out Baltimore City's strengths as a residential option and business location. This should be used at all events and mailed to specific site selection consultants and defense contractors considering the City as a business location.				
c. Create dynamic website for BRAC marketing and resource.	2007-2008	Local funds	BDC, Mayor's Office, LB, Department of Planning (DOP)	Low. BDC and Mayor's Office already have BRAC pages.
BDC and the Mayor's Office both have BRAC pages, and the Economic Alliance is developing a stand-alone BRAC page. The City should work with Live Baltimore and other agencies to determine the usefulness of a stand-alone, City-specific BRAC site.				
<i>3.Pursue City-specific efforts for Business Development for City Businesses</i>				
a. Plan and promote regional business development conferences.	2007-2012	N/A	BDC	CSSC has already held a fair. Additional fairs are upcoming.
Plan regional conferences and reach out to City companies to sponsor and/or participate. These conferences will educate City's business community about how their business can prosper from the region's BRAC growth.				

Action	Timeline	Funding Source	Responsible Agency	Priority and/or Status
b. Communicate Federal business development opportunities to local business.	2007-2012	N/A	BDC	Not yet started
This will encourage City businesses to market themselves and will enable current City companies to prosper from BRAC growth in the region.				
c. Host Baltimore City conferences for Small, Local, Minority and Women-Owned Businesses.	2008-2012	Local funding	BDC, Mayor's Office, Small Business Resource Center (SBRC), Mayor's Office of Minority and Women-Owned Business Development (MOMWBD)	Medium. The City is currently focused on regional fairs and will turn attention to City-specific fairs early next year.
Coordinate a number of programs to engage City's small businesses and minority and women-owned businesses in BRAC growth in the region. The City should work in concert with regional partners as necessary but also host events for City companies only. These business opportunities will go to other companies if City does not actively put opportunities in front of community.				
d. Communicate strengths of Baltimore City to commercial and residential real estate professionals involved in BRAC.	Ongoing	N/A	BDC, LB	
With regional partners, brief and provide outreach opportunities for commercial and residential real estate organizations and firms to reach relocating workers and companies.				

Appendix A: BRAC Transportation Analysis Zones (TZ) by 45-minute Commute Sheds around BRAC Facilities—Aberdeen Proving Ground (APG) and Fort Meade (FTM)



Appendix B: 2005 BRAC State of Maryland Impact Analysis 2006-2020, A Report to the Department of Labor. Prepared by the Maryland Department of Business and Economic Development, Military and Federal Affairs. Available online at:

<http://www.choosemaryland.org/businessinmd/militaryaffairs/BRACStudy.html>

