

Baltimore is a city of promise and possibility. And here is the beginning of my plan to usher us into an era where the city lives up to its potential, where we end politics as usual.

There are 8 core areas that are key to the city's promise and possibility:

- A. Education and Youth Development
- B. Community Prosperity
- C. Housing & Neighborhoods
- D. Infrastructure & Sustainability
- E. Leadership, Innovation, & Investment
- F. Safety
- G. Health
- H. Arts & Culture

Each of these sections has been developed with the feedback and input of citizens across the city and I look forward to hearing from you, too. Today, I am releasing the initial plans with regard to three of these sections: Education & Youth Development; Community Prosperity; and Safety.

We know that in order for our city to live up to its promise, it must be a city in which our young people thrive, a city that is economically viable as an institution and for/with its residents, and a city in which all are safe.

In the coming weeks, I will release the plans for the remaining areas. If you would like to provide input into any of the plan development, please e-mail me at deray@derayformayor.com.

Together, we will win.

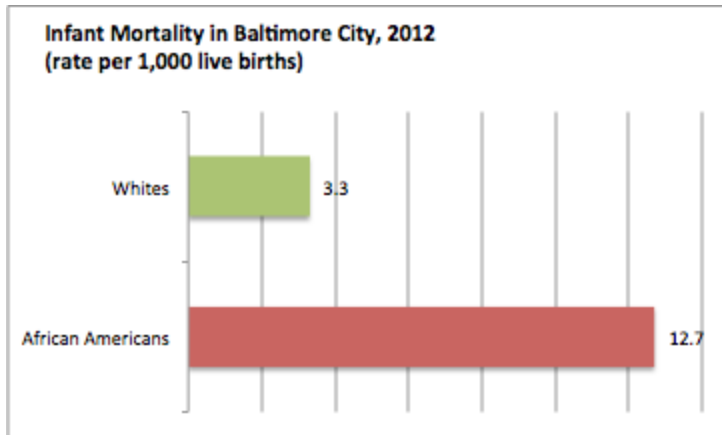
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Education & Youth Development Our Young People Thrive

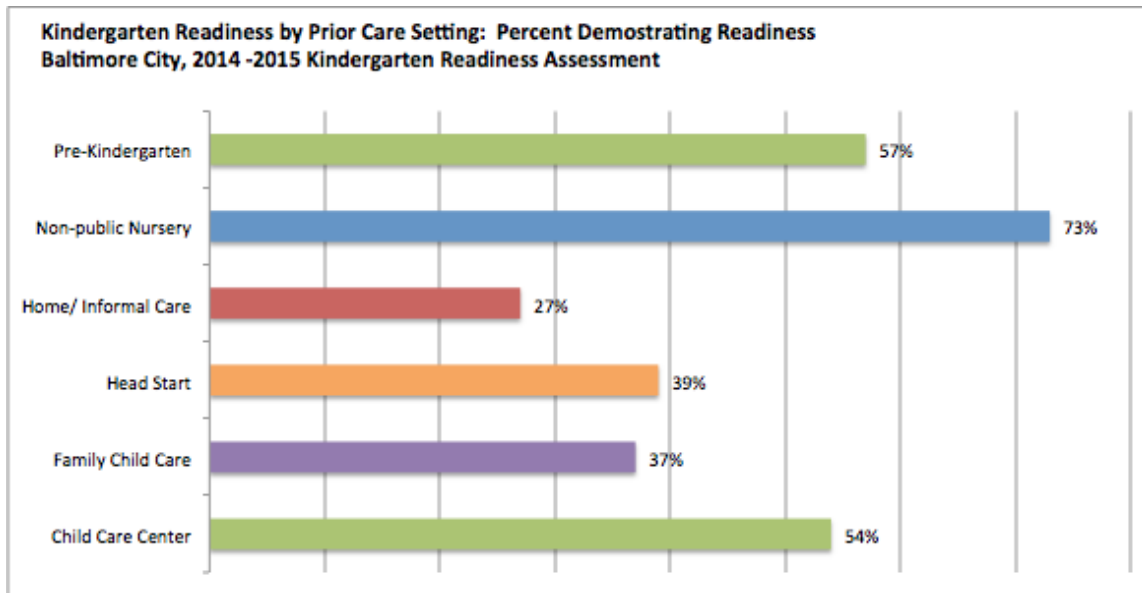
I believe that every student in the city of Baltimore should have access to a dynamic, high quality education that prepares each child for college or a career. This plan has been developed with an understanding that the current legal and accountability frameworks that govern the relationship between City Hall and City Schools, limit the degree to which City Hall can engage in direct intervention in support of Baltimore

students. However we believe that through strategic partnership and investment, increased transparency, and the heightened coordination of city provided services in response to family needs we can catalyze change and lay the groundwork for reconfiguring the the role of City Hall in the support and governance of City Schools.

Current status:



Source: Maryland Department of Health and Mental Hygiene, Annual Report as reported in Baltimore’s Promise 2015 Baseline Report to the Community.



Source: Maryland State Department of Education, 2014-2015 Readiness Matters Report

Together we can:

- ✓ Develop an integrated financing plan that draws effectively on city, state, federal and philanthropic resources to **scale-up the nationally recognized B’More for Healthy Babies Initiative** to provide research-based home visiting programs and other parenting supports to ensure every new baby in Baltimore arrives healthy and

is able to thrive (see:

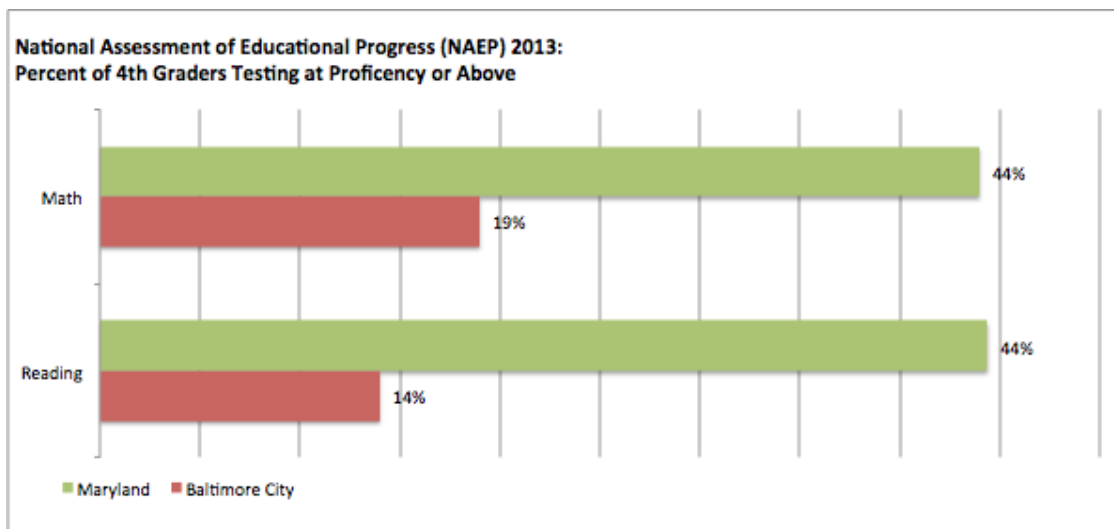
<http://www.pewtrusts.org/en/research-and-analysis/reports/2015/05/bringing-up-baltimore>)

- ✓ **Expand full-day public pre-K to enroll all low-income 3-4 year olds.** Begin immediately by:
 - Coordinating with and strengthening Baltimore’s Head Start Program to make best use of existing, federally-funded, resources
 - Identifying, recruiting and enrolling the estimated 1,000 low-income 4 year olds eligible for but not currently enrolled in public pre-K.Simultaneously work with the City’s State and Congressional delegations to increase public funding and support for expansion to all low-income 3 and 4 year olds.

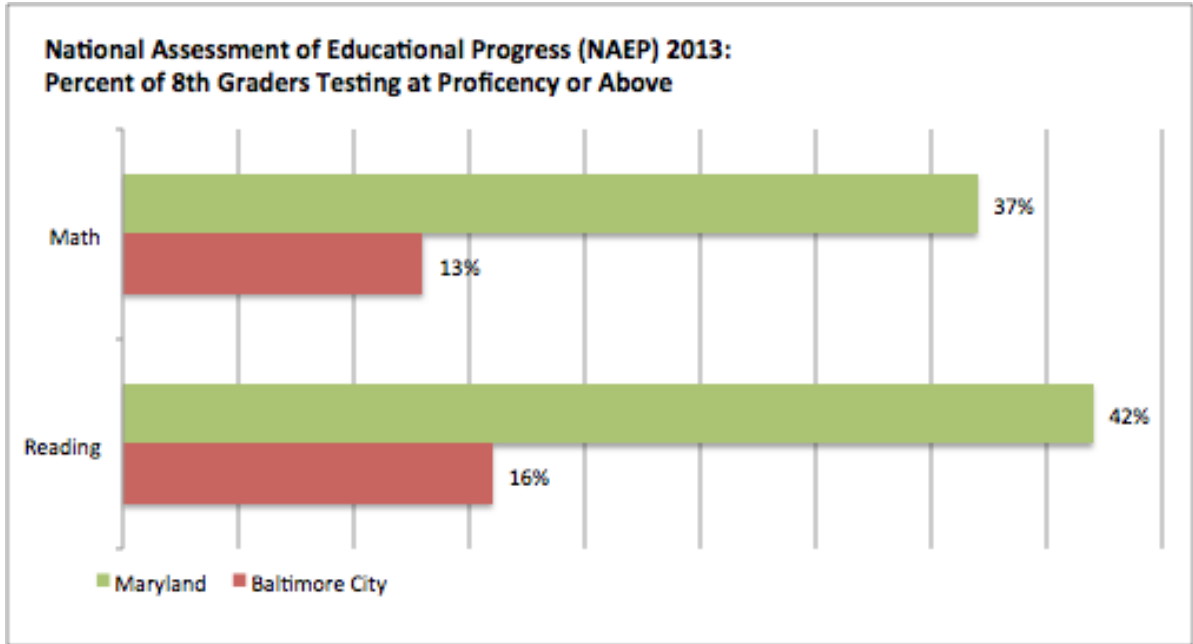
- ✓ **Create literacy-rich environments and programming throughout our community** that support every young child’s early exploration and development -- and every parent as their child’s first teacher -- by working with the Baltimore Campaign for Grade Level Reading and its key partners in at the Enoch Pratt and Family Literacy Coalition to do so. (See: <http://www.gradelevelreadingbaltimore.org>.)

Baltimore’s young people attend great schools and have the full support of the community to explore their unique skills and talents, their history and culture.

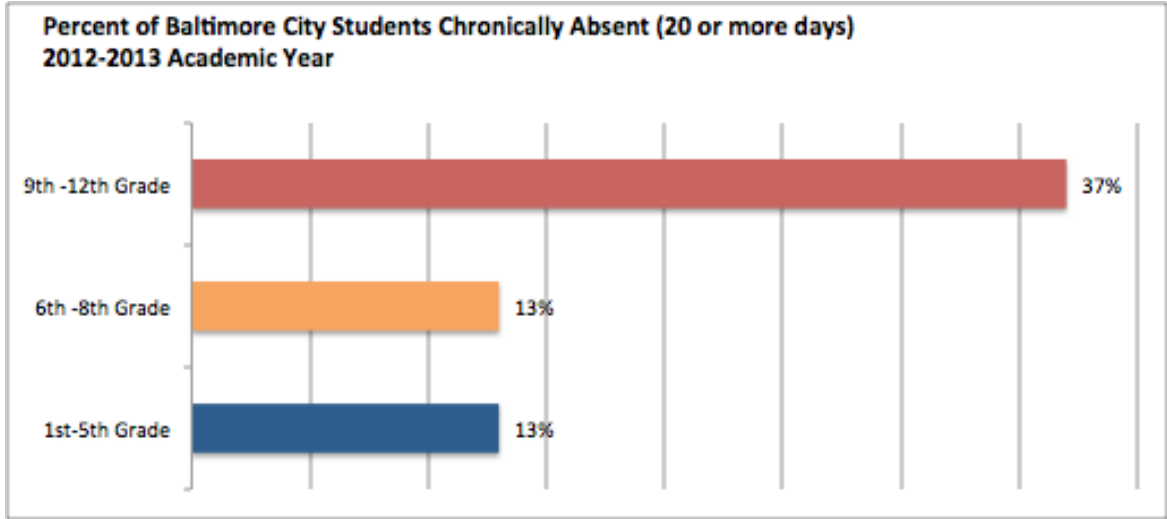
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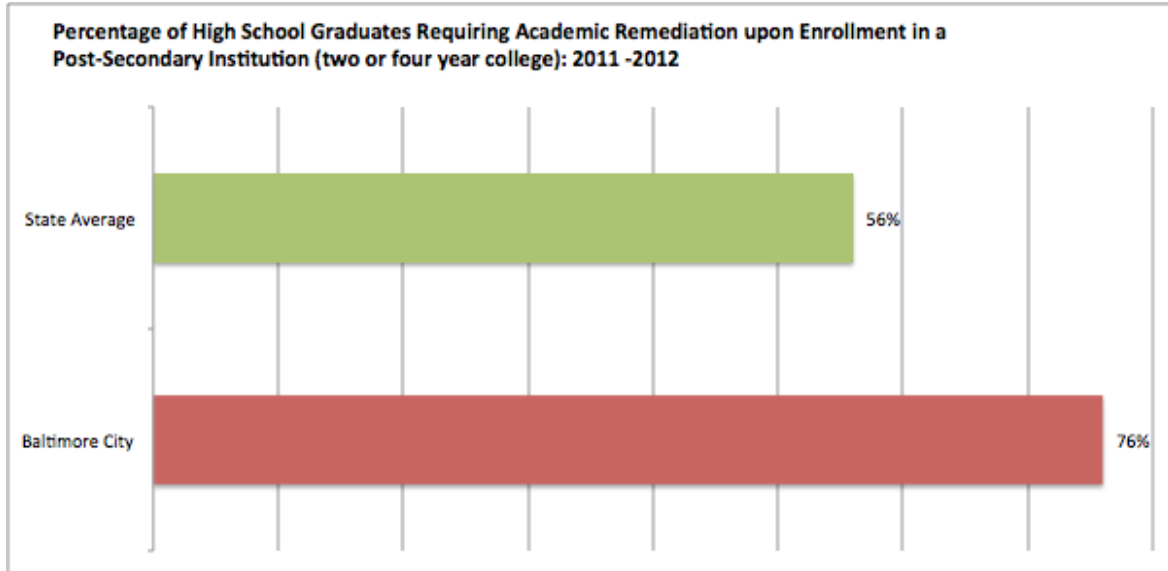
Source: National Center for Education Statistics as reported in Baltimore’s Promise 2015 Baseline Report to the Community.



Source: National Center for Education Statistics as reported in Baltimore’s Promise 2015 *Baseline Report to the Community*.



Source: Baltimore Neighborhood Indicators Alliance analysis of Baltimore City Public School System data



Source: Maryland Higher Education Commission Data Book, 2015.

Together we can:

Demand Accountability and Increase Investments

- ✓ Partner with City Schools to **provide strategic investments that will ensure that every Baltimore City School student has access to a rigorous curriculum in a classroom led by a great teacher and in a school with vigorous and visionary leadership.**
- ✓ **Demand financial and management transparency from City Schools**, including the release of internal audits.
- ✓ As transparency improves and the full picture of the school system's finances emerges, move to **increase the city's own contribution to schools in particular areas of need and opportunity** to exceed the current level (which just meets State Maintenance of Effort requirements) and demonstrate city-level leadership and commitment to our schools.
- ✓ Advocate at the State level to **fix the public school funding formula to fill the gap in school funding caused by the increase in assessed value of developments that have received subsidies** -- Tax Increment Financing (TIFs) and Payments in Lieu of Taxes (PILOTs) -- and are therefore not taxed at their full assessed value.
- ✓ **Use once in-a-lifetime investments in schools through the 21st Century School Plan to rebuild mixed-income city communities where children and families can thrive.**

Increase Urgency and Expand Opportunity

- ✓ **Increase Baltimore's current investment in Community Schools and after-school programs** to provide academic enrichment, mentoring, counseling, recreation, and other supports in all schools and/or to all children. (See: <http://www.baltimoresun.com/news/maryland/education/bs-md-ci-community-schools-20150824-story.html>.)
- ✓ **Establish city-wide recreational and competitive sports leagues operating through city parks and in middle and high schools** -- everybody wins when everybody plays!
- ✓ Revisit lessons learned from the Baltimore Attendance Collaborative and its *Every Student: Every Day* campaign in a renewed focus on **reducing chronic absence, increasing school attendance and high school graduation** (see: <http://baltimoreattendance.org>).
- ✓ **Assess the feasibility of repurposing closed schools and recreation centers to ensure opportunities are available in all neighborhoods.**
- ✓ **Create an online hub of academic enrichment/out-of-school time programs** that can match students to high-quality learning opportunities offered around the city.
- ✓ Invest in ensuring students **develop 21st century skills by collaborating with local technology entrepreneurs and innovators** to launch computer and coding opportunities in school and community-based academic enrichment programs.

Increase and College and Career Readiness

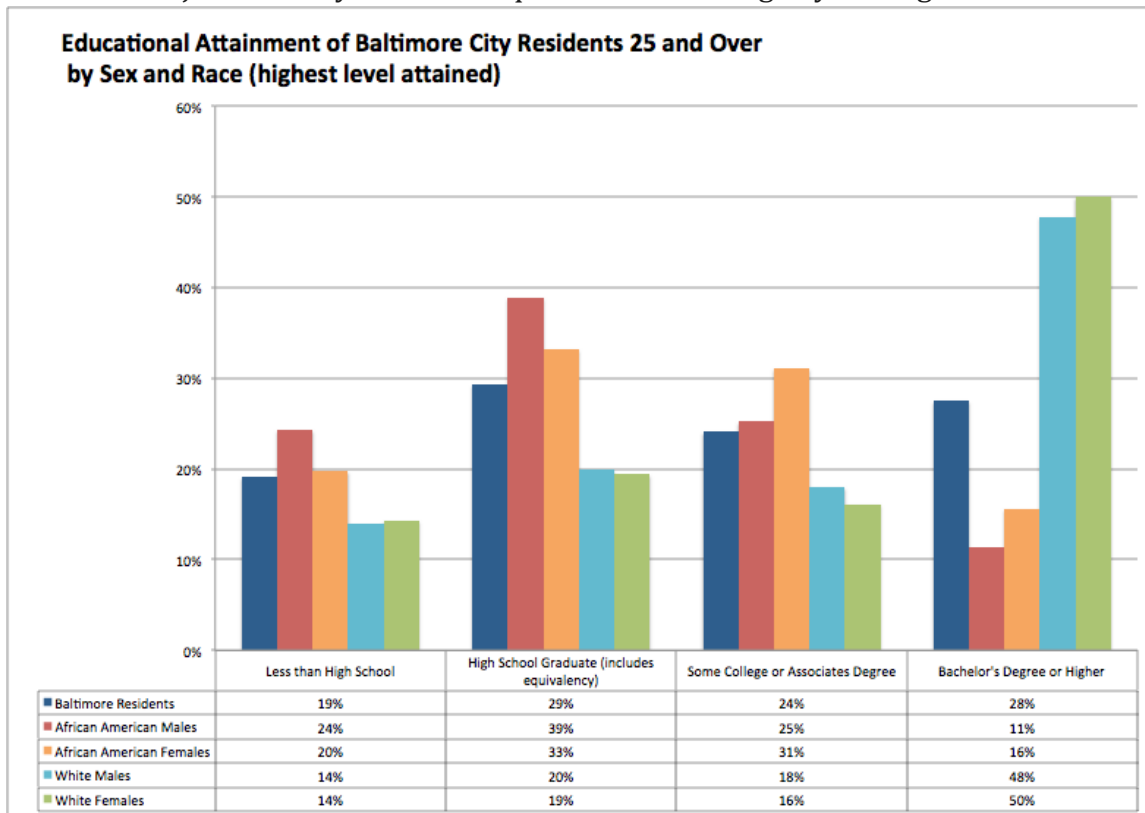
- ✓ **Expand dual enrollment, early college and linked learning programs** in Baltimore high schools to prepare students for college and careers that provide family sustaining wages.
- ✓ In conjunction with city schools and community partners, **strengthen college and career advising and support** so young people and their families understand their options and the steps they need to take to achieve their postsecondary aspirations.
- ✓ **Align Career Technical Education (CTE) offerings in City Schools with high demand, high wage jobs** in the region and ensure these offerings lead to industry recognized credentials that will enable graduates to compete for these jobs.
- ✓ Coordinate City School's internship and work programs with the Mayor's Office of Employment Development's YouthWorks to **provide expanded summer and**

year-round work, internship and apprenticeship opportunities that allow the city's youth to explore the world of work and envision a place for themselves in it.

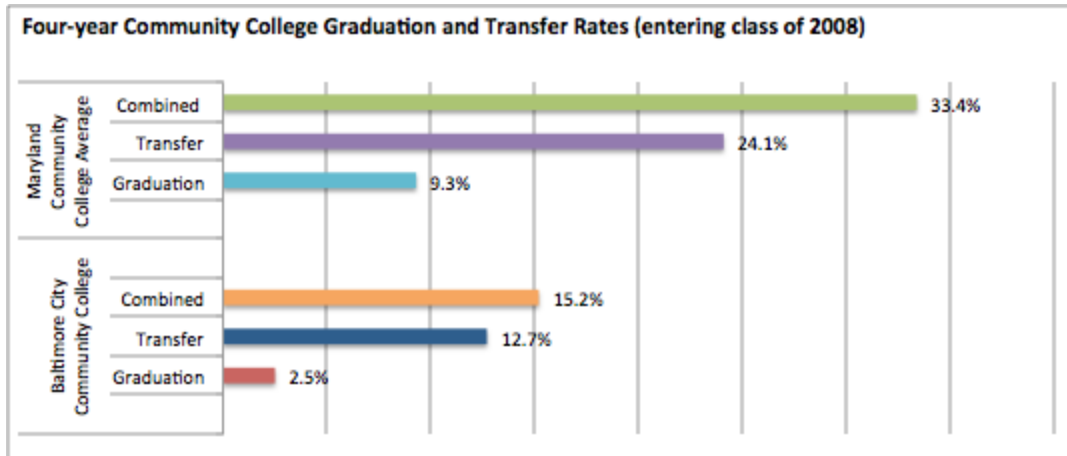
All of Baltimore's residents have the education and training they need to compete in the regional economy

Current status:

- According to the Georgetown Center on Education and the Workforce, by 2020, 69% of the jobs in Maryland will require some training beyond high school.



Source: U. S. Census, American Community Survey, three-year average, 2011- 2013



Source: Source: Maryland Higher Education Commission Data Book, 2014

Together we can:

- ✓ **Establish a full academic scholarship** with accompanying mentoring, guidance and support **for all low-income graduates of Baltimore City Public Schools** who apply and are admitted **to a four-year degree granting institution.**
- ✓ **Provide an ongoing, sustainable source of funding to upgrade the skills of unemployed and underemployed Baltimore residents by establishing a Baltimore Fund for Occupational Skills Training** that meets employer demand for skilled workers, is aligned with available jobs in growing sectors of the regional economy, and leads to middle income wages. Resources from this Fund would be used only for programs able to demonstrate their effectiveness in completion and job placement rates and increased wages.
- ✓ **Advocate for the radical transformation of Baltimore City Community College** into an engine of opportunity for city residents -- dramatically increasing graduation, completion and transfer rates **through improved governance and leadership; strengthened programming** to include co-requisite remediation and a greater alignment with the region's middle skill jobs; **and a relentless focus on results.** (See: *Redesigning America's Community Colleges*, Bailey et. al., Harvard University Press, 2015.)
- ✓ Address the bottleneck to opportunity caused by the lack of a high school diploma among city adults by **building the capacity of local programs to prepare adult candidates for the GED and developing alternative models and programs that lead to a Maryland High School Diploma.**
- ✓ Advocate at the state and federal level to **create and/or expand loan forgiveness programs for low-income students**, particularly for those entering careers in public service and for students who took out loans but did not end up graduating after attending a college with persistently low graduation rates relative to other

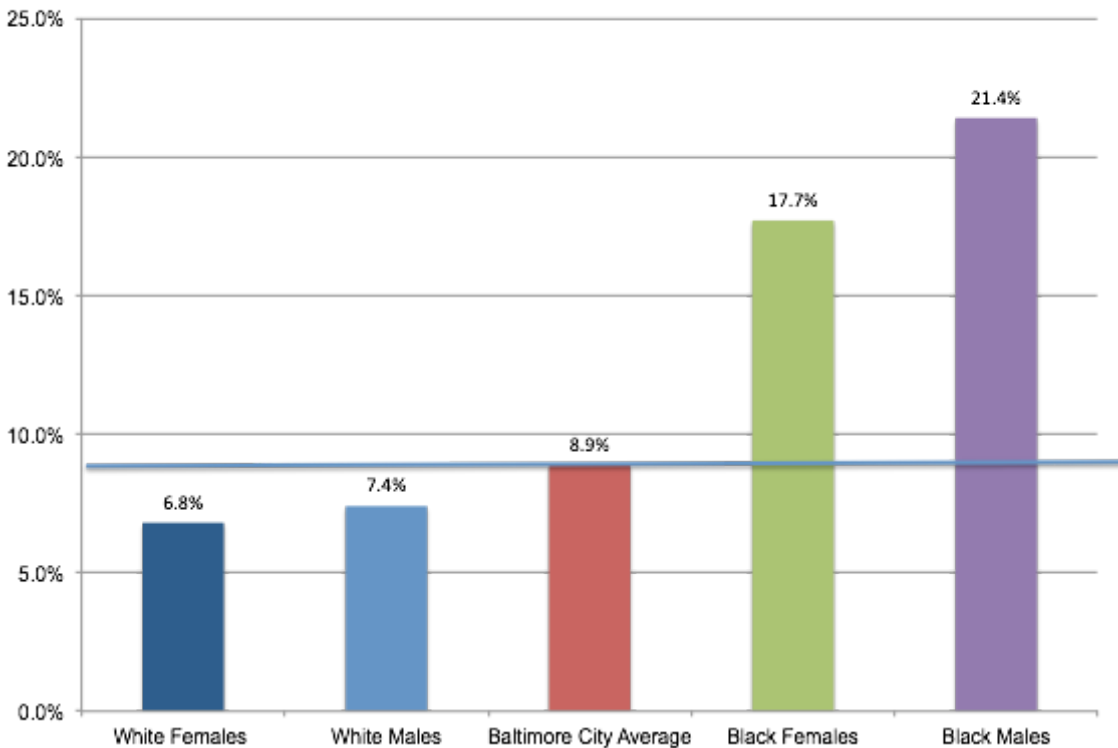
institutions. Students shouldn't be left with the bill after institutions fail to prepare them to succeed.

Community Prosperity Our Community Prospers

Baltimore residents should have access to jobs with wages that support their families. I am not naive to the fiscal constraints of the city budget nor do I believe that the path to prosperity can be shortened through tax breaks and traditional developer tax incentives. I believe that the pathway to community prosperity starts when we reduce the barriers that make it difficult for individuals to find and maintain jobs and open up businesses. And that prosperity acceleration occurs when we commit to an economic development plan that partners with our city, its residents, and is invested in the long-term success of Baltimore.

Current status:

Unemployment Rates of Persons Aged 16-64 by Race and Sex in Baltimore, 2011 - 2013



Source: U. S. Census, American Community Survey, three-year average, 2011- 2013

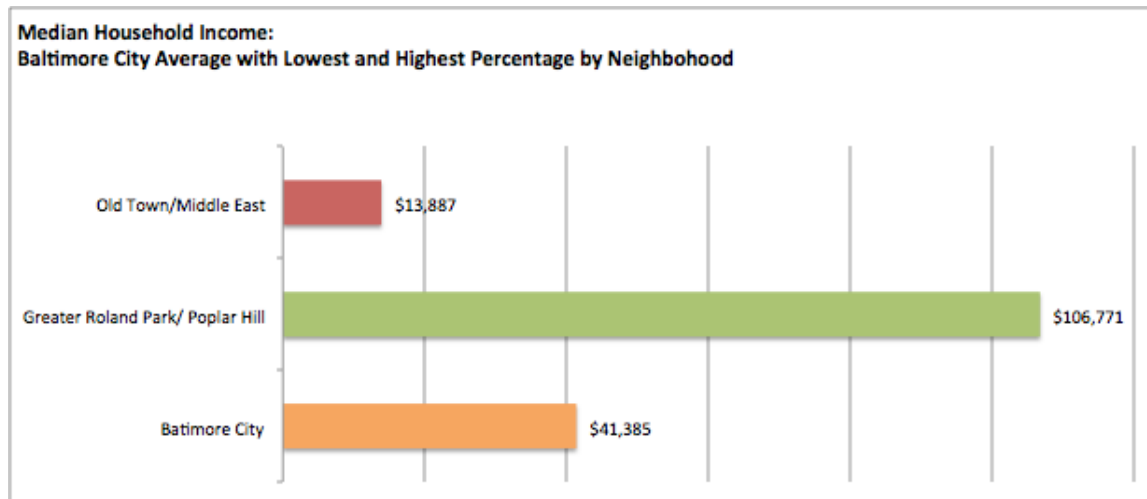
Together we can:

- ✓ Advocate to **increase the state's minimum wage to \$15/hour.**
- ✓ Dramatically **expand youth employment with a particular focus on hiring from neighborhoods with the highest rates of young people disconnected from school and work** and building on the YouthWorks program that employed 8,000 young people last summer.
- ✓ **Establish transitional work (subsidized work) opportunities** in the city's anchor institutions, public agencies, projects receiving public subsidy and public infrastructure improvements as an initial opportunity **to build skills and establish a work history for adults living in poverty and citizens returning from incarceration.** (Models: Use of TANF wage subsidies in the American Recovery and Reinvestment Act, Georgia Works, New York City Sandy clean-up,)
- ✓ **Strengthen local hiring policies and practices** to maximize the employment potential of the development projects and businesses who receive city contracts, subsidies and supports:
 - Increase base threshold for local hires from 51% of new jobs to 51% percent of all work hours on site
 - Include clear targets for hiring residents living on public assistance, living in a household making less than half the area median income, single parents, military veterans, formerly incarcerated and system involved individuals, the chronically unemployed, or homeless. Hiring targets would increase each year until disadvantaged residents comprised a majority of local hires. (Models: San Francisco, St. Louis and New Orleans.)
 - Expand training opportunities for city residents so they are able to fill these jobs (in conjunction with the Baltimore Fund for Occupational Skills Training mentioned above).
 - Build relationships with contractors/ developers to connect skilled residents to available employment opportunities.
- ✓ Build the capacity of the Baltimore City Office of Wage Enforcement to **enforce the city's ban-the-box law and track local hiring through payroll reporting.**
- ✓ **Coordinate with Baltimore's existing business accelerators and innovation hubs and establish new new innovation hubs** in areas where they don't exist -- such as West Baltimore-- to support all of the city's small business and emerging entrepreneurs.
- ✓ Explore a **local fund to support the creation of worker owned co-operatives.**

- ✓ **Streamline regulations, licensing, and permitting processes** to make it easier for businesses to start and grow in Baltimore.
- ✓ **Work with employers who are invested in the city's future to directly hire more city residents** in full time jobs that pay a living wage and offer benefits.
- ✓ Work with partners in the state legislature to **pass the Paid Family and Medical Leave program.**

Baltimoreans build (and keep) wealth

Current status:



Source: Baltimore Neighborhood Indicators Alliance (BNIA) analysis of U.S. Census American Community Survey five-year data, 2009- 2013.

Together we can:

- ✓ **Create matched savings accounts and/or college savings accounts** for every child. The City would partner with banks and non-profits to make an initial deposit into each account, then provide incentives for parents to contribute to the account over time (for example, the City of San Francisco contributes an initial \$50 for each

kindergartener). Recent research shows that children with savings designated for school - even if it is less than \$100 - are [2.5 times more likely](#) to enroll in and graduate from college than children with no account.

- ✓ **Establish a network of Financial Empowerment Centers** with community partners and in public agencies to provide residents with one-on-one financial counseling and financial services to help residents reduce debt, build savings, and plan for their future.
 - As a part of these Financial Empowerment Centers and/or through public agency offices and other community partners, **support city residents in seeking the full benefits for which they are eligible and that augment a family's net income** including the State and Federal Earned Income Tax Credit (EITC) programs, the Supplemental Nutritional Assistance Program (SNAP), Medicaid and the Children's Health Insurance Program (CHIP).
- ✓ **Revise state policy to address high-interest check cashing establishments and other predatory practices** -- such as structured settlements, late fees, fines and other penalties -- that take advantage of city residents.
- ✓ Work with Community Development Financial Institutions (CDFIs), the Municipal Employees Credit Union (to which all residents have access) and others to **provide affordable, risk-free alternatives** to payday lenders (Model: [Rio Grande Valley Community Loan Center](#)).
- ✓ **Advocate for state legislation to end the practice of civil asset forfeiture in Maryland and, in the interim, instruct Baltimore police to stop seizing cash or other assets** of civilians until they have been convicted of a crime and there is clear and convincing evidence that the assets are related to this criminal activity.
- ✓ **Require all forfeited property to go to the general fund, not the police department** (instead, this property should go to a general fund). (Model: New Mexico law).
- ✓ **Review Baltimore City's own fines and fees to adjust or eliminate those that disproportionately impact low income residents.** .
- ✓ **Prohibit Baltimore police from using ticket or arrest quotas** to evaluate the performance of police officers or imposing fines/fees on residents as a means of revenue generation.
- ✓ **Advocate for legislation to prohibit the issuing of fines or arrest warrants for civilians who fail to appear in court for a traffic citation** (Model: Ferguson Policy)

- ✓ **Permit judges discretion to waive Maryland state imposed fines and fees** for low-income people or initiate payment plans.
- ✓ **Advocate for legislation to end the practice of raising revenue from defendants and people who are incarcerated**, on parole or probation, including the \$50 fee for applying for a public defender, \$40/month parole supervision fee, and \$100 drug testing fee (**Model: Virginia**, <https://www.brennancenter.org/sites/default/files/legacy/publications/MD.Fees.Fines.pdf>).
- ✓ **Advocate for legislation to reform the child support system** to focus on encouraging parent involvement, providing mediation, structuring payments to be within the means of the parent, ensuring payments actually reach families, and providing employment and legal assistance to build parents' capacity to support their children.

Economic development benefits all residents

- ✓ **Develop new tools to expand the scope and reach of the city's economic and community development strategies across all neighborhoods:**
 - **Work with existing Community Development Financing Institutions (CDFIs)** to lend money to small businesses, homeowners and others who lack good private banking options and to serve as an alternative funding source for infrastructure and housing projects. (Models: Bank of North Dakota, START Community Bank in New Haven.)
 - **Support the development of Community Land Trusts** to improve and expand access to affordable housing options and other public spaces.
- ✓ **More effectively use existing community and economic development tools by:**
 - **Rigorously evaluating requests for TIFs (tax increment financing) and PILOTs (payments in lieu of taxes) against an efficiency and equity framework** that asks:
 - Are subsidies required or necessary to the advancement of the proposed development (could it proceed anyway)?
 - What are the full range of costs in addition to foregone tax revenues -- and including in particular loss of state funding for schools from increased property values -- that the city will incur?
 - Who will benefit? In what ways?
 - Are there clawback provisions, e.g. if job creation guarantees are not met?
 - **Ensuring inclusion of clear, accountable, workforce utilization and development plans to meet strengthened local hiring goals;** and
 - Working with developers, community associations and groups to **execute clear, accountable, Community Benefits Agreements**, such as the one just

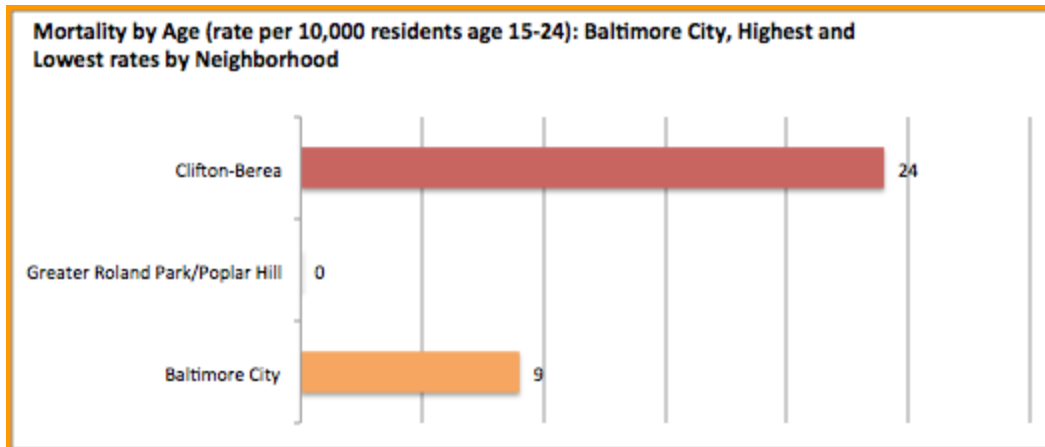
completed for the University of Maryland BioPark that included a \$4 million investment in a neighborhood recreation center along with a \$17.5 million TIF deal for the private developer managing the expansion of the BioPark. Ensure that funds from such agreements are not diverted to other purposes.

- ✓ Recognizing that the **city's anchor institutions -- its universities, hospitals, churches and cultural institutions -- are major landholders, employers and developers** in their own right, **work with these institutions to manage and support their growth in ways that measurably and directly benefit their surrounding communities** through increased employment, local purchasing and co-investment in infrastructure and other public amenities and services.
- ✓ **Explore how impact investors can work with the city to rebuild its economic and social infrastructure.**

Safety

Our communities must be safe for our communities to thrive. I understand that issues of safety are more expansive than policing, and that to make the city as safe as we want it to be, we will have to address issues related to job development, job access, grade-level reading, transportation, and college readiness. But it is true that for kids to go school they must be alive and for adults to work they must not be in jail. As we approach the range of issues affecting safety we can be nevertheless thoughtful about how, as a community, we approach crime, addiction, the role of the law enforcement, and how we choose to engage those that have committed crimes and fulfilled their obligations.

Current status:



Source: Baltimore Neighborhoods Indicator Alliance analysis of Baltimore City Health Department data, 2013

Invest in Effective Crime Prevention Strategies

- ✓ **Establish community first-responders to mediate and de-escalate** situations in the community, prevent retaliation, and connect people in crisis to opportunity and treatment (Models: Baltimore Safe Streets, Violence Interrupters, Skid Row Housing Trust).
- ✓ **Reinvigorate the CeaseFire Program** focused on providing pathways to a better life for the small number of individuals most at risk of perpetuating the cycle of violence.
- ✓ **Redistribute an increasing portion of the police budget to invest in expanding employment and educational opportunities in communities most affected by crime** (Model: [LA 1% campaign](#)).
- ✓ **Make the use of restorative justice a primary means of addressing offenses committed by youth** to repair harm done and reduce the chances of committing future crimes (Models: Baltimore Community Conferencing Center, Redhook Youth Court).
- ✓ Advocate to **support, expand and sustain re-entry programs that prevent returning citizens from reoffending** by connecting them to housing, employment, health resources upon release. This will help put these individuals on a path to successful reintegration into society and contribute to public savings that can be reinvested in families and communities. (Model: Norway's Correctional System, Baltimore's Public Safety Compact that has dramatically reduced recidivism, see: <http://www.abell.org/publications/abell-salutes-public-safety-compact>)
- ✓ **Advocate for automatic expungement of criminal records** to help individuals eligible for expungement overcome current bureaucratic hurdles to getting their records removed from public view, reintegrate into society and prevent recidivism.

- ✓ **Commit to reinvestment strategies such as the Public Safety Compact**, in order to coordinate resources for eligible incarcerated adults to decrease the likelihood of recidivism and increase the likelihood of successful re-entry upon release.

End the War on Drugs

- ✓ **Build the capacity of community responders, in collaboration with city agencies, to divert those addicted to drugs to treatment and rehabilitation** instead of arrest and incarceration.
- ✓ **Establish a screening process for people entering the system to identify their needs and triage with other service-providers** (i.e. screen for substance use), with a focus on building their capacity to re-integrate into the economy and society.
- ✓ Develop a concrete implementation and funding plan with clear benchmarks and public accountability mechanisms to put into place **treatment on demand** -- a longstanding priority of the Baltimore community (and a key recommendation of the *Mayor's Heroin Treatment and Prevention Task Force Report*). Key aspects of this plan and strategy should include:
 - o Centralized, easy-to-access **intake that is available 24/7**, with immediate access to an addiction counselor or social worker;
 - o Availability of **evidenced-based treatment options** that align with patient need (as opposed to just lowest-cost);
 - o **Universal case management**;
 - o **Treatment for co-occurring disorders**; and
 - o Access to **treatment for most vulnerable individuals in the city such as inmates and the recently incarcerated**.
- ✓ Continue to **equip police officers and other first responders with Naloxone** and train them in its use.

Ensure a Just, Fair, and Effective Response to Crime

- ✓ **Reframe enforcement priorities are responding to and solving serious crimes** by advocating to decriminalize low-level, nonviolent offenses such as spitting, disturbing the peace, or possessing an open container of alcohol
- ✓ **Develop new models of using data to inform policing and service-delivery efforts that do not reinforce existing biases.**
- ✓ **Change the Police Department *Use of Force Policy* to require and invest in de-escalation tactics.** This includes the requirement that police undergo at least as

many hours of training in de-escalation and crisis intervention as they spend learning how to shoot firearms.

- ✓ **Eliminate the “reaching for my weapon” excuse** by replacing officers’ standard issue firearms with “smart guns” that can only be fired by the designated user.
- ✓ **Hire people most affected by police violence to conduct mandatory anti-racism training** for police, with implications for officer performance evaluations and decisions about deployment, promotion and discipline.
- ✓ Enact an **ordinance making chokeholds and “rough rides” (leaving a person unrestrained in a police vehicle) by police officers illegal.**
- ✓ **End the use of ticketing or arrest quotas** as factors in decisions about promoting or providing incentives to police officers.
- ✓ **Examine the link between police officer overtime pay and arrest quotas.**
- ✓ **Require a majority of Baltimore police officers to be recruited from, and live in, the communities with the highest rates of police contact.**
- ✓ **Advocate to end the cash bail system** that conditions freedom on ability to pay and replace it with a system of pretrial supervision.
- ✓ Advocate to **create a pathway to end juvenile detention in Baltimore, and ultimately across Maryland**, by:
 - Diverting youth offenders to restorative justice programs
 - Screening youth offenders for literacy gaps, educational challenges, substance use, and other issues to connect them to educational and community supports to get back on track
 - Increasing the quality and quantity of social services and youth development opportunities
 - Reinvest funds currently going to keep youth in jail to community-based approaches that have yielded better results in terms of lowering recidivism such as Multisystemic therapy, cost less than juvenile detention and that thereby, save public resources for reinvestment in opportunity. (Model: Seattle City Council Resolution; MST Compact)

Ensure Accountability and Oversight

- ✓ **Encourage the Department of Justice to include the following accountability measures in their Consent Decree** with the Baltimore Police Department:
 - Implement best-practices related to the standards and processes of internal affairs investigations.

- Change Police Department *Use of Force Policies* to include common sense limits on when, and how, police use force consistent with recommendations from the [President's 21st Century Task Force Report](#), the [Police Executive Research Forum](#), and local advocacy groups.
 - Expand in-service training to focus extensively on de-escalation, crisis intervention, procedural justice, and racial bias.
 - Create pathways to empowered civilian oversight, comprehensive tracking of police *Use of Force*, and increased transparency of internal affairs investigations and the status of civilian complaints.
- ✓ **Create a system whereby victims and their families can monitor the progress of their case** in real-time to ensure justice is done.
 - ✓ **Establish an open police complaints database** with information about the number of complaints against each officer, the type of complaint, outcome of investigation, and a system for imposing escalating disciplinary consequences on an officer after receiving a given number of complaints of similar nature within a specified time frame. (Model: Invisible Institute's Chicago Citizens' Police Data Project).
 - ✓ **Empower the Baltimore Police Civilian Review Board** by increasing funding, giving discipline power, hiring civilian investigators and requiring that the board be comprised of those most affected by police violence.
 - ✓ **Establish the principle of fairness regarding police union contracts** so that these contracts do not confer additional rights to which citizens themselves do not have access. Open up the contract negotiating process to include community involvement.
 - ✓ **Eliminate provisions in the Baltimore Police Union contract that remove records of civilian complaints against officers**, limit civilian involvement in administrative hearing boards, and that prevent officers who are placed on the "do not call list" from being disciplined.
 - ✓ **Institute third party reviews and ensure long-term storage of police footage from body camera and other video footage.**
 - ✓ **Establish a system where the criminal, administrative, and civilian oversight investigations occur simultaneously** to avoid any delay in the process of getting to the truth.
 - ✓ **Require police officers to submit to drug and alcohol testing following any incident where deadly force is used.**

- ✓ **End the practice of giving police officers the power to strike candidates from administrative hearing boards.**

- ✓ **Advocate for a full repeal of the Maryland Law Enforcement Officer's Bill of Rights.** The current Mayor has called on state legislators to address [11 barriers](#) to police accountability contained in the Maryland Law Enforcement Officer's Bill of Rights. These recommendations, however, do not go far enough. For example, the Mayor advocated for the 10-day waiting period officers are given to retain an attorney for misconduct investigations to be reduced to 5 days. This would continue to impose significant delays on investigating police officers for misconduct. We will advocate for a full repeal of the Law Officer's Bill of Rights, including the waiting period before interrogations, the statute of limitations for investigating complaints, and the hearing board provision that allows officers to have fellow officers decide whether they committed misconduct.