

Mayor Sheila Dixon's BRACtion Plan for Baltimore City *Executive Summary*

I. Population Growth

Currently, the projected household impact for Baltimore City is as many as 2,552 new households from now to 2018. Baltimore City's preparation for BRAC related population growth will require strategic improvements to its transportation and infrastructure. Additionally, land use and zoning policies must be pursued as directed by the Comprehensive Master Plan. The City will capture its share of BRAC-related growth and maximize the opportunity that BRAC presents through an effective marketing campaign lead by Live Baltimore.

IA. Population Growth: Transportation & Infrastructure

1. *Ft. Meade Oriented Transportation Access Improvements to/from Middle Branch/Westport*
 - a. Russell Street/MD-295 Ramp & Intersection Upgrades
 - b. Russell Street Gateway – Phases II & III
 - c. Annapolis Road Bridge Over 295
 - d. Annapolis Road, Waterview Road and Maisel Street Bridges
 - e. Kent Street Improvements to Link Light Rail with Westport redevelopment
 - f. Examine feasibility of MARC Camden Line Station near Westport
2. *Aberdeen Oriented Transportation Improvements*
 - a. Create a Comprehensive Transportation Plan for Southeast Baltimore (See LiveG3O1)¹
 - b. Boston Street Widening/Reconstruction
3. *Rail and Transit*
 - a. Advocate for expansion of MARC service from Penn Station to Aberdeen; construct East Side MARC Station at EBDI or Bayview
 - b. Actively support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments (LiveG3O2S2)
 - c. Protect and create Rights-of-Way along existing and proposed rail lines (See LiveG3O2S3)
 - d. Promote the Commuter Choice Program to encourage transit use
4. *Water and Wastewater*
 - a. Comprehensive Water and Wastewater Master Plan

¹ References to the Comprehensive Master Plan are in parentheses and refer to the section, the goal number, the objective number and the strategy number. For instance, a reference to Strategy 3 of Objective 2 of Goal 1 in the Live Section would be noted as (See Live G1O2S3).

IB. Population Growth: Planning and Zoning

5. *Create Neighborhoods of Choice Through Targeted Comprehensive Planning*
 - a. Create Area Master Plans for Priority Development Areas Related to BRAC
 - i. Westport/Middle Branch/Cherry Hill
 - ii. West Baltimore MARC Station TOD Plan
 - iii. Uplands
 - iv. Edmondson Village
 - b. Link school facilities planning with neighborhood planning.
 - c. Encourage Improvements to the Housing Stock in areas most impacted by BRAC (Middle Branch/Poppleton /Westport/Uplands/Cherry Hill/Gateway South/East Baltimore)
 - d. Diversify our housing product through strategic investment of City resources and development incentives
6. *Streamline and Strengthen the Development Process*
 - a. Update the City Zoning Code through the Comprehensive Rezoning
 - 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)
 - c. Create a Master Development Database

IC. Population Growth: Marketing and Policy

7. *Develop a Coordinated, Inclusive and Holistic Approach to Marketing the City and the Region*
 - a. Coordinate City web information through the Mayor's Office, BDC and Live Baltimore websites.
 - b. Provide comprehensive neighborhood profiles to households or firms interested in locating in the City
 - c. Create a targeted, inclusive and complete set of information resources for potential residents, including special interest groups.
 - d. Promote the affordability of Baltimore's housing stock
 - e. Encourage local cultural and artistic institutions to approach potential future membership
8. *Develop Policies to support BRAC-related planning*
 - a. Create an Ongoing Education Campaign on BRAC and Baltimore City for Publicly Elected Officials
 - 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
 - c. Develop a legislative agenda to support BRAC-related planning
 - d. Create a BRAC budget

II. Workforce Development

Not all employees surrounding the closing bases will want to relocate. Instead, there will be some combination of new households and new jobs. Current estimates indicate that Baltimore City will receive as many as 3,145 new jobs, many of which will come to the City vacant. It is crucial that we prepare our existing and future workforce for these jobs. The City, lead by the Mayor's Office of Employment Development and the Baltimore City Public School System, will need to not only ensure the development of training programs and curricula in Science, Technology, Engineering and Math, but will need to partner with the BRAC employer community and the region to effectively address the issue of obtaining security clearances for prospective area jobseekers.

1. *Reach Out to the BRAC Employer Community*
 - a. Develop relationships with relocating Department of Defense agencies and their leadership
 - b. Market MOED's job posting, job matching and job training capabilities through participation in defense-related job fairs
 - c. Survey military employers to determine employment needs (See Earn G101S4)
2. *Connect BRAC relocating spouses to area job opportunities*
 - a. Market MOED's job matching and job training capabilities through targeted publications at relocation fairs
3. *Prepare the School-Age Population and the Existing Workforce for BRAC jobs*
 - a. Develop a short and long-term communication and marketing plan that will expand the number of skilled job candidates for BRAC-related employment, with a specific emphasis on math and science skills and eligibility requirements for security clearances
 - b. Examine Charter Schools as a means of satisfying BRAC-related education needs
 - c. Support the development of strong math and science curricula for BCPSS students at all levels, through programs such as CTE.
4. *Strengthen Partnerships with Institutes of Higher Learning to Coordinate BRAC Preparedness*
 - a. Continue to Actively Support the Development of Higher Education institutions and 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
 - c. Develop and promote comprehensive programs in Science, Technology, Engineering and Math (STEM)
5. *Continue to Actively Support Regional Workforce Development Efforts*

- a. Support the Maryland Department of Labor, Licensing and Regulation (DLLR) in their application for US Department of Labor (DOL) Workforce Innovation in Regional Economic Development (WIRED) Initiative Grants.
- b. Continue to utilize the Baltimore Workforce Investment Board to coordinate local and regional workforce development efforts to prepare for BRAC.

III. M/WBE Contracting Opportunities

In addition to new households and new jobs, BRAC will bring a multitude of direct and indirect business & contracting opportunities to the City of Baltimore. The department responsible for the coordination of these opportunities is the Mayor's Office of Minority & Women-Owned Business Development. Ms. Carla A. Nelson, the Director of the department, will work directly with City agencies and our regional partners to lead the City's effort in maximizing business and contract opportunities for Small, Local, Minority and Women-Owned businesses here in our City .

1. Reach Out to the Defense Industry

- a. Create an alliance with the Defense Industry to formalize the connections with small, local, minority & women-owned businesses.
- 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.
- c. Seek out opportunities for direct & indirect product & service contracts with the military, corporate companies working with the military, and the surrounding community.

2. Reach Out to Contractors

- a. Utilize the MBE Directors Alliance to specifically look for opportunities through BRAC for Small, Local, Minority & Women-Owned firms
- b. Continue Procurement and Outreach Fairs and provide a BRAC connection.
- c. Support efforts to create small-business incubators
- d. Provide good news information for the media about M/WBE firms benefiting from BRAC.
- e. Tailor marketing strategies to minority ethnic groups and M/WBE firms

3. Coordinate with Business and Workforce Development Initiatives

- a. Utilize the MBE Directors Alliance to coordinate efforts.
- b. Actively provide marketing and outreach to the business community on BRAC opportunities.

4. Track BRAC related M/WBE Outcomes

- a. Create a web database of contractors
- b. Create a monthly BRAC MBE Stat report
- c. Explore ways to quantify forecasted contracting opportunities that will result from BRAC

IV. Business Attraction

There will be some businesses looking to relocate and some new businesses choosing to locate in the region as a result of BRAC. Although the impact is more difficult to quantify, the City should continue to pursue local and regional efforts to bring businesses to Baltimore.

1. *Participate in Regional efforts for Marketing and Business Attraction and Business Development*
 - a. Reach out to Site Location Consultants
 - b. Actively participate in relocation fairs
 - c. Coordinate tours of Greater Baltimore
2. *Pursue City-specific efforts for Marketing and Business Attraction*
 - a. Survey military contractors on site selection criteria
 - b. Create a dynamic brochure for BRAC purposes
 - c. Create a dynamic website for BRAC marketing and resources
3. *Pursue City-specific efforts for Business Development for City Businesses*
 - a. Plan and Promote regional business development conferences
 - b. Communicate federal business development opportunities to local businesses
 - c. Host Baltimore City conferences for Small, Local, Minority, and Women-Owned Businesses
 - d. Communicate strengths of Baltimore City to commercial and residential real estate professionals involved in BRAC

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