



INVESTING IN A
SAFER, STRONGER BALTIMORE

Final Report of the White House Taskforce for Baltimore City

The Executive Office of the President

December 14, 2016



You have impoverished communities that have been stripped away of opportunity, where children are born into abject poverty... if we think that we're just going to send the police to do the dirty work... then we're not going to solve this problem.

If our society really wanted to solve the problem, we could. It's just it would require everybody saying this is important, this is significant — and that we don't just pay attention to these communities when a CVS burns, and we don't just pay attention when a young man gets shot or has his spine snapped. We're paying attention all the time because we consider those kids our kids, and we think they're important.

-President Barack Obama, April 28, 2015

(in response to a question about the unrest in Baltimore City.)

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Executive Summary

In April 2015, the White House established a special Taskforce for Baltimore City, organized in close collaboration with Baltimore City leaders and the Maryland Congressional Delegation. The Taskforce was charged with mobilizing Federal resources to respond to the immediate challenges facing the city and to tackle some of Baltimore's deeper social and economic issues. The Taskforce included senior White House officials and leaders from sixteen Federal agencies that could bring expertise to bear from their home agencies and identify relevant programs and grants.

Working with Baltimore City leaders and the Maryland Congressional Delegation, the Taskforce identified three priority areas for Federal investment: jobs, public health and safety, and laying foundations for long-term prosperity. In each area, the Taskforce identified strong Baltimore City partners inside and out of government and helped them to expand existing initiatives or launch new programs.

To help address Baltimore's high rate of unemployment, the Taskforce focused on creating new workforce programs, providing new opportunities for young people, and supporting small businesses. For example, the Department of Labor funded One Baltimore for Jobs, a new initiative out of the Mayor's Office that has helped hundreds of Baltimoreans land new jobs. In collaboration with the Taskforce and many public and private sector partners, Baltimore City also successfully grew the city's youth summer jobs program by 60%, creating new professional opportunities for 6,000 young people over the course of two summers.

To address public safety and public health, the Taskforce focused on protecting young people in and out of school, funding programs to make streets and neighborhoods safer, and reforming the Baltimore Police Department. For example, the U.S. Department of Justice and the U.S. Department of Health and Human Services identified \$1 million in funding over two years to keep the Health Department's Safe Streets program alive. With this funding, the Baltimore City Health Department was able to sustain and expand current violence prevention efforts in Park Heights, Sandown Winchester, Cherry Hill and East Baltimore, and significantly reduce gun violence among youth ages 14 to 24.

To invest in future prosperity, the Taskforce focused on areas like transportation, establishing new anchor institutions and commercial hubs, improving Baltimore's parks and green spaces, increasing food access, and building civic capacity. For example, the Department of Transportation supported Baltimore City and the State of Maryland with two \$10 million TIGER transportation grants for the Port of Baltimore and for improvements to North Avenue, respectively.

The Federal government's work in Baltimore over the past eighteen months built on a strong foundation and will continue in the years ahead. The Taskforce recommends that moving forward Federal agencies working in Baltimore sustain their existing investments, maintain interagency coordination, continue to be proactive, work to understand Baltimore's vision and priorities, and continue to pilot programs in the City. Local and regional Federal field offices will continue to coordinate their work and be a point of entry into the Federal government for Baltimore City leaders.

Program Highlights

Section 1:

Jobs

- Funded a new workforce program, run by the Mayor’s Office of Employment Development, which is placing hundreds of Baltimore residents into jobs.
- Grew summer jobs program to employ 6,000 additional young people, working with City Hall and public and private partners.
- Expanded small business training and access to loans for hundreds of small businesses.
- Promoted entrepreneurship through a new mobile entrepreneurship training center, created by the Urban League of Baltimore.
- Funded a new “Made in Baltimore” campaign working with the Baltimore Development Corporation.

Section 2:

Public Health & Safety

- Provided \$8 million to Baltimore City Schools and the Baltimore Health Department to address violence and aggression in schools and help young people cope with the impacts of violence in their neighborhoods.
- Addressed city-wide violence by funding the Health Department’s Safe Streets Program and detailing nearly a dozen Federal special agents directly to the Baltimore Police Department.
- Provided new funding to support children that are traumatized by witnessing violent crimes.
- Partnered with the Baltimore Police Department to expand public access to data on use of force, officer involved shootings and citizen complaints.

Section 3:

Foundations for Future Prosperity

- Made special transportation grants to Baltimore City and the State of Maryland to improve North Avenue and roads around the Port of Baltimore.
- Provided funding to American Communities Trust to build a Food Hub to create new job opportunities in East Baltimore.
- Established city-Federal partnerships to invest in Baltimore’s parks and open spaces, including funding the city’s first comprehensive park plan since 1926.
- Funded a special Taskforce of AmeriCorps members, working with Strong City Baltimore, to support nonprofit organizations and expand civic capacity.

Introduction

In April 2015, the White House established a special Taskforce for Baltimore City. The Taskforce, which was organized in close collaboration with Baltimore City leaders and the Maryland Congressional Delegation, was charged with mobilizing Federal resources to respond to the immediate challenges facing the city in the wake of the unrest. At the same time, the Taskforce was directed to marshal Federal funds, programs and expertise to address some of the deeper, systemic challenges facing Baltimore. The Taskforce was composed of senior White House officials and leaders from sixteen Federal agencies, including the Departments of Housing and Urban Development, Education, Energy, Health and Human Services, Agriculture, Labor and others. Appendix A includes a full list of Taskforce member agencies.

Over the past eighteen months, the Taskforce has worked hand in hand with the City of Baltimore, the State of Maryland, the Maryland Congressional Delegation, nonprofit and business leaders, universities and community leaders to create new employment pathways, improve public health and safety, and invest in assets that will spur economic growth and prosperity for the long-term.

For example, the Taskforce helped rejuvenate Baltimore City's workforce programs by funding One Baltimore for Jobs, a new initiative out of the Mayor's Office that has helped hundreds of Baltimoreans land job. In collaboration with the Taskforce and many public and private sector partners, Baltimore City also successfully grew the city's youth summer jobs program by 60%. The Taskforce worked with Baltimore City Public Schools and the Health Department to launch new health and safety initiatives to keep kids safe in school and reduce neighborhood violence. To foster long-term economic competitiveness, the Department of Transportation supported Baltimore City and the State of Maryland with two \$10 million TIGER grants for the Port of Baltimore and for improvements to North Avenue, respectively. Cumulatively over the past eighteen months, the Administration has invested more than \$110 million in new grant money through competitive or special designation programs.

This report details progress in these areas and others. The report is organized into three sections: *jobs, public health and safety, and foundations for future prosperity.*

The Taskforce benefitted from strong collaborations with hundreds of people. From the outset, Maryland's Congressional Delegation provided strong leadership and support by identifying priorities, bringing together Baltimore City leaders, and encouraging Federal agencies to dig deep for resources and expertise. Baltimore's Mayor, Stephanie Rawlings-Blake, provided strong direction from City Hall. Leaders in the Baltimore City government, especially from the Health Department and the Mayor's Office of Employment Development, worked hand in hand with Federal staff to achieve shared programmatic goals. The Taskforce also benefitted from partnerships and advice from scores of Baltimore's nonprofit organizations, especially with regard to workforce development, public health and environmental restoration. Baltimore's business and philanthropic community also rolled up their sleeves alongside the Taskforce, providing independent funding to many initiatives and bringing significant policy expertise to

bear. Individual citizens and community group leaders also informed the Administration's work, from broadband deployment across the city to transportation improvements in west Baltimore. It is those leaders and their team that deserve credit for the programs and initiatives described in this report.

The Administration's work in Baltimore over the past eighteen months built on a strong foundation and will continue in the years ahead. The report concludes with recommendations to Federal agencies for deepening their work in Baltimore and recommendations to cities around the country for how to take best advantage of Federal resources.

Reimagining Federal-Local Partnerships

The Administration's work in Baltimore reflects a broader push by President Obama to change how the Federal government works with cities, towns and other communities around the country. The President's direction to Federal agencies was to improve Federal interagency coordination, engage local leaders and understand their vision, and use data-based decision-making and rigorous evaluation.

Citizens and local leaders in communities like Baltimore need a Federal Government that is more effective, responsive, and collaborative in addressing their needs and challenges. Far too often, the Federal Government has taken a "one-size-fits-all" approach to working with communities and left local leaders on their own to navigate Federal resources and programs.

Responding to the call for change from local officials and leaders nationwide, and grounded in the belief that the best solutions come from the bottom up, not from the top down, Federal agencies have increasingly taken on a different approach to working with communities to deliver better outcomes in more than 1,800 cities, towns, regions, and tribal communities nationwide. The Federal-local partnership in the City of Baltimore exemplifies this effort, which calls for an integrated Federal government to align resources and cultivate working relationships with local stakeholders to respond to the needs of the community.

The impact of this approach is best illustrated through stories of progress and outcomes at the local level—as outlined in this report—but at its core, it relies on four basic principles. First, the local community—and not the Federal government—sets the priorities. Second, Federal partners help local communities move beyond crisis response by building their capacity to pursue longer-term strategies and objectives. Third, Federal agencies look at data to determine what works and doesn't work in particular communities, relying on evidence-based strategies to address unique needs. And finally, the Federal government coordinates across agencies to provide a more seamless process for communities, aligning resources with, and lending expertise that is customized to, the ideas and needs of local leaders and citizens.

As we detail in the conclusion, the Obama Administration has embedded these practices into the basic operating procedures and practices of Federal agencies. Because of the work that the Obama Administration has done, the Federal government will continue to be a better partner for Baltimore and other cities, ensuring that the progress that the Taskforce has made in Baltimore is only the foundation for future Federal investments and partnership.

Section I: Jobs

The clearest message to the White House from Baltimore leaders and citizens was “more jobs.” Responding to that call, over the past eighteen months, nearly a dozen Federal agencies worked with Baltimore City agencies and nonprofit organizations to expand job opportunities in Baltimore and create new pathways for young people into the workforce. With the support of the Taskforce, Baltimore City leaders:

- **Started a new workforce program that is placing hundreds of Baltimore residents into jobs:** The U.S. Department of Labor provided Baltimore City with a discretionary \$5 million grant to launch the new One Baltimore for Jobs Initiative, which has to date enrolled 650 people in training programs, awarded 419 new workforce credentials and placed 208 people into jobs.
- **Grew summer jobs program to employ 6,000 additional young people:** Nearly a dozen Federal agencies worked with Mayor Rawlings-Blake, the Mayor’s Office of Employment Development and many partners to grow Baltimore’s YouthWorks Summer Jobs Program by 60% from 2014 to 2015, and to maintain that growth for summer 2016. As a result of the work of the Administration and many other partners, Baltimore City provided more than 6,000 additional young people with summer jobs over the course of two years.
- **Expanded small business support:** With funding from the Small Business Administration, Maryland Capital Enterprise provided training in accounting, marketing and networking for 296 existing and potential small business borrowers and offered nearly \$1 million in loans.
- **Promoted entrepreneurship:** The U.S. Economic Development Administration provided resources to the Baltimore Urban League to launch a new mobile Entrepreneurship Center to help would-be minority entrepreneurs to launch new businesses.
- **Organized a new “Made in Baltimore” campaign:** The Economic Development Administration also partnered with Baltimore Development Corporation to launch a new “Made in Baltimore” platform to help Baltimore manufacturers and producers sell Baltimore-branded products around the country.

New workforce programs

Baltimore needs more jobs. But it also needs more pathways into jobs. The unemployment rate in the Baltimore metropolitan region is 4.4%; but in Baltimore City, it's 7.4%. To build bridges to employers, the Taskforce worked closely over the past eighteen months with City Hall and with other institutions around the City.

As a first measure, on July 1, 2015, through its National Dislocated Worker Fund, the Department of Labor awarded the state of Maryland with \$5 million to fund a demonstration project serving youth and young adults in the city of Baltimore. Administered by the Mayor's Office of Employment Development (MOED), the grant established the One Baltimore for Jobs (1B4J) Initiative. 1B4J provides targeted assistance, training and career placement in high-growth industries like construction, manufacturing, automotive, and healthcare. It focuses on youth and young adults between the ages of 17 and 35 who have been disconnected from the labor force in Baltimore's most economically distressed neighborhoods — those with high unemployment, high crime rates, and low graduation rates.

1B4J services include occupational skills training in targeted industry sectors and transitional work, and supportive services, such as mental health assistance, and record expungement. To date, 1B4J has awarded 12 contracts to community-based organizations and education and training providers to deliver an array of services to Baltimore residents to fund occupational skills training and adult education, including GED.

As of the end of October 2016, the 1B4J program has enrolled 650 participants in training, awarded credentials to 419 participants, and placed 208 people into jobs. These programs are still underway and will continue to connect workers to jobs in the months ahead. To build on this progress, the Department of Labor also recently awarded the state of Maryland \$150,000 through the 1B4J to provide adult education services within the Under Armour Center and in South Baltimore.

Some of the highest rates of unemployment in Baltimore are in West Baltimore. In September 2016, the U.S. Department of Housing and Urban Development (HUD) announced a \$2.5 million Jobs Plus grant to Gilmore Homes Community to develop locally-based, job-driven workforce programs for Gilmore Homes residents. The program works by providing training, connecting residents to employers, offering job placement services, offering education and helping residents develop basic technology skills and financial literacy. The \$2.5 million grant was matched by contributions from the Community College of Baltimore, Greater Baltimore Urban League, Maryland Education Opportunity Center, Mayor's Office of Employment Development Baltimore Housing, University of Maryland Extension, Resident Services Inc., Caroline College, Clean Slate American Inc., Garwin Oaks Northwest Housing Resource Center and Behavior Health. The funding was announced in October and the program is just getting underway.

The Administration also looked for ways to build from success in industries with a track record of job placement. For example, in June 2016, EPA announced a \$200,000 Environmental Workforce Development and Job Training program grant to Civic Works at the nonprofit's environmental training program graduation ceremony in Baltimore. Civic Works is using the

\$200,000 grant to train 72 additional Baltimore residents for environmental careers, drawing participants from neighborhoods that have suffered from particularly high levels of pollution. To date, Civic Works has used EPA funding over the past few years to train 423 graduates with 369 working in full-time environmental jobs. The graduates earn state and federal certifications for successfully completing work in brownfields assessment and cleanup, waste treatment and stormwater management, lead abatement, chemical safety, and asbestos removal. Nationwide, individuals trained and hired in full-time jobs start at an average of \$14.30 an hour.

Highlight: Increasing access to solar energy, creating solar jobs

The U.S. Department of Energy and Department of Labor have been working closely together with the City of Baltimore, Morgan State University and Civic Works to launch a community solar initiative and to build employment pathways into the solar industry.

First, the Department of Energy partnered with Morgan State University, the City of Baltimore, Grid Alternatives, Civic Works, and both AmeriCorps programs for the Morgan Community Mile Solar Initiative. Morgan Community Mile includes 12 square miles around the Morgan campus, which have some of the City's toughest neighborhoods. As part of the initiative, the City of Baltimore has committed \$200,000 for solar installation for 20 homes in the Morgan Community Mile and Coppin State areas.

To build on this work, in July 2016, the City of Baltimore signed a Memorandum of Understanding (MOU) with the Department of Energy and the Maryland Clean Energy Center (MCEC) to establish Baltimore as a Clean Energy Hub. With funding from the Department of Energy, the City has hired Eutectics, a national solar firm, to design and implement a financing strategy to attract private financing and deploy solar to scale on Baltimore rooftops. The project aims to install solar on 1,000 homes to generate 2.5 megaWatts of solar energy. If successful, the project will position Baltimore as a national and global leader in low-income clean energy financing and workforce development.

To build the career pathways for the solar industry, the Mayor's Office of Employment Development, using funding from the Department of Labor, is collaborating with Civic Works' Baltimore Center for Green Careers (BCGC) and the Energy Department to establish a first of its kind, three-month solar training program that prepares Baltimore residents to install and maintain solar systems. The solar training program is preparing youth and young adults in one of Maryland's highest growing sectors and includes comprehensive case management services, job readiness instruction, NABCEP Entry Level and OSHA Construction Safety certification, and 320 hours of on-the-job training (OJT) for youth and young people in the program.

Jobs and training for Baltimore's youth

Following the unrest in Baltimore, Mayor Stephanie Rawlings-Blake identified summer jobs for young people as a top priority. Summer jobs provide young people with their earliest professional opportunities, keep them safe during the summer months, and provide a steady paycheck. Her goal was to make sure that every young person who wanted a summer job would get one. The Mayor asked the Obama Administration to work alongside OneBaltimore, the Mayor's Office of Employment Development, city agencies, nonprofits, foundations, the State of Maryland, universities and the business community to give every student a chance.

For years, YouthWorks had provided roughly 5,000 jobs per summer, but in the summer of 2015 there were 8,000 applications. Therefore, accomplishing the Mayor's goal required identifying 3,000 additional summer jobs in a matter of weeks. The Federal taskforce stepped up to help the city reach this ambitious goal. Through close coordination with City leaders, the Taskforce collaborated to open up Federal agencies to interns, identify Federal funding and brought in new partners who provided innovative new job opportunities and supplemental educational opportunities.

For summer 2016, the city was named one of 16 White House "Summer Impact Hubs", which led to additional targeted support from the White House, national partners, and a Federal "Summer Ambassador". To help the City provide jobs for a new round of 8,000 applicants, the Federal Highways Administration, Social Security Administration and other Federal agencies hosted 160 interns while the Taskforce identified more than \$120,000 in Federal funding through the Department of Energy and the National Endowment for the Arts.

As part of this program, a Summer Ambassador from the Department of Energy created a special Science, Technology, Engineering and Math (STEP) Enrichment Initiative (STEM-E). The STEM-E initiative offered a supplemental course that met every Friday to expose students to STEM topics, like basic coding skills, hearing from experts on topics such as low-carbon fuels, or other cutting-edge engineering fields. The program identified young people in YouthWorks whose jobs did not have any science or technology nexus and invited them to participate.

Building on our work on the summer jobs program, the Administration worked to identify national best practices and models that could be replicated in Baltimore.

For example, following visits by the President to the original Pathways in Technology Early College High School (P-TECH) in Brooklyn and a visit by Secretary Perez to the P-TECH program at the Sarah Goode Academy in Chicago, the U.S. Department of Labor worked closely with the U.S. Department of Education, Johns Hopkins, Kaiser and IBM, and state and local officials to bring the P-TECH model to Maryland. P-TECH combines high school, college, and the world of work. The P-TECH mission is to provide students with the academic, technical, and workplace skills necessary to graduate with their high school diploma and a no-cost degree at the same time.

In June 2016, Governor Larry Hogan, the Baltimore City Public Schools, Baltimore City Community College, IBM, Hopkins and Kaiser Permanente, and local officials announced the launch of P-TECH at Paul Laurence Dunbar High School and Carver Vocational Technical High School in Baltimore. Paul Laurence Dunbar High School will offer health science degrees,

offering concentrations such as technology, health information, repertory care, and surgical technology. Carver Vocational Technical High School has partnered with IBM and will offer degrees focused on information technology and cyber security. Both of the high schools have received \$100,000 in grant funding from the State and the state of Maryland will open P-TECH schools in Alleghany County, Caroline Counties, and Prince George's County in the 2017-2018 school year.

As with our broader employment work, the Taskforce also looked for promising industries and sectors for the future. For instance, Baltimore has significant potential as a hub for the cybersecurity industry. To create pathways for Baltimore's young people into the growing industry, over the past eighteen months the U.S. Department of Energy and the U.S. Department of Homeland Security (DHS) have started new cybersecurity training and education program.

In fall 2015, DHS formed a partnership with the National Association of Police Athletics/Activities Leagues, Inc. (PAL) to build a cyber-educational track within PAL's national program. To launch the cyber literacy youth initiative, 60 Baltimore city high school and college students attended events and participated in hands-on demonstrations in areas such as digital forensics, mobile technology and computer programming. During these cyber events, students from Coppin State University, Coppin Academy Public Charter High School and Frederick Douglass High School learned about technical careers, attended interactive breakout sessions and interfaced with leading cybersecurity experts from the federal sector, private sector and academia. In December 2015, DHS and PAL hosted a follow up cyber event at Coppin Academy Public Charter High School. More than 40 high school and college students participated in live digital forensics challenge competitions and researched data on sample mobile devices.

In parallel, the Department of Energy's National Nuclear Security Administration made a \$1.2 million grant to Bowie State University to address the shortage of quality cybersecurity workers in the U.S. As part of the grant, Bowie State partnered with YouthWorks Summer Jobs Program in Baltimore, Maryland to host roughly 50 Baltimore City High School students over a five week period in Bowie State's Summer Design and Think Technology Innovation Capstone Project. The project helped students explore how cyber security and technology could turn Baltimore into a "Smart City" and designed mobile apps, like an app that would let a student being bullied automatically alert teachers.



Jobs Plus Initiative launch. Photo credit: Sebastian Marin, Housing Authority of Baltimore City

Case Study: Summer Arts for Young People

What happens when you weave together dozens of young people ages 14-21, design thinking, workforce development, economic development, community organizing, and creative expression? In Baltimore, it's [Art@Work](#), a five-week artist apprenticeship program that empowers young people to uplift themselves and their neighbors through art.

The canvass: historic Upton Neighborhood along the Pennsylvania corridor. *The works-of-art:* murals and mosaics created by dozens of Baltimore City youth enrolled in the city's Youth Works program as artist apprentices. Sponsored by the National Endowment for the Arts, the [Art@Work Upton Summer Artist Apprenticeship Program](#) is a partnership between Jubilee Arts and the Baltimore Office of Promotion & the Arts.



"Cosmogram", by Ernest Shaw Jr, Crazy Mart. Photo credit: Nate Larson

Employing 76 youth (56% first time job holders) along with 16 professional artists and interns, these artist teams produced nine new public artworks in the Upton community while providing meaningful youth employment, professional and leadership development, increased neighborhood civic engagement and improving "the face" of the community. The youth artist apprentice teams worked with the Pennsylvania Avenue corridor business owners, canvassed over 200 residents to develop design concepts, and transformed facades, streetscapes and business interiors under the guidance of professional artists. The youth received 100 hours of on-the-job-training; participated in skills development workshops, financial literacy, professional and leadership development, a literacy program, and showcased their work to 450 community residents at the conclusion of the program.

"I would join Art @ Work again because it helped me with working with my communication skills and art skills." – Jariya Wimbley, youth artist apprentice.

This initiative also leveraged new opportunities for many business owners along the corridor who connected for the first time with the Maryland Department of Housing and Urban Development Facade Improvement Program. This connection resulted in nearly \$45,000 for improved lighting, garage doors and facades.

"It was a very fun experience and I learned a lot about how to improve myself and also to improve the area." – Ariel Goldberg, youth artist apprentice

Helping small businesses grow

On May 12, 2015 only two weeks after the height of the unrest, SBA's Office of Disaster Assistance opened two Disaster Loan Outreach Centers in Baltimore. Over the course of two months, the SBA Office interviewed 34 businesses and approved loans totaling \$73,000. In parallel, SBA's Office of Capital Access awarded Harbor Bank of Maryland Community Development Corporation (Harbor Bank CDC) and Maryland Capital Enterprise (MCE) with \$100,000 each to provide training and technical assistance to small business owners following the city's unrest. With these funds, the organizations provided training to build the capacity of these small businesses and to navigate the recovery options available through the myriad of private, federal, and local resources focused on Baltimore recovery. Harbor Bank CDC and MCE worked directly with nearly 200 entrepreneurs throughout Baltimore City.

At the same time, the Small Business Administration, Minority Business Development Agency and the Economic Development Administration started identifying resources to help small businesses in Baltimore access capital, build business acumen and tap into Federal contracting:

- **Access to loans:** First, in summer 2015, SBA provided \$800,000 in microloan capital to Baltimore through the Maryland Capital Enterprise. SBA provided an additional \$111,000 in grant funding to complement the loan program with small business training and technical assistance. With these resources, MCE hired a business consultant to provide Baltimore entrepreneurs with training on QuickBooks, marketing, starting a business, networking, and mentorship. To date, MCE has provided nearly 2,920 hours of technical assistance training to 296 existing and potential small business borrowers.
- **Small business counseling:** In parallel, SBA's Office of Entrepreneurial Development made available \$287,082 in supplemental funding over 15 months to the Maryland Small Business Development Center, which has engaged scores of businesses around Baltimore and is providing counseling assistance to more than a dozen small business owners.
- **Entrepreneurship Center:** The Economic Development Administration at the Department of Commerce provided a \$300,000 grant to the Baltimore Urban League to create a new mobile Entrepreneurship Center. The Center provides training and technical assistance to micro-business owners and entrepreneurs in some of the most distressed areas of the City. By operating out of schools, churches, and community centers, the initiative will provide more opportunities for entrepreneurs who may not typically be able to access business training programs due to resource and transit constraints.
- **Minority business support:** The Minority Business Development Agency (MBDA) at the Department of Commerce also supported this initiative in 2015. MBDA made a \$300,000 grant to the City of Baltimore to operate the MBDA Baltimore Business Center. The Center assisted minority owned firms with access to contracts and procurements, capital, and domestic and global market opportunities. Through the Center's work, minority-owned businesses secured over \$170 million in contracts and procurements and executed over \$4 million in financial transactions, resulting in the

creation of 115 jobs and retention of 239 jobs. The Center also partnered with the Morgan State University School of Business and Management, a Historically Black University (HBCU), to develop and implement a Youth Entrepreneurship Program focused on enhancing entrepreneurship and startups. Subsequently, MBDA issued two new five-year grant awards in Baltimore during 2016 for a MBDA Minority Business Center totaling \$1.55 million and a MBDA Advance Manufacturing Project totaling \$1.25 million. Both program awards will focus on job creation and job retention by supporting the growth of minority-owned businesses.

“Made in Baltimore” campaign

In the summer of 2015, a network of makerspaces and small manufacturers called the Industrial Arts Collective (IAC), in partnership with the Baltimore City Department of Planning, ran a temporary storefront featuring products exclusively made in Baltimore City. The ‘Made In Baltimore’ Pop-Up Shop featured over 80 local vendors with a wide variety of products ranging from furniture to clothing to beauty products to food and beverages. In 24 days of operation, the shop made over \$20,000 in sales, and connected several vendors to large purchasers and substantial contracts. The shop was quickly picked up for replication during the holiday season at the historic Women’s Exchange in Baltimore’s Mt. Vernon neighborhood.

A diverse business ecosystem of small manufacturers can build wealth in local communities, create meaningful, living wage jobs for workers with low educational attainment, address persistent industrial vacancy issues in disinvested neighborhoods, and instill a renewed sense of pride in Baltimore. To help transition the ‘Made In Baltimore’ concept into a campaign to support local manufacturing and achieve this vision, the Department of Planning turned to the Economic Development Administration. In August 2016, EDA invested \$110,650 to launch the new Made in Baltimore initiative, which will include a new brand, online platform and advertising campaign. Small-manufacturers will be allowed to brand their products, businesses, and websites with the ‘Made In Baltimore’ seal and be listed on a central online business directory. The initiative will elevate local manufacturing companies, helping them grow their market among regional consumers and institutional buyers. In addition to the online directory, the Made In Baltimore team will organize retail events, vendor fairs, and factory tours for participating businesses. Made In Baltimore staff will also promote member businesses by arranging retail display opportunities in existing stores, and by directly promoting appropriate businesses to larger buyers, such as procurement officers of Baltimore’s anchor institutions.

Testing new strategies to help small businesses in Baltimore – PLUM Initiative

The Partnership for Lending in Underserved Markets (PLUM) initiative is a two year pilot initiative, spearheaded by SBA and the Milken Institute, which will increase access to capital to underserved, minority-owned small businesses. The Pilot is committed to developing straightforward, common-sense approaches to reducing barriers to capital, creating economic opportunities, and improving lending to minority small businesses. The program is focused initially in Baltimore and Los Angeles. Combining the Milken Institute’s financial focused research and the Small Business Administration’s commitment to all minority communities, the initiative seeks to:

- Increase access to capital by examining the potential for partnerships and the implementation of next-generation technology in addressing underserved markets, the development of flexible financial products and services tailored to African-American and Hispanic small businesses, and the potential for an active secondary market to ensure capital sustainability in the region.
- Tailor technical assistance to underserved markets by examining the technical assistance and training available and currently provided to small business owners. The initiative will also examine the different sectors within the African-American and Hispanic small communities to ensure that any training is culturally competent and meets the differing needs and priorities of the communities.
- Improve current programs and policies from a regulatory standpoint, as well as recommend new initiatives to encourage lending to underserved markets. Efforts will also focus on developing a report card to determine the overall success of the pilot initiative.

On September 26, 2016, PLUM launched in Baltimore. Through the process, the Small Business Administration and other small business lenders will learn about the challenges and opportunities for lending to small businesses in Baltimore, ultimately helping improve how public resources are spent – and making sure small businesses are able to access the financing and technical assistance they need to be successful.

Section II: Public Safety & Public Health

Over the past eighteen months, the Obama Administration provided funding and support to the Baltimore City Public Schools and Baltimore City Health Department to implement new programs to reduce violence in schools and help young people cope with turbulence and crime. The Administration also supported the Baltimore City Police Department as they began the long process of reform, including helping the Department implement new open data policies that provide citizens with more information about police activities. Highlights of the work include:

- **Addressing Violence in Schools:** The Department of Justice (DOJ) and the Department of Education awarded more than \$8 million in discretionary grants to Baltimore City Schools and the Baltimore Health Department to address violence and aggression in schools and help young people cope with the impacts of violence in their neighborhoods.
- **Promoting Safer Streets:** The Department of Health and Human Services and DOJ worked with the Baltimore City Health Department to identify nearly \$1 million in Federal funding over two years to sustain Baltimore City's *Safe Streets* program, helping intervene in the cycle of violence in neighborhoods like Park Heights, Sandown Winchester and Cherry Hill
- **Support for children that are traumatized by witnessing violent crimes:** DOJ also provided funding to the Baltimore Child Abuse Center to create a new program to support children that witness violent crimes and murders.
- **Police Open Data:** The White House partnered with the Baltimore Police Department to expand public access to data on use of force, officer involved shootings and citizen complaints.
- **Helping the city respond to violence:** Over the past eighteen months, DOJ has integrated Federal law enforcement officials into Baltimore Police Department operations, expanded the BPD's crime analysis capabilities, and provided funding and technical assistance for violence reduction projects, including contributing nearly a dozen special agents from federal law enforcement components, including the ATF, FBI, DEA, and US Marshal's Service (USMS) to work with the police department.

Protecting young people, in and out of school

Over the past year and a half, thousands of students have faced increased crime in their neighborhoods; dealt with the shootings or murders of friends and loved ones; and seen growing violence in schools. To help young people cope with these challenges and to restore safety to city schools, the Federal government has worked closely with the Baltimore City Public School system and the Baltimore City Health Department to fund violence prevention programs, expand mental health services, implement community-wide violence reduction strategies and reduce lead exposure among young people.

- **Addressing violence in schools:** Students cannot learn when the threat of violence permeates the classroom. The Department of Justice has been working closely with the Baltimore City Health Department and the Baltimore City Public School System to fund a series of initiatives to both encourage positive behavior and address aggression and violence. Through the National Forum on Youth Violence Prevention, DOJ awarded more than \$500,000 over the past two years to help schools implement and sustain the [“school-wide positive behavioral interventions and supports” \(PBIS\) model](#). The PBIS model helps educators, parents and community leaders take a proactive approach to encouraging positive behavior, reducing the number of disruptions in the classroom and the need to suspended or expel students. At the same time, DOJ’s National Institute of Justice’s Comprehensive School Safety Initiative (CSSI) awarded Baltimore City Public Schools nearly \$5 million in 2015 for a four -year project to help students and school leaders work directly with violent students. The program organizes individual and group sessions with mental health professionals, teachers and family for members for 9th grade students with aggressive behaviors, tackling the root of the violent behavior rather than the symptom and putting kids on a more successful path as they start high school. The program also provides support to the Baltimore City Schools Police Force (BCSPF) in its transition to a community policing model. This latter effort is a partnership of Baltimore City Public Schools, Johns Hopkins University, the University of Virginia, Sheppard Pratt Health System, and the Maryland Center for School Safety.
- **Student resilience and the aftershocks of violence:** Young people who are dealing with violence at home, in their neighborhoods or at school need an outlet and someone to whom they can turn. On September 15, 2016, the Department of Education announced [\\$2.3 million for Baltimore City Public Schools](#) to employ full-time mental health professionals at 13 focus schools affected by trauma related to the 2015 unrest. With the support of Federal funds, schools will be able to teach staff, parents and students how to recognize in young people the signs of emotional trauma from violence, which too often undermine the emotional stability of young people. The Department of Education also provided a grant directly to the Renaissance Academy, which has dealt with the death of three students over the past year. In tandem, the U.S. Department of Health and Human Services’ Substance Abuse and Mental Health Services Administration (SAMHSA) [awarded the Baltimore City Health Department \\$5 million](#) for a new program, ReCAST West Baltimore, which aims to reduce the impact of trauma and build resilience in Central West Baltimore. The program will serve three communities: Sandtown-Winchester, Penn North, and Upton/Druid Heights.

- **Support for children that are traumatized by witnessing violent crimes.** Far too many children in Baltimore are witnesses to murders each year. The impacts of witnessing such violence at a young age can be traumatic. In 2016, the U.S. Department of Justice’s Office for Victims of Crime (OVC) awarded the Baltimore Child Abuse Center \$600,000 as part of [OVC’s Vision 21](#) solicitation. With Federal funding, the program will bring together law enforcement officers, prosecutors, forensic interview professionals, victim advocates, and mental health treatment providers to help children that witness homicide. The response model has successfully served over 28,000 victims of child sexual abuse and other trauma and their families in Baltimore City over the last 30 years.
- **Reducing lead exposure:** In August 2015, the City of Baltimore was awarded \$4 million in HUD’s Lead Hazard Control funding. The U.S. Housing and Urban Development’s Office of Lead Hazard Control Healthy Homes (OLHCHH) provided assistance to Baltimore City to make connections with local medical providers and agencies in the Baltimore Metropolitan Area to increase awareness of the importance of blood lead testing, and to increase enrollment by owner-occupants and families in rental properties to get children tested and to prevent and mediate lead-based paint hazards found in properties. In January 2016, Governor Hogan signed an Executive Order “Universal Testing” requiring all children one and two years of age to be tested for elevated blood lead levels.

[Safer streets and neighborhoods](#)

The Administration also worked with the Baltimore Police Department and the Baltimore City’s Health Department to implement neighborhood and city-wide strategies to stem the high levels of violence.

First, for the past eighteen months, the Department of Justice has assisted the Baltimore Police Department address violent crime by integrating Federal law enforcement officials into Baltimore Police Department operations, expanding the BPD’s crime analysis capabilities, and providing funding and technical assistance for violence reduction projects.

In August 2015, in response to a request from the Baltimore Police Commissioner and city leadership for additional federal law enforcement resources to support key crime and public safety initiatives in Baltimore, the Department contributed nearly a dozen special agents from federal law enforcement components, including the ATF, FBI, DEA, and US Marshal’s Service (USMS) to work with the police department. These federal agents, who along with agents from the Secret Service, temporarily were embedded with the BPD Homicide Section to help solve 2015 homicides and reduce crime by leveraging federal resources such as crime labs, gun tracing capabilities, and technology. Consistent with BPD’s request for federal agents and prosecutors to pursue violent criminals and gangs, ATF, FBI, DEA, and USMS have agreed to make a longer term commitment of resources.

DOJ also temporarily detailed a Special U.S. Attorney to the US Attorney's Office for the District of Maryland – Baltimore Office to participate in the investigation and prosecution of firearms, narcotics, and violent crimes.

At the same time, the Administration looked for ways to break the cycle of violence. Over the past two years, for example, the Taskforce, through the Department of Justice and Department of Health and Human Services, has provided roughly \$1 million in gap funding to keep the Safe Streets program running when city and state dollars were cut. Safe Streets is modeled after the evidence-based violence prevention strategy known as *Cure Violence*. Through the *Safe Streets* program, the Baltimore City Health Department recruits community members who can intervene when hostilities are growing between or among a group of people, encouraging dialogue and discussion before the conflict turns more serious. With this funding, the Baltimore City Health Department was able to sustain and expand current violence prevention efforts in Park Heights, Sandown Winchester, Cherry Hill and East Baltimore, and significantly reduce gun violence among youth ages 14 to 24.

In parallel, U.S. Department of Justice provided funding for a new effort in west Baltimore through the Byrne Criminal Justice Innovation (BCJI) Program. BCJI provides funding to communities to implement innovative strategies to reduce neighborhood violence. In 2016 the University of Maryland Baltimore, School of Social Work was awarded a [BCJI](#) Planning and Implementation grant (\$1,000,000 over 3 years) to work in the Penn North and Upton/Druid Heights neighborhoods. The program is still being formulated; as all BCJI sites do, the new Baltimore site will go through a planning period to gather and analyze data to fully understand crime drivers in specific hot spots in the neighborhoods, and work with community residents and a broad cross sector team to implement a range of strategies to address those crime drivers.

Much of the violence in the city originates with a relatively small number of people, many of whom are themselves victims of shootings or other acts of violence. In 2016, the U.S. Department of Justice awarded the Baltimore City Health Department \$500,000 for a new program to break the cycle of violence by intervening when young people are most aware of the consequences: at the hospital. With the support of this award, the Baltimore City Health Department Office of Youth Violence Prevention will be collaborating with Johns Hopkins Hospital. The program will train Hospital Responders to work with young people who come into the hospital with violent injuries – like bullet wounds. Data shows these young people are likely to be involved in additional violence in the future. The hospital visit provides an opportunity for social workers to intervene, encouraging young people to reduce their participation in and exposure to violence – and in turn reduce the probability that they'll return to the hospital a second, third or fourth time with injuries.

Highlight: McElderry Park Revitalization

Through the U.S. Department of Justice's Byrne Criminal Justice innovation (BCJI) Program, Baltimore is improving community safety by helping residents in the McElderry Park neighborhood in East Baltimore to design and implement projects that can prevent crime and support neighborhood revitalization efforts.

Over the past four years, working closely with the Department of Justice, the neighborhood has renovated a local playground and established new mentoring and after school programs. The community has also joined with CASA de Maryland to conduct bi-lingual community organizing to reach the growing population of Spanish speaking residents, and partnered with the Maryland Institute of Art to create a community arts program. This community-based arts program (MICA Art Place) offers after school programming to local youth, and supports the community in the development of its newsletter tell which tells the story of the great work being done in the community.

Currently, a group of neighborhood youth are using a \$3,500 grant to produce a documentary on violence and violence reduction projects in the neighborhood working with two professional videographers and a local Baltimore author.



Volunteers in McElderry Park build benches for a neighborhood park. Credit: U.S. Department of Justice

Reforming the Baltimore Police Department

DOJ Pattern or Practice Investigation

On May 8, 2015, the Civil Rights Division opened a formal investigation of the Baltimore Police Department under 42 U.S.C. § 14141, which authorizes DOJ to sue local law enforcement agencies where there is evidence of a “pattern or practice” of violations of citizens’ rights.

The Civil Rights Division released the findings of its investigation on August 10, 2016. The investigation found that it has reasonable cause to believe that BPD engages in a pattern or practice of unlawful stops, searches, and arrests; these unlawful stops, searches and arrests disproportionately harm African Americans in Baltimore, resulting in disparities, along with other evidence of intentional discrimination, that erodes public trust; BPD engages in a pattern or practice of excessive force and discrimination against people with mental health disabilities or in crisis; and BPD routinely suppresses protected speech. The Division also identified serious concerns about other BPD practices, including an inadequate response to reports of sexual assault, which may result, at least in part, from underlying gender bias. Another significant concern identified by the department was transport practices that place detainees at significant risk of harm. During the course of its investigation, the Division found that the legacy of “zero tolerance” street enforcement, along with deficient policies, training and accountability systems, resulted in the unlawful conduct.

In conducting the investigation, DOJ investigators interviewed hundreds of officers and community members; held public forums; met with the police union, advocates, faith leaders, community organizations, and other stakeholders; reviewed policies, procedures, and training; and analyzed thousands of reports on stops, searches, arrests, use of force, and other enforcement activities.

On the same day that the Division released the results of its investigation, the Division, the City of Baltimore, and BPD entered into an Agreement in Principle that outlines the reforms that BPD will undertake to address the systemic violations identified in the Division’s investigation. The Division is now negotiating a comprehensive consent decree with the City and BPD to fully set forth the necessary reforms to BPD’s policies and practices that will be enforced by DOJ and overseen by a federal court. Those negotiations are ongoing.

Providing resources to support reform in the Police Department

The DOJ’s Office of Community Oriented Policing Services (COPS) provides essential support to state, local, and tribal police departments and is an important resource on building trust and mutual respect between law enforcement officers and the communities they serve. In an effort to encourage change and improvements to Baltimore Police Department policies and practices, in 2015 the COPS Office provided a comprehensive review of key operational areas of the police policies, procedures, training, and operations related to use of force, investigations, complaints, early intervention systems, and increasing BPD officers understanding and knowledge of national best practices in policing.

The majority of COPS' work with BPD focused on helping the agency improve their operations as it related to issues including use of force, and improving their accountability systems and community engagement.

To promote effective community engagements and share best practices, the COPS Office also provided fair and impartial command level training and supported peer-to-peer exchanges.

Similarly, the Office of Justice Programs (OJP) (including the Bureau of Justice Assistance (BJA), the Office for Victims of Crime (OVC), the Office of Juvenile Justice and Delinquency Prevention (OJJDP), and the Community Relations Service (CRS), the DOJ also has provided extensive training and technical assistance. Through these collective efforts DOJ engaged BPD on:

- **Technology review.** In August 2015 (and early 2016), DOJ's Bureau of Justice Assistance (BJA) performed a technical analysis of the BPD communication and information technology systems to assist the department understand their technology capabilities and to promote efficiency and information sharing. As a result of BJA's technology assessment and recommendations, Baltimore is making major upgrades to their RMS (records management systems) including implementation of mobile reporting and case management.
- **Grant Analysis / Strategy Development.** Through this BJA-funded technical assistance project, a grant consultant who has successfully developed a methodology to enhance grant development efforts in public and non-profit agencies (and for stakeholders such as police chiefs, prosecutors, police foundations) across the country worked with BPD to evaluate BPD's existing grant strategy and evaluation protocol, and offered technical assistance to enhance those processes.
- **Homicide Review.** In early 2015, BJA funded the Police Executive Research Forum (PERF) to work with BPD to review BPD's homicide investigation practices. The assessment report is forthcoming.
- **Crime Analysis for Law Enforcement Executives.** In partnership with the International Association of Directors of Law Enforcement Standards and Training, BJA also provided a range of technical assistance to assist Baltimore, including devising a customized workshop for BPD command staff.

BPD Data Initiative

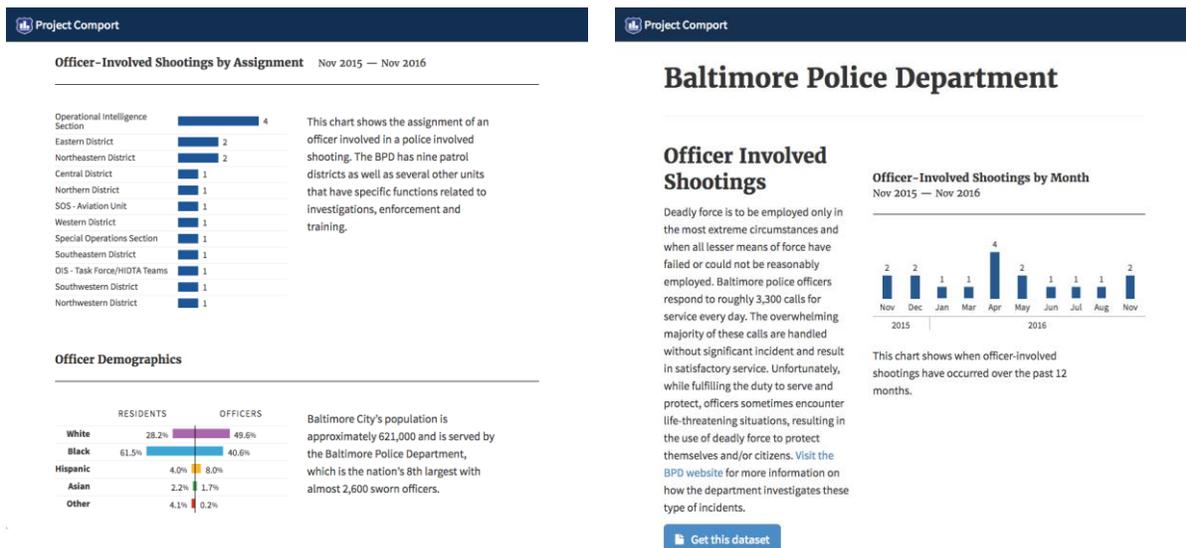
Open data on policing can build trust, increase accountability and facilitate authentic conversations within a community about the goals and efficacy of police work. This effect is especially powerful for communities in crisis. For example, New Orleans Police Department has seen a 16 percentage point increase in citizen satisfaction since implementing their open data initiative, and a Federal judge recently described their new data systems as "a miraculous transformation." In May 2015, the White House launched the White House Police Data Initiative to work with police agencies around the country that were interested in the potential for open data. Baltimore joined the Police Data Initiative in December of 2015, committing to opening

new policing data on *community engagement* and *police force demographics*. At that time, BPD was already publishing data on *use of force* (limited to date, location, and type of force), *closed caption TV locations*, *arrests* and *calls for service*.

Through its involvement in the Police Data Initiative, the Baltimore team was introduced to Code for America, which was piloting a tool called *Project Comport* that extracts, transforms, publishes and visualizes internal accountability data. Baltimore successfully competed to become one of just a few pilot sites nationwide.

In summer 2016, the White House and Baltimore agreed to work on a community data event which could help the Baltimore Police Department accelerate their open data work. As part of the planning process, the White House Police Data Initiative team facilitated six weeks of weekly planning phone calls with BPD, Code for America, and the Baltimore Neighborhood Indicators Alliance (BNIA). The Saturday September 24 event at the Enoch Pratt Library in North Baltimore had 9 tables, and at each one sat a sworn officer, 1-2 neighborhood leaders, a member of the city's tech team, and a civic technologist. Commissioner Kevin Davis set the tone for community collaboration at the event by saying "We want to expose ourselves to all of our frailties when it comes to data collection. We're not as good as we need to be. We want to be better and can't do it without the community." These words that sent a strong signal not only to the community, but also his police force. Attendees gave feedback to the BPD on their draft data in the Project Comport tool on *use of force*, *officer involved shootings* and *citizen complaints*. Below are screen shots that give a flavor of the data sets now available.

Ganesha Martin, Chief of BPD's Department of Justice Compliance and Accountability, has said that the Police Data Initiative was the "beginning of change with data at BPD." BPD continues to work toward opening high value data sets to increase accountability and build trust.



Screen shots of new data tools on officer involved shootings

Section III: Foundations for Future Prosperity

The unrest in the spring of 2015 created new public health and safety challenges and put a spotlight on the need for jobs and workforce programs in Baltimore City. But Baltimore's leaders also emphasized to the White House that to prosper in the long-term, Baltimore City needs strong infrastructure, a livable environment, quality housing, a strong city government and a capable nonprofit sector that can provide residents with services and support. Over the past eighteen months, the Obama Administration has worked alongside the City of Baltimore, the State of Maryland, and organizations around the city to pursue these objectives and to lay the foundations for long-term prosperity. Highlights of that work include:

- **Transportation grants for the Port and for North Avenue:** Through the Department of Transportation, the Obama Administration made two \$10 million TIGER grants to Baltimore City and the State of Maryland in the last two years. With the funds, the City and State will make it easier for trucks to move in and out of the Port and separately speed up bus traffic and increase pedestrian safety on North Avenue.
- **Building a Food Hub to create new opportunities in East Baltimore:** American Communities Trust worked with the U.S. Economic Development Administration, Baltimore City and the State of Maryland to launch a new Food Hub in east Baltimore to support workforce training and entrepreneurship.
- **Improving Baltimore's parks and open spaces:** Federal agencies worked collaboratively with Baltimore City's Departments of Recreation and Parks, Public Works, and Planning to launch new greening programs, increase access to parks and waterways, and fund the first comprehensive park plan since 1926.
- **Strong City Baltimore Taskforce:** The Corporation for National and Community Service made a special grant to Strong City Baltimore to fund 18 AmeriCorps members who worked in nonprofit organizations around Baltimore, taking on projects like helping 2,000 kids get access to free summer meals.

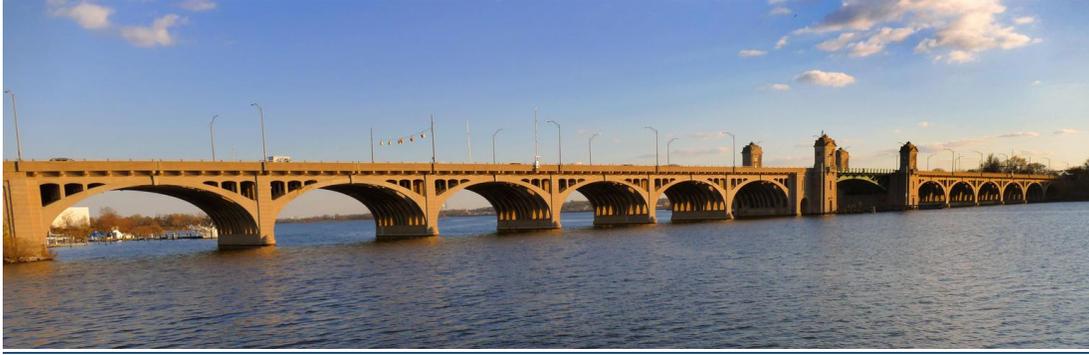
[Investing in Baltimore's roads, bridges and port](#)

Strengthening the Port of Baltimore

The Port of Baltimore is one of the nation's busiest ports, one of Maryland's leading economic engines and a major jobs center for Baltimore City. In October 2015, the U.S. Department of Transportation (DOT) awarded the Port of Baltimore a \$10 million TIGER grant to support infrastructure improvements for the Southeast Baltimore Port Industry Freight Corridor Plan. The DOT investment will be combined with city and state funding toward the project's \$27.5 million cost. The project includes safety and connection improvements to the regional and national road network along the Broening Highway freight corridor. The project will also replace the structurally deficient, functionally obsolete Colgate Creek Bridge. The related bridge improvements will improve truck movement by connecting freight directly to I-95 and adding complete street enhancements that will accommodate pedestrians and bicycle traffic in the surrounding neighborhoods. Construction is slated to begin in August 2017.

One of the challenges facing the Port of Baltimore in the long-term is balancing the needs for shippers and industry with the environmental impacts on surrounding neighborhoods. Over the past two years, the Environmental Protection Agency has provided nearly \$2 million in Diesel Emission Reduction Act (DERA) grants to Maryland Environmental Services and the Port of Baltimore to reduce toxic air emissions at and around the Port. The \$978,302 grant awarded by EPA in 2016 is funding exhaust system upgrades and replacement of old diesel engines on cargo handling equipment such as forklifts and yard tractors used at the port. In addition, automatic stop-start anti-idling devices are being installed on locomotives serving the Port of Baltimore. This project alone is expected to reduce diesel particulate matter by 14.86 tons, carbon monoxide by 88.42 tons, and carbon dioxide by 23,030 tons, and will reduce ozone precursors—oxides of nitrogen by 241.39 tons and hydrocarbons by 8.19 tons. It will also save an estimated 143,034 gallons of diesel fuel over its lifetime. These projects will help improve the air quality in Dundalk and Canton as well as other communities along the transportation corridors: downtown Baltimore, Cherry Hill, Brooklyn Park, and Edgemere.

The City of Baltimore also previously received a TIGER grant to identify feasible methods of rehabilitating or replacing the Hanover Street Bridge, a nearly 100-year old bridge that connects Baltimore City to the Port of Baltimore. The planning process will explore how to improve multimodal corridor accessibility and freight access and highlight ways to enhance access to economic opportunities and recreational amenities, quality of life, and safety throughout the corridor. A renovated Hanover Street Bridge and revitalized transportation corridor will bring great benefits to South Baltimore neighborhoods like Cherry Hill and Brooklyn.



Hanover Street Bridge. Photo Credit: Baltimore Sun.

Reconnecting West Baltimore Neighborhoods

Over the past eighteen months, the DOT has been working closely with Baltimore City and the State of Maryland on two projects that target transportation investments to revitalize West Baltimore.

First, DOT selected Baltimore as one of seven cities in its LadderSTEP pilot, which focused on transportation projects that can create new economic opportunities for low-income communities. In Baltimore, the pilot has focused on West Baltimore and the areas around the West Baltimore MARC Station.

In the 1970s, the U.S. 40 highway extension divided several neighborhoods from each other, accelerating a cycle of job loss and disinvestment. The result was the infamous Route 40 “Highway to Nowhere.” Today, the DOT is working with the City of Baltimore to reconnect those neighborhoods. As a first step, DOT convened local stakeholders, federal agency partners, and national resource groups to develop a shared plan. The plan includes enhancements to the Fulton Avenue Bridge, landscaping and significant streetscape components such as benches, planters, litter receptacles, exercise equipment, and the installation of a shared bike and pedestrian path.

Construction for the Re-Connect West Baltimore project began on April 11, 2016 and is projected to be completed on October 3, 2017.

To support the revitalization efforts, the U.S. Department of Housing and Urban Development is partnering with Baltimore City Housing, St. Ambrose Housing (HUD supported housing counseling agency and developer) and the Maryland Department of Housing and Community development, to rehabilitate 18 existing vacant rowhomes in the 500 block of Pulaski Street, near the Fulton Avenue Bridge. This asset building opportunity will produce lead-safe, affordable rental housing that will help to stabilize the surrounding community. Future plans may include a rent-to-own conversion program incorporating comprehensive pre-post homeownership counseling.

In August, DOT separately announced a new \$10 million TIGER grant for the North Avenue Rising project. North Avenue is an east-west route approximately one mile to the north of U.S. 40 in the heart of Baltimore connecting institutions like Coppin State University, the Maryland

Institute College of Art, and the Station North Arts & Entertainment District. The North Avenue Rising project will support economic revitalization along a 5-mile corridor of North Avenue.

The project includes dedicated bus lanes, new bike facilities, enhancing MTA Metro and light rail stations, targeted improvements at major bus stops, improved sidewalks, streetscaping, and needed roadway re-pavement along the corridor. The project has estimated costs of \$27.3 million with the Federal government covering roughly \$16 million.



Rendering of Fulton Avenue Bridge redevelopment. Credit: Maryland Department of Transportation

[Establishing new anchor institutions and commercial hubs](#)

Building a new Food Hub in East Baltimore

The Baltimore Food Hub has a bold vision: creating a new center for Maryland’s flourishing food economy that will create new jobs and economic opportunities in Broadway East in East Baltimore. Located at 1801 East Oliver Street, the Baltimore Food Hub will include a teaching and commercial production kitchen, office and flex manufacturing spaces for food businesses, a market for the community, and urban agriculture. The project is organized by the American Community Trust, with partnership from the Historic East Baltimore Community Action Coalition, to develop the teaching and commercial production kitchens.

Broadway East was once a thriving working class community, but for decades has struggled with high unemployment, poverty, low levels of education, abandoned homes, and disinvestment. The Baltimore Food Hub is a major step forward. When completed the project will not only provide a new center for entrepreneurship and jobs, but also serve as an anchor for the Broadway East neighborhood.

The investment from the U.S. Economic Development Administration for \$1.4M and the investment of \$800,000 from the U.S. Department of Health and Human Services is funding the development of the teaching and commercial production kitchens to develop local food

entrepreneurs and train and hire culinary workers. The project broke ground on September 20, 2016.



Officials break ground on the Food Hub on September 20, 2016. Photo credit: American Communities Trust.

Accelerating the Redevelopment of Metro West

On Tuesday April 5, 2016, U.S. General Services Administration finalized the sale of the Metro West facility located on the northwestern edge of Baltimore’s central business district. The property is approximately 11 acres and houses a 1.1 million square foot building that had been vacant since the Social Security Administration moved out in spring 2014. The large multi-parcel tract lends itself to endless redevelopment possibilities as a new economic anchor and offers an opportunity to revive an important link between west Baltimore and downtown.

The Metro West facility was sold for \$7 million to Caves Valley Development via a sealed bid public auction as part of GSA’s property disposal process. The disposal process includes opportunities for federal agencies to claim the property as well as a public benefit conveyance for uses such as homeless shelters, public safety, education and others. Throughout the process, GSA worked hand in hand with the community to think through possible plans for the parcel. The disposal is expected to yield more than \$3.2 million a year savings for the federal government while serving as a catalyst for economic development and increased tax revenue in downtown Baltimore. While Caves Valley has not formally announced its plans for the redevelopment of the parcel, the redevelopment of the facility promises significant opportunity for the bringing tenants back to this building represents a significant economic development opportunity for west downtown Baltimore, Hollins Market and the surrounding neighborhoods.

Improving Baltimore's parks, green spaces and waterways

Ready access to green spaces, parks and waterways can transform the wellbeing of communities. Public, outdoor spaces contribute to the physical health of residents, the economic health of neighborhoods and the vibrancy of cities. But there are still too few parks and green spaces in Baltimore, leaving many children and families without places to walk, picnic and play safely. Though Baltimore sits on the Patapsco River and has dozens of smaller tributaries and streams, many families cannot access these bodies of water, which could and should provide recreational and economic opportunities for all residents.

Over the past eighteen months, the Obama Administration has taken steps through the U.S. Department of Agriculture, Fish and Wildlife Service, Environmental Protection Agency, National Park Service and the Geological Survey to invest in parks and green spaces, connect families to streams and waterways and plan for a more sustainable future for Baltimore. The Administration has also expanded environmental education and access to environmental data to foster the next generation of environmental stewards. Below are some of the projects initiated just in the last 18 months:

- **New Pilot GROW Center to keep parks and gardens beautiful:** Many Baltimore City Residents, neighborhood groups, and faith organizations want to reclaim and improve vacant lots to create new green spaces but do not have the money or space for supplies and tools. Baltimore City and the U.S. Department of Agriculture are teaming up to pilot the city's first Green Resources and Outreach for Watersheds (GROW) Center. The Center will be a place that connects interested neighborhood residents and leaders to free/low cost materials, like shovels, rakes and mulch, and practical education on revitalizing vacant lots and managing storm water. Baltimore's Department of Public Works will be working with city leaders to identify the best location for this pilot center. USDA committed \$100,000 in initial funding for the project.
- **Planning for a 21st Century Park System:** Baltimore City Council established a new Open Space and Parks Task Force in 2015 to bring together residents, local/state/federal agencies, and organizations to create an innovative and inspiring vision for a growing and active park and recreation system accessible to all city residents and visitors. The city has not undertaken a comprehensive park plan since 1926. In October 2016, the National Park Service announced a Land and Water Conservation Fund (LWCF) grant to the Maryland Department of Natural Resources to assist in Baltimore's new open space and parks plan.
- **Helping Families in South and West Baltimore to access healthier, more vibrant parks and green space:** In 2013, the U.S. Fish and Wildlife Service announced the first Urban Wildlife Refuge Partnership in the nation at Masonville Cove along the Middle Branch of the Patapsco River in South Baltimore. This partnership brings together neighborhood leaders and environmental organizations with the Fish and Wildlife Service to restore community green spaces and wildlife habitats and encourage environmental stewardship. In October 2016, the U.S. Fish and Wildlife expanded this partnership to

include the Middle Branch watershed throughout South and West Baltimore. The new partnership will deepen Federal engagement around the Middle Branch and throughout South and West Baltimore and position these neighborhoods to better access Federal resources to invest in green spaces for people and wildlife.

- **Educating students about Baltimore’s fragile environment by creating schoolyard habitats:** School campuses are an opportunity to educate students about the environment and to improve the health of Baltimore City’s watershed. The U.S. Forest Service and the U.S. Environmental Protection Agency, along with the National Fish and Wildlife Foundation and CSX Corporation, have teamed up to provide funding for the installation of demonstration schoolyard habitats at 10 schools across Baltimore. Green Street Academy is organizing the flagship installation in their 8-acre campus uniquely situated in southwest Baltimore near Gwynns Falls. The project will also engage a cohort of 20 teachers and 10 facilities managers at a series of workshops where participants will learn the need for and benefits of taking action to improve habitat and water quality.
- **Providing Baltimore citizens with access to new data on water quality through first-in-the-nation Village Blue Project:** Improving the environmental health of Baltimore City will take concerted work across local, state and Federal governments and Baltimore's families and businesses. In October 2016, the Environmental Protection Agency and U.S. Geological Survey (USGS) launched their first Village Blue Project. Village Blue is modeled after EPA’s Village Green project, which provides real-time air quality information to communities in six locations across the country.

As part of the new pilot project, EPA and USGS will be installing water quality sensors in the Jones Falls River by the Harbor's Trash Wheel to provide real-time water quality data to the public, which will be published on EPA and USGS websites. Working closely with organizations including Blue Water Baltimore and the Waterfront Partnership, EPA and USGS will work with neighborhoods around the city to build awareness about the connection between water quality in the harbor and the overall environmental and economic health of Baltimore City neighborhoods.

- **Planting trees:** The U.S. Department of Agriculture commemorated Arbor Day 2016 with a tree planting in Baltimore’s Mondawmin neighborhood. In partnership with Parks & People Foundation, Tree Baltimore, Maryland Department of Natural Resources, and community members, the U.S. Forest Service will plant an additional 100 trees in west Baltimore neighborhood over the next year.
- **Baltimore Wood Project:** The U.S. Forest Service (FS) has been working with Baltimore partners including the Baltimore Office of Sustainability, the Baltimore Department of Parks and Recreation, Parks and People Foundation, and Humanim – a locally-based non-profit, to rethink the value of what many consider to be urban wood "waste" and the role that urban wood can play in achieving a city's economic, social, and environmental sustainability goals. The Baltimore Wood Project salvages street trees and wood from abandoned homes being demolished and repurposes it for carpentry and

construction. To date, more than 123 buildings have been deconstructed, over 500,000 bricks and 158,000 board feet of wood reused, 60 people trained, and 40 employed on an ongoing basis. In 2017, Humanim will open Brick + Board, a retail location for salvaged materials.

- **Kids in Kayaks pilot program success:** Kids in Kayaks, a program developed by Baltimore National Heritage Area, the National Park Service, Baltimore City Department of Recreation and Parks, and Baltimore City Public Schools, provides a unique opportunity for Baltimore City eighth grade students to practice a new skill while learning about the history of their city and the Chesapeake environment. Students learn the basics of kayaking at the Baltimore Rowing Club along the Middle Branch of the Patapsco and are led on an exploration of the river and the small tributaries nearby. Learning stations at the rowing club let students learn more about Baltimore’s history. Capped off by a lesson in stewardship, this place-based experience, funded by the National Park Service and Baltimore National Heritage Area, has been provided to nearly 550 students and has been called out as “the best field trip ever” by participating teachers and students.



Kids in Kayak program. Photo credit: National Park Service.

Food access, urban agriculture and community gardens

The U.S. Department of Agriculture (USDA) is committed to helping strengthen the health and social fabric of Baltimore by providing tools and resources that support economic opportunities for urban farmers and neighborhoods, removing barriers and increasing access to healthy local food options and investing in school and community gardens.

Summer meals and healthy food

Through the Summer Meal Programs, USDA works with State administered food and nutrition programs to provide nutritious meals to children in low-income communities during the months when school is not in session. At most sites, two meals and snacks are available to children 18 and younger. To supplement the existing program, in the summer of 2015, USDA created a demonstration project to serve a daily third meal to young people. The eight demonstration sites were located in areas challenged with food deserts and where 85% of students are eligible for free and reduced price meals. Over 5,300 meals were served to children 18 years of age and younger during the five-week period in 2015. The program was continued in summer 2016 and served more than 60,000 meals at 40 sites. 8,000 Baltimore City youth and young adults that participated in the Youth Works summer employment opportunity were advised of the availability of free meals and were taught how to use the Super Summer Search tool to find the nearest meal site.

Meanwhile, Baltimore Public Markets Corporation was chosen as a pilot site for Local Foods, Local Places, a federal initiative that increases access to locally grown food to both support local farmers and improve health outcomes for children and adults. This past summer Baltimore Public Markets hosted a two-day stakeholder workshop that provided community leaders with an opportunity actively engage in setting goals for revitalizing Avenue Market. As a result, project leaders hosted “shark-tank” style sessions in order to identify candidates to activate vacant and available Avenue Market space. Through this process, project leaders have identified one viable candidate. Additional pitch sessions will be used to identify further candidates for the other vacant spaces.

School and Community Gardens

School and community gardens provide the public with increased access to fresh produce and healthy food, opportunities to create hands-on interdisciplinary curriculum, and opportunities to improve community stewardship and promote ecological literacy in the community.

Through more than \$25,000 in grants and technical assistance, USDA has supported and encouraged community gardening and healthy eating at three Baltimore schools, Creative City Public Charter School, Green Street Academy and Frederick Douglass High School. In addition to this support, USDA has continued to work with each school to create a curriculum that supplements the development of these gardens. This education in science, economics,

sustainability and environmental justice is complemented by entrepreneurship skills that are gained as students learn to sell their produce.

With USDA support and guidance, Green Street Academy (GSA) completed the installation of an aquaculture and aquaponics laboratory in August 2016. The laboratory will serve as an outdoor living classroom that will supplement the school's curriculum and prepare students for green economy jobs. Students are actively involved in growing vegetables and raising fish that are sold to local restaurants and specialty gourmet markets in Baltimore City. The laboratory augments the GSA Community Orchard that was established in April 2016. The orchard will develop into a fully functional food forest that will serve the needs of the school and the community by improving the biodiversity of species and maximizing the ability of Green Street Academy and their partners to meaningfully engage all segments of the Allendale community, a designated food desert with low income census tracts.

Creative City Public Charter School utilized USDA support to install garden beds and update their existing greenhouse. The school and community garden now serve as an outdoor classroom where students are able to plant and grow produce, learn about native Maryland plants and animals, and engage with their natural environment. In April 2016, Creative City published "The Creative Palate: Eating Sustainably and Globally with Creative City Public Charter School's Seed to Table Program!," a cookbook and gardening guide that compiled what students have learned from their garden into a format that can be used by other children and their families.

In parallel, USDA and EPA, through the EPA Environmental Justice Small Grants program, awarded a \$22,000 grant to Parks and People Foundation to address soil safety through education and hands-on training to residents engaged in edible gardening. The effort will support gardening in vacant lot sites located in Baltimore City's East and West/Southwest Public Housing Development areas.

Case Study: School Gardens and Urban Agriculture at Frederick Douglas High School

The U.S. Department of Agriculture (USDA) has been working with high schools around Baltimore to provide opportunities for students to enjoy the outdoors, learn where food comes from, see firsthand the unexpected role that agriculture plays in their day-to-day lives, and show them opportunities for employment in agriculture and agricultural science.

In April 2016, USDA Secretary Tom Vilsack participated in the unveiling of a school garden at Frederick Douglass High School in west Baltimore. The garden, supported by USDA funding and donations from Baltimore Orchard Project and Maryland Nursery, Landscape and Greenhouse Association, features six raised-bed gardens and a grove of fruit trees on the school's campus. Since its unveiling, the school's Green Team, led by teachers Amanda Briody, Chris Jennings, and Ebony Cooper, has planted and cared for a variety of fruits and vegetables, including pears, apples, corn and tomatoes. The school's efforts have expanded to additional community plots within the west Baltimore community.

Since the unveiling, students from the Douglass Green Team have participated in a USDA Campus Tour and two Agricultural Science and Entrepreneurship Boot Camps. During the USDA Campus Tour, students toured USDA buildings, including the USDA People's Garden and Farmer's Market, joined a live cooking demonstration with celebrity chef Jonathan Bardzik, and engaged with USDA officials and staff on topics including food waste, entrepreneurship, and college and internship opportunities. The Agricultural Science and Entrepreneurship Boot Camps introduced students to the business side of agricultural science and encourage students to think of business opportunities around agricultural technologies. The boot camps also exposed students to agricultural professionals in a range of industries.

A video, available at <https://vimeo.com/177257100>, highlights how Frederick Douglass students have been able to implement skills and knowledge gleaned from support of USDA agencies and staff.



USDA Secretary Tom Vilsack visits Frederick Douglas High school. Photo credit: US Department of Agriculture.

Building civic capacity

Expanding Community and Public Service Capacity

The Corporation for National and Community Service's (CNCS) places AmeriCorps and Senior Corps members at nonprofits and public agencies to help community leaders advance local solutions.

One of these programs, AmeriCorps VISTA, improves the ability of organizations to alleviate poverty by raising funds, recruiting volunteers, and designing sustainable programs. In the wake of the 2015 unrest, AmeriCorps VISTA worked with Strong City Baltimore to create a special Strong City AmeriCorps VISTA Impact Taskforce, focusing on expanding opportunities and enhancing services for city residents, particularly youth and men of color. In one year, 17 AmeriCorps VISTA members managed 1,188 volunteers who served 10,434 hours, generated \$571,598 in cash and in-kind resources, and gave support to 9,782 youth. The projects included DewMore Baltimore, where AmeriCorps VISTA members developed volunteer management tools, a budget, and a guide for maintaining program infrastructure.

Strong City also recruited AmeriCorps VISTA members from non-traditional sources, including Baltimore residents who had criminal histories and were looking for opportunities to gain skills that would help them transition into the job market. In addition to Strong City, AmeriCorps VISTA also collaborated with the Maryland Out-of-School Time Network, helping establish 234 new Out-of-School Time program sites in Baltimore that served afterschool and/or summer meals through the USDA's Child and Adult Care Food Program. This expansion likely marks the largest increase in the history of afterschool meal service in Baltimore.

Investing in the Baltimore City Workforce

Through the Department of Health and Human Services' Substance Abuse and Mental Health and Human Service (SAMSHA), the Administration provided funding to train nearly 1000 Baltimore city workers in 77 agencies to address the consequences of trauma in individuals and families.

A trauma-informed approach does not simply raise awareness of the issue of trauma. The Baltimore trauma-informed training was designed to: reduce the impact of trauma in the lives of individuals, families and communities; develop and implement trauma informed approaches across workplaces; make trauma informed screening, early intervention and treatment a part of business as usual; and finally, to promote the recovery, well-being and resilience of individuals, families and communities.

Building upon this strong foundation, the Baltimore City Health Department requested a continuation of the training and train-the-trainer quarterly courses in 2016, which continue to be well received. Eleven HHS-funded training centers are working to create a customized, responsive plan to provide additional training with a consistent curriculum, which will continue progress toward meeting the high demand.

My Brother's Keeper

Mayor Stephanie Rawlings Blake and the city of Baltimore accepted the MBK Community Challenge in October 2014, hosted its first of three Local Action Summits in December 2014, released its own Local Action Plan in June 2015, and launched the MBK-Baltimore Task Force, chaired by Rep. Elijah Cummings, in November 2015. The MBK-Baltimore Taskforce selected the Family League of Baltimore to serve as the organizational home for MBK Baltimore, establishing a public-private partnership to ensure long-term sustainability.

In November 2016, the MBK-Baltimore taskforce – whose work is independent from the federal My Brother's Keeper initiative – secured funding from local philanthropy (Annie E. Casey Foundation and OSI-Baltimore) to support the consulting services of a local youth activist and champion to develop the local implementation plan. The taskforce also engaged the services of the Campaign for Black Male Achievement (CBMA) and Root Cause to draw from national best practices in providing technical assistance in the development of the local plan.

As of December 2016, MBK-Baltimore has taken action to expand opportunity for young people of all backgrounds through a number of local initiatives:

- Through the Young Readers Program, every child in Baltimore from infancy to age five is eligible to receive a free hardback book each month to encourage early childhood literacy. Over 3000 families are currently enrolled in the program.
- Four schools successfully implemented Success Mentors programs. Partnering with the Department of Education, Baltimore City Public Schools were selected to participate in the second national cohort of success mentors schools and plan to expand to ten additional schools.
- The 1st & Goal program at Frederick Douglass High School provides intensive academic support, family engagement and life skills for student athletes, and saw all participating seniors accepted to a two- or four-year higher education institution in 2016.
- In October 2016, a partnership of Baltimore City Schools and the Maryland Department of Juvenile Justice resulted in a conference entitled #MyLifeMatters at Patterson High School attended by 120 African American and Latino young men in high school. Attendees discussed ways to improve educational and life outcomes, increase positive interactions with law enforcement, and identify support and strategies for youth either already justice-involved or at-risk.
- The Play More B'More Internship afforded Baltimore youth ages 16-25 who were previously disconnected from work and school an opportunity to gain leadership job, and career readiness skills. Through the program, these youth constructed new playgrounds at Harlem Park Elementary-Middle School and in West Baltimore's Orchard Mews neighborhood.
- During the Summer of 2016, over 400 youth from 22 schools participated in the *Youthwords* pilot—a partnership between the Mayor's Office of Employment Development, Family League and International Youth Foundation. In addition to a 30 hour *Passport to Success* curriculum, these youth received hourly wages of \$8.75 while having career exploration opportunities and training in job readiness.

Recommendations

Over the past 18 months, the Taskforce identified practices that can help Federal agencies have the greatest impact and help cities like Baltimore make the most of Federal resources. While these lessons emerged from the work in Baltimore, they may be useful for other cities and towns around the country and for Federal agencies working in other cities.

Recommendations for Federal agencies

- **Sustain existing investments:** Over the past eighteen months, the Federal government has helped seed important new projects related to workforce, public health and safety, and other areas. For example, Federal agencies like the U.S. Department of Energy, the U.S. Department of Transportation and the Social Security Administration have worked closely with City Hall on the YouthWorks summer jobs program. Wherever possible, the Federal government should sustain these programs.
- **Maintain interagency coordination:** Federal agencies doing work in Baltimore City should find ways to coordinate with each other. Strong coordination will help city leaders to mobilize multiple sources of Federal funding and access relevant expertise. It will also help Federal agencies avoid duplicating efforts.
- **Be proactive:** Federal staff should continue to be engaged on a personal level in the city. For example, Federal staff should proactively identify projects around Baltimore that may benefit from Federal resources and reach out.
- **Understand local vision and priorities:** Federal leaders should seek to identify and understand local visions and priorities, whether in transportation, public health, safety, or workforce development. Ultimately, city agencies and organizations will be the ones to implement projects and programs. Given this dynamic, Federal agencies should work on sharing best practices from what is working elsewhere around the country and seeking to streamline and align Federal resources around common goals.
- **Continue to pilot programs in Baltimore:** Given its proximity to Washington, Baltimore has historically had a strong Federal presence. The White House Task Force for Baltimore has expanded Federal work in Baltimore and reinforced connections between Federal agencies, the Baltimore City government and civil society. Given these ties, Baltimore is an ideal site for piloting new Federal urban programs. Federal officials can travel easily to Baltimore to observe and evaluate new programs; encourage interagency coordination; and work closely with Baltimore City leaders.

Recommendations for city and community leaders nationwide

The Federal government's work in Baltimore helped identify some best practices that could be used by future city leaders in Baltimore and nation-wide to take advantage of Federal resources. To that end, we recommend three best practices:

#1: Make your priorities heard: Federal agencies are most effective when they are asked to support specific priorities. Federal agencies will not always or even usually be able to identify new grants or resources immediately. But over time, city leaders with clear and consistent priorities will be able to tap into new financial or technical assistance opportunities.

- **Mayors can make those priorities visible to federal agencies:** For example, Mayor Rawlings-Blake focused Federal agencies on the City's YouthWorks summer jobs program; following her lead, Federal agencies identified new financial resources and opened up Federal agencies to host roughly 150 summer youth.

#2: Take advantage of the wide range of Federal resources and tools: The Federal government provides significant funding to cities like Baltimore, both through routine grants and through discretionary and competitive programs. But Federal agency staff and officials can also bring expertise, technical assistance and convening power to bear on city challenges.

- **Federal grant opportunities:** Nearly all Federal agencies routinely issue grant opportunities through their websites, the Federal register, newsletters and other communication channels. City Hall should compile grant opportunities and make sure that city agencies – and perhaps non-governmental organizations around the city – are aware of them.
- **Expertise and technical assistance:** In addition, Federal agencies attract and employ national experts in a wide range of policy topics, from transit-oriented development to community health to violence reduction. Federal staff are eager to engage with city agencies and organizations to share lessons from their experiences working in other cities. For example, in February 2016, the Baltimore Taskforce organized a roundtable on broadband deployment at the request of City Hall and the Baltimore Development Corporation. The roundtable connected Baltimore City broadband advocates with experts from the National Telecommunications and Information Administration, the Federal Communications Commission, and other Federal agencies, who in turn were able to bring in leaders from Boston rural Virginia to share models for municipal broadband programs.
- **Convening power:** Federal agencies can also help convene city and state leaders to focus attention and mobilize resources. City leaders hoping to align Baltimore organizations and initiatives may want to bring in Federal agencies to add weight and focus to the discussion. For example, working closely with the Baltimore City Department of Public Works, Planning and Parks and Recreation, the Baltimore Taskforce (primarily the U.S. Department of Agriculture, Department of Interior and Environmental Protection Agency) organized a roundtable on parks and open spaces with nonprofit organizations, state and Federal agencies and business leaders. The roundtable helped surface broadly

shared priorities, like making improvements around the Middle Branch of the Patapsco River.

#3: Regularly Engage Federal agencies: Understandably, city leaders often engage Federal agencies when there is a specific funding or programmatic need. But city leaders can engage Federal staff at the outset of new initiatives or by laying out the challenges they hope to address. By engaging Federal staff more deeply in project planning and execution, city leaders can deepen Federal agency commitment and over time potentially access more Federal resources. To take a small example, the leadership of Frederick Douglas High School has worked closely with a team from the U.S. Department of Agriculture (USDA) for more than a year to shape an urban farming and agriculture program. Through the partnership, USDA not only helped fund a new garden at Frederick Douglas, but included Frederick Douglas students in new job training programs and organized field trips to Washington.

As a second example, the Baltimore City Office of Sustainability and the Maryland Clean Energy Center have been working closely with the Department of Energy on expanding access to solar energy. The Department of Energy identified a national organization, Eutectics, that is developing innovative financing strategies to deploy solar in low-income communities; and identified resources to bring Eutectics to Baltimore. Working together, the city, state and Federal government are now launching a Clean Energy Hub.

Conclusion

As this report details, the White House Taskforce for Baltimore City has worked closely with Baltimore City and Maryland leaders inside and out of government to create new job opportunities, address the rising tide of violence and improve public health. The Taskforce also invested in Baltimore's transportation network, improved parks and greenspaces, and strengthened the capacity of Baltimore City government and nonprofits to deliver public services. These investments have helped hundreds of Baltimore residents land jobs, made the city's schools safer, and laid the foundations for stronger economic growth in the years ahead. Baltimore continues to face many challenges, including high unemployment, poverty and crime. But with the Federal government as a strong partner, the city can and will take positive steps forward.

The Baltimore experience illustrates how the Obama Administration has worked to deliver desired outcomes on the ground by bringing together local leaders with Federal agencies to foster strong collaboration. Building on this progress, the President signed an Executive Order (EO) that will continue to make government work better for communities. The EO establishes a *Council on Community Solutions* to create a lasting structure for Federal agencies to strengthen their partnerships with communities and improve coordination across the Government in order to deliver more effective and efficient assistance at the local level.

Moving forward, leaders from towns and cities around the country can use the Community Solutions Council as a place to raise concerns, priorities and ideas for better aligning and leveraging Federal assistance to make life better for residents of their communities.

In Baltimore, Federal agencies with a field presence can serve as the first point of entry for local partners, and can in turn leverage the Council to elevate concerns, ideas and priorities. Appendix B contains a list of local and regional Federal offices that can be first points of contact for Baltimore City. These Federal offices will continue to work closely with the Baltimore City government and other leaders to help make Baltimore safer, healthier and more prosperous in the years ahead.

Appendix A: List of Federal Agencies in Taskforce

Corporation for National and Community Service

Department of Agriculture

Department of Commerce

Department of Education

Department of Energy

Department of Health and Human Services

Department of Homeland Security

Department of Housing and Urban Development

Department of Interior

Department of Justice

Department of Labor

Department of Transportation

Department of Treasury

General Services Administration

National Endowment for the Arts

Small Business Administration

Appendix B: Federal Taskforce Agencies – Local & Regional Offices

Agency	Regional HQ
Corporation for National and Community Service	<p>CNCS State Office Fallon Federal Building Baltimore, MD 21201 Phone: (410) 962-4443 Email: md@cns.gov https://www.nationalservice.gov/about/contact-us/state-offices/Maryland</p>
Department of Agriculture	<p>U.S. Forest Service Baltimore Field Station 5523 Research Park Drive, Baltimore, MD 21228 University of Maryland, Baltimore County http://www.nrs.fs.fed.us/baltimore/</p> <p>Cockeysville Service Center Farm Service Agency & Natural Resources Conservation Service 1114 Shawan Road Cockeysville, MD 21030</p>
Department of Commerce – Economic Development Administration	<p>Philadelphia Regional Office The Curtis Center 601 Walnut Street, Suite 140 South Philadelphia, PA 19106 https://www.eda.gov/contact/</p>
Department of Health and Human Services	<p>Region 3 Headquarters 150 South Independence Mall West Suite 1172 Philadelphia, PA 19106 Phone: (215) 861-4411 https://www.hrsa.gov/about/organization/bureaus/oro/region3.html</p>
Department of Housing and Urban Development	<p>HUD Baltimore Field Office City Crescent Building 10 South Howard Street, 5th Floor Baltimore, MD 21201</p>

<p>Department of Interior – Fish and Wildlife Service</p>	<p>Chesapeake Bay Field Office U.S. Fish & Wildlife Service 177 Admiral Cochrane Drive Annapolis, MD 21401 (410) 573-4599 https://www.fws.gov/chesapeakebay/contact.html</p>
<p>Department of Transportation</p>	<p>Federal Highways Administration – Maryland Division City Crescent Building 10 South Howard Street, Suite 2450 Baltimore, MD 21201 Phone: (410) 962-4440 https://www.fhwa.dot.gov/mddiv/</p>
<p>General Services Administration</p>	<p>GSA Mid-Atlantic Regional Office Dow Building 100 S Independence Mall West Philadelphia, PA 19106 (215) 446-5100</p>
<p>Small Business Administration</p>	<p>Baltimore District Office City Crescent Building, 6th Floor 10 South Howard Street Baltimore, MD Phone: (410) 962-6195 https://www.sba.gov/offices/district/md/baltimore</p>